# 》 Q3 Results for the Fiscal Year 

(From April 1, 2016 to December 31, 2016)

## LIXIL Group Corporation

February 6, 2017

## >Q3 FYE2017 Financial Results Summary (IFRS)



## LIXIL Group Q3 (9 months) Highlights (1)

## Steady improvement in profitability, YoY growth in CE turned positive

$\checkmark$ Revenue decreased by 7\% YoY to JPY 1,333.7bn due to divestment of non-core businesses, impact from forex, and result of selective order intakes of LBT.
$\checkmark$ Core earnings increased by 9\% YoY to JPY 73.8bn due to steady growth in LWT, improvement in profitability including synergy effects, and positive impacts from divestment of non-core businesses in previous fiscal year.
$\checkmark$ Operating profit increased by $14 \%$ YoY to JPY 69.3bn due to the absence of one-off losses that were posted in previous year as well as the improvement in CE.
$\checkmark$ Net profit showed significant improvement by $29 x$ to JPY 45.7 bn due to the absence of one-off losses that were posted in previous year and positive impact from forex movement as well as improvement in OP.
$\checkmark$ FYE2017 forecasts remain unchanged due to potential one-off costs that could be posted as a result of ongoing review on inventories and assets such as facilities in order to strengthen future profitability.
$\checkmark$ Initiatives and activities to drive leaner, faster, and simpler organization continuing from H1.

LIXIL Group Q3 (9 months) Highlights (2)


Q3 Revenue Highlights (YoY)

- $1 \%$ decrease on like-for-like basis
(H1: -1\%, Q3 (3 months) : -1\%)
- Main factors for the decrease in revenue: recent selective order intakes of LBT continuing from H 1 and the change in demand structure in LHT Japan
- On the other hand, LWT sales (both Japan and overseas) grew and positive contributions made from LKT, D\&R and H\&S


Q3 CE Highlights (YoY)

- YoY growth in CE turned positive from Q3 (9 months) due to significant improvement of gross profit margin
- CE increased in all tech businesses in Q3 (3 months)
- LWT, LHT, and LKT: double-digit growth in CE in Q3 (3 months) due to improvement of gross profit
- LBT: turned profitable in Q3 (3 months) due to positive impact from business divestment


## Q3 (9 months) Consolidated Business Results

## Further improvement in profitability continuing from H1

| JPYbn | Q3 FYE2016 Q3 FYE2017 |  | FYE2017 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Results | Results | \% (YoY) | Forecasts |
| Revenue | 1,439.5 | 1,333.7 | -7.4\% | 1,780.0 |
| Gross Profit | 416.6 | 421.7 | 1.2\% | 564.5 |
| (\%) | 28.9\% | 31.6\% | +2.7 | 32\% |
| Core Earnings ${ }^{(1)}$ | 67.5 | 73.8 | 9.3\% | 80.0 |
| (\%) | 4.7\% | 5.5\% | +0.8 | 4\% |
| Operating Profit | 60.7 | 69.3 | 14.1\% | 65.0 |
| (\%) | 4.2\% | 5.2\% | +1.0 | 4\% |
| Net Profit ${ }^{(2)}$ | 1.6 | 45.7 | 29x | 38.0 |
| EPS (yen) | 5 | 159 | - | 132 |
| EBITDA ${ }^{(3)}$ | 114.7 | 118.8 | 3.6\% | 1,450.0 |
| (\%) | 8.0\% | 8.9\% | +0.9 | 8\% |

- Further details for Q3 FYE2017 <Gross profit margin> $28.9 \% \Rightarrow 31.6 \%$ : 2.7pp improvement
<Operating profit>
In addition to positive growth of CE , OP showed increase of JPY 8.6bn due primarily to the absence of oneoff losses such as Joyou related costs which were posted in FYE2016
<Net profit> ${ }^{(2)}$ In addition to positive growth of OP, NP showed significant increase of JPY 44.2bn due to the absence of one-off losses such as loss related to guarantees obligations in previous year, foreign exchange gains and others


## Committed to Continued Improvement of FCF

## Net Debt Position

Working Capital \& Capex

|  | (A) | (B) |  |
| :--- | ---: | ---: | ---: |
| JPYbn | Mar 2016 | Dec 2016 | (B)-(A) |
| Cash and Cash Equivalents | 129.6 | 150.6 | 20.9 |
| Interest-bearing Debt | 827.1 | 823.7 | -3.4 |
| Net Interest-bearing Debt | 697.4 | 673.1 | -24.4 |
| Total Assets | $2,130.1$ | $2,157.7$ | 27.5 |
| Equity Ratio(\%) ${ }^{(1)}$ | 24.6 | 25.7 | +1.1 |

- Total assets increased by JPY 27.5bn
<Major items>
- Account receivables increased by JPY28.3bn due to seasonal factors and cash and cash equivalents increased by JPY 20.9bn due to increase in cash-on-hand
- Non-current assets decreased (incl. forex impact) by JPY22.2bn
- Improved Net D/E ratio to $122 \%$
(Beginning of the fiscal year 133\%)

| JPYbn | Dec 2015 | Dec 2016 | (B)-(A) |
| :--- | ---: | ---: | ---: |
| Net Working Capital | -1.0 | -12.7 | -11.7 |
| Depreciation | 47.2 | 45.0 | -2.2 |
| Capex | -46.4 | -45.2 | 1.2 |
| Other | 98.7 | 57.5 | -41.3 |
| Free Cash Flow | 98.5 | 44.6 | -53.9 |
| Normalized Free Cash Flow ${ }^{(2)}$ | 60.5 | 49.5 | -11.0 |

- Positive $\mathrm{FCF}^{(3)}$ sustained. FCF in previous fiscal year includes the reversal of timedeposits of JPY82.5bn.
- Normalized FCF, adjusted for one-off proceeds and payments decreased approx. JPY 11.0bn due to lower volatility of working capital.


## Organizational Changes Continue to Drive a Leaner, Faster, and Simpler LIXIL

- CEO Seto took on direct management of LHT
(effective from November)
<Aim> To enable stronger oversight and enhance governance by flattening management structure and enabling faster communication on strategy and execution
$■$ Marketing Division (HQ) and LHT Japan (LHT) was newly established (effective from January)
<Aim> To enable faster decision-making and enhance manufacturing processes in Japan as well as to understand and respond to consumer needs


## >Summary of Financial Results by Technology Business

## LIXIL Water Technology (LWT)



## LIXIL Housing Technology (LHT)



- Revenue decreased by 2\% on like-for-like basis excluding the impact from sale of Hivic business in H1 and impact from forex
- Decrease in revenue continued due to the absence of positive impact from eco-point from Apr to Oct 2015 and change in demand structure (increase in revenue for rent houses)
- In spite of decrease in revenue, CE improved by 12\% in Q3 (3 months) due to cost-cutting activities, and profitability improved



## LIXIL Building Technology (LBT)



- Revenue decreased by 15\% on like-for-like basis excluding the impact from sale of Shanghai Meite (sold in previous fiscal year-end) and impact from forex
- Actual decrease in revenue is due to the recent selective order intakes and timing of project completion in Japan
- CE turned profitable in Q3 (3 months) due to the positive impact of divestment and improvement of profitability in Japan




## LIXIL Kitchen Technology (LKT)


"Richelle PLAT", Kitchen systems

D\&R and H\&S


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## > Appendix

Q3 (9 months) Revenue Increase / Decrease


## Q3 (9 months) Core Earnings Increase / Decrease



Q3 Other Income and Other Expenses, Finance Income and Finance Costs

JPYbn

| Items | Q3 FYE2016 | Q3 FYe2017 | Increase/ <br> Details <br> decrease |
| :---: | :---: | :---: | :---: |
| Rental income | 5.3 | 4.9 | -0.4 |
| Gains on sales of fixed assets | 1.1 | 1.1 | 0.1 |
| Other | 6.6 | 3.7 | -2.9 |
| Other Income | 13.0 | 9.7 | -3.3 |
| Costs of rent | 3.4 | 3.4 | 0.0 |
| Losses on sale or disposal of fixed assets | 1.4 | 2.1 | 0.7 |
| Impairment losses on fixed assets | 2.3 | 3.9 | 1.7 Impairment of factory lines and idle land |
| Loss on factory restructuring | 1.5 | 0.2 | -1.3 |
| Other | 11.3 | 4.7 | -6.6 FYE2016: Joyou investigation expense |
| Other Expenses | 19.8 | 14.3 | -5.6 |
| Interest income | 1.4 | 1.2 | -0.2 |
| Dividend income | 1.0 | 1.3 | 0.3 |
| Gains on valuation of derivatives | 7.9 | 3.5 | -4.4 Matched with foreign exchange gains/losses |
| Foreign exchange gains | - | 4.8 | 4.8 |
| Other | 0.4 | 0.6 | 0.2 |
| Finance Income | 10.6 | 11.5 | 0.9 |
| Interest expense | 10.2 | 7.3 | -3.0 |
| Exchange differences losses | 7.0 | - | -7.0 |
| Other | 2.6 | 0.1 | -2.5 FYE2016: Impairment on investment securities |
| Finance Costs | 19.8 | 7.3 | -12.5 |

## LIXIL

## Consolidated Financial Position

|  | JPYbn |  |  |
| :---: | :---: | :---: | :---: |
|  | Mar 2016 | Dec 2016 | Increase /Decrease |
| Cash and cash equivalents | 129.6 | 150.6 | 20.9 |
| Trade and other receivables | 386.3 | 414.6 | 28.3 |
| Inventories | 211.9 | 210.7 | -1.2 |
| Non-current assets | 1,244.9 | 1,222.7 | -22.2 |
| Others | 157.4 | 159.1 | 1.7 |
| Total Assets | 2,130.1 | 2,157.7 | 27.5 |
| Trade and other payables | 342.8 | 355.1 | 12.2 |
| Interest-bearing debt | 827.1 | 823.7 | -3.4 |
| Others | 422.9 | 412.6 | -10.4 |
| Total Liabilities | 1,592.8 | 1,591.3 | -1.5 |
| Treasury shares | -54.9 | -54.4 | 0.5 |
| Others | 592.2 | 620.8 | 28.6 |
| Total Equity | 537.3 | 566.4 | 29.1 |
| 11 Equity Ratio (\%) | 24.6 | 25.7 | +1.1 |
| ${ }^{2}$ Net Assets per Share (Yen) | 1,828.84 | 1,927.14 | 98.30 |
| Number of Shares (in thousands) | 286,962 | 287,203 | +241 |

[^0]|  | Q3 FYE2016 | Q3 FYE2017 | Increase/ decrease |
| :---: | :---: | :---: | :---: |
| Profit before tax | 16.2 | 73.3 | 57.1 |
| Depreciation and amortization | $\overline{47} . \overline{2}$ | $4 \overline{5} .0$ | -2.2] |
| Income taxes paid | -18.9 | -24.0 | -5.1 |
| Working capital | -1.0 | -12.7 | -11.7 |
| Others | 30.2 | 0.5 | -29.7 |
| Net cash flows from operating activities | 73.7 | 82.2 | 8.5 |
| Net cash flows from investing activities | 24.8 | -37.6 | -62.4 |
| (of which purchase of property, plant and equipment and intangible assets) | -46.4 | -45.2 | 1.2 |
| Free cash flows | 98.5 | 44.6 | -53.9 |
| Net cash flows from financing activities | -87.2 | -22.2 | 65.0 |
| Cash and cash equivalents |  |  |  |
| (Balance at the end of Q3) | 157.2 | 150.6 | -6.6 |

## Global Roll Out of CCC (Operational Efficiency) Improvement Activities

- Expand Cash Conversion Cycle "CCC" improvement activities from Japan focus to global operations to realize further improvement


## FYE2018 Target JPY120bn




# Renovation Strategy in Japan: Continued Upward Progress 



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## LIXIL expands reform products for "LIXIL PATTO Reform service"

<Expanded products under PATTO Reform campaign from Feb>

- Introduced new products, particularly waterrelated to the PATTO Reform line-up. Products offered now total 11.


## About LIXIL PATTO Reform campaign

<Consumers' concerns>

- Unclear pricing
- Difficulty in finding reliable contractors
- Lack of transparency on renovation work period and the result
$\Rightarrow$ Provide "faster, simpler and clearer renovation process services" for end users

The registered-service shops were increased to roughly $3,000^{(1)}$ nation-wide compared to roughly 500 in Oct 2016 when the service was launched


Faucet for kitchen


Wall Toilet seat materials/ Eco carat


Cabinet at the entrance

## Awarded Bronze Class in the RobecoSAM Sustainability Yearbook 2017

LIXIL Group Corporation has been awarded the "RobecoSAM Bronze Class" distinction in the Sustainability Yearbook 2017 as a company with high sustainability performance

The yearbook, which is published annually, rates the sustainability performance of more than 2,000 of the world's largest companies. Companies that scored in the top 15 percent in each of 60 industries and are considered the most strongly positioned to create long-term shareholder value for investors are awarded medals. This is LIXIL's 3rd consecutive year appearing in the yearbook, earning a "Bronze Class" distinction for 2017.


## ROBECOSAM Sustainability Award Bronze Class 2017

LIXIL Celebrates 50 Year Milestone for Key Business Developments First to manufacture shower toilet in Japan in 1967

LIXIL introduced the first ever made-in-Japan shower toilet (bidet toilet)

Implemented fully-integrated production lines for aluminum windows

Began mass producing unit bathrooms

Implemented fully-integrated
production lines for entrance doors

## Active Portfolio Management

## Sales/Withdrawal of Business and Assets

| Year | Company | Date | Description/ Action | FYE2016 (JPYbn) ${ }^{(1)}$ |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  | Sales | Core <br> Earnings | Net Profit | Total Assets |
| $\begin{gathered} \text { FYE } \\ 2016 \end{gathered}$ | Ken Depot | October 2015 | Carved out from LIXIL, <br> LIXIL retains $34 \%$ shareholding | $15.8^{(2)}$ | -0.3 | - | - |
|  | LIXIL Building Materials Manufacturing (Shenyang) | March 2016 | Sold all shares | 0.3 | -0.5 | -1.1 | 2.0 |
|  | Shanghai Meite Curtain Wall | March 2016 | Sold all shares | 19.6 | -6.0 | -6.8 | 30.0 |
| $\begin{gathered} \text { FYE } \\ 2017 \end{gathered}$ | Wuxi Moritec Special Door | August 2016 | Sold all shares | 0.6 | -0.2 | -0.4 | 0.3 |
|  | Hivic | August 2016 | Sold all shares | 20.3 | 0.7 | 0.5 | 13.3 |

## Operational Efficiency in Action

| Date | Description/ Action | Purpose | Division |
| :--- | :--- | :--- | :--- | :--- |
| March 2016 | Halt production at Aoyama factory in <br> Mie Prefecture | Shift production to Chita factory in Aichi <br> Prefecture | LWT |
| April 2016 | Merged Oyama LIXIL factory Corp. and <br> Kani LXIL Sunwave Manufacturing Co., <br> Ltd. with LIXIL | Allocate employees and manufacturing <br> facilities beforehand to LXXIL, and continue LWT and LKT <br> the original business |  |
| March 2017(Plan) | Shutdown materials division of Hisai <br> factory in Mie Prefecture | Improve overall utilization of materials <br> division by transferring manufacturing <br> capacity to other factories | LHT |
| LIXIL |  |  |  |

[FAQ] IFRS Policy on Impairment Assessment of Goodwill and Intangible Assets

## <Example>Conditions for GraceA (Holding company of GROHE Group) to recognize impairment losses

Recoverable amount is measured using value in use*
*Value in use: calculated based on discounted present value of estimated future cash flows based on five-year business plans

1) Discount rate : Determined based on the weighted-average cost of capital before tax (as of March 31, 2016: 7.6\%)
2) Growth rates for estimated future cash flows: Determined by referencing expected longterm growth rates in plumbing fixtures markets (as of March 31, 2016: 2.8\%)
$\Rightarrow$ A decrease in the growth rate of $4.0 \%$ or an increase in the discount rate of $2.8 \%$ would result in an impairment. (The above sensitivities are analyzed on the assumption of future decreases in growth rates and increases in discount rates occurring in isolation.)

If the growth rate for estimating the future cash flows becomes $-1.2 \%(2.8 \%-4 \%)$, there will be a possibility for GraceA to recognize impairment losses. Only the amount of shortage will be realized as impairment losses, not the whole amount.

## Q3 Results for the Fiscal Year Ending March 2017 (FYE2017) <Fact Sheets>

* Unless otherwise noted, figures shown in this material are on International Financial Reporting Standards (IFRS) basis, since LIXIL Group has adopted IFRS for the consolidated financial statements of securities report starting from FY ended March 2016
** "Core earnings" or "CE" in this material is equivalent to "Operating profit" of JGAAP
Core earnings = Revenue - Cost of Sales - SG\&A
*** "Net income (loss)" in this material is equivalent to "Profit (loss) attributable to owners of the parent"

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## LIXIL Group Corporation

1. Results for H1 and Q3 (9 Months) and Forecasts for Full Year for FYE2017

Unit: Ybn

|  | FYE2016 |  |  |  |  |  | FYE2017 |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | H1 |  | Q3 (9 months) |  | Full-year |  | H1 |  | Q3 (9 months) |  | Full-year |  |
|  | results | Yoy | results | Yoy | results | Yoy | results | Yoy | results | Yoy | forecasts | Yoy |
| Revenue | 942.4 |  | 1,439.5 |  | 1,890.5 | 10.8\% | 870.4 | -7.6\% | 1,333.7 | -7.4\% | 1,780.0 | -6\% |
| Gross profit | 272.2 |  | 416.6 |  | 541.6 | 19.0\% | 272.4 | 0.1\% | 421.7 | 1.2\% | 564.5 | 4\% |
| SG\&A | 232.0 |  | 349.0 |  | 471.5 | 16.9\% | 232.6 | 0.2\% | 347.8 | -0.3\% | 484.5 | 3\% |
| Core earnings ${ }^{* 1}$ | 40.1 |  | 67.5 |  | 70.1 | 35.5\% | 39.8 | -0.7\% | 73.8 | 9.3\% | 80.0 | 14\% |
| CE margin | 4.3\% |  | 4.7\% |  | 3.7\% | +0.7 | 4.6\% | +0.3 | 5.5\% | +0.8 | 4\% | +1 |
| Operating Profit | 32.7 |  | 60.7 |  | 39.0 | -18.8\% | 38.3 | 17.2\% | 69.3 | 14.1\% | 65.0 | 67\% |
| Income(loss) before tax | -11.3 |  | 16.2 |  | -7.1 | fell into the red | 41.6 | turned profitable | 73.3 | 352.5\% | 67.0 | turned profitable |
| Net income(loss) | -18.4 |  | 1.6 |  | -25.6 | fell into the red | 24.1 | turned profitable | 45.7 |  | 38.0 | turned profitable |

*1 Core earnings = Revenues - Cost of Sales - SG\&A (Equivalent to Operating profit of JGAAP)

|  | FYE2016 H1 results (IFRS) | FYE2016 Q3 results (IFRS) | $\begin{gathered} \text { FYE2016 } \\ \text { results (IFRS) } \end{gathered}$ | FYE2017 H1 results (IFRS) | FYE2017 Q3 results (IFRS) | FYE2017 H2 assumptions (IFRS) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| US dollars | 121.50 | 121.49 | 120.16 | 106.43 | 107.88 | 105 |
| Euros | 134.60 | 133.67 | 132.36 | 119.12 | 119.13 | 115 |
| Thai bahts | 3.54 | 3.50 | 3.44 | 3.03 | 3.06 | 3 |
| RMB | 19.42 | 19.24 | 18.88 | 16.11 | 16.13 | 16 |


|  | FYE2016 H1 results | FYE2016 <br> Q3 results | FYE2016 results | FYE2017 H1 results | FYE2017 Q3 results | FYE2017 assumptions |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Aluminum price (Purchasing price) | 250,000 |  | 250,000 | 200,000 |  | 220,000 |
| Copper price | 590,000 |  | 560,000 | 480,000 |  | 590,000 |




*Purchase price allocation related to acquisitions are allocated to each business segment
*Revenue and core earnings of flapan and Overseas in this page are the sum of Japan and overseas subsidiaries after inter-company consolidation adjustment, respectively.
Overseas subsidiaries with factories that manufacture products mostly for revenue to LXXIL Corporation is incluced in J apan.

|  | FYE2017 Q1 (3 months) Results |  |  |  |  |  | FYE2017 Q2 (3 months) Results |  |  |  |  |  | ths) |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  | FYE2017 Q3 (3 months) Results |  |  |  |  |  |  |
|  | Revenue | Yor | CE | Yor | CE margin | Yor |  |  |  |  |  |  | Revenue | Yor | CE | Yor | CE margin | Yoy | Revenue | Yor | CE | Yor | CE margin | Yoy | Revenue | Yoy | CE | Yor | CE margin | Yor |
| apines | 245.6 | -2.6\% | 11.0 | -29.3\% | 4.5\% | $-1.7$ | 271.2 | -1.6\% | 22.1 | 8.7\% | 8.2\% | +0.8 | 275.5 | -3.5\% | 28.0 | 15.7\% | 10.2\% | +1.7 | 792.3 | 2.6\% | 61.1 | 1.7\% | 7.7\% | $+0.3$ |
| Renovation | 73.2 | 1.7\% |  |  |  |  | 77.9 | 1.5\% |  |  |  |  | 82.7 | -1.8\% |  |  |  |  | 233.8 | 0.3\% |  |  |  |  |
| Other/ intersegment sales | 172.4 | 4.3\% |  |  |  |  | 193.4 | -2.8\% |  |  |  |  | 192.8 | -4.1\% |  |  |  |  | 558.5 | -3.8\% |  |  |  |  |
| Overseas housing equipment related business | 92.2 | -6.1\% | 9.8 | 113.3\% | 10.6\% | +5.9 | 85.7 | -10.7\% | 9.8 | 14.7\% | 11.4\% | +2.5 | 95.3 | -2.3\% | 12.3 | 10.9\% | 13.0\% | +1.5 | 273.2 | 3\% | 31.9 | 31.6\% | 11.7\% | 3.4 |

## 3. Segment Information (1) Technology Business

Unit: Ybn


| ■Increase/decrease breakdown of Revenue |  |  |  |  |  | Unit: Ybn |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Water Tech | Housing Tech | Building Tech | Kitchen <br> Tech | $\begin{gathered} \text { Tech } \\ \text { Business } \\ \text { Total } \end{gathered}$ |
|  | Revenue increase/decrease | -16.0 | -10.3 | -53.2 | 2.0 | -77.6 |
|  |  | -3\% | -2\% | -20\% | 2\% | -6\% |
|  | Japan | 2.0 | -9.6 | -7.7 | 1.7 | -13.6 |
|  | (\%) | 1\% | -2\% | -9\% | 2\% | -2\% |
|  | Overseas | -18.0 | -0.7 | -45.5 | 0.3 | -64.0 |
|  |  | -7\% | -9\% | -26\% | 4\% | -14\% |
|  | Overseas sales of which impact from currency translation | -32.6 | -1.1 | -13.8 | -1.3 | -48.9 |
|  | Deconsolidation ${ }^{* 1}$ |  | -7.4 | -14.8 |  | -22.2 |

■ Increase/decrease breakdown of Core earnings Unit: Ybn

|  |  | Water Tech | Housing Tech | Building Tech | Kitchen Tech | Tech Business Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| CE increase/decrease |  | 6.6 | 0.1 | -2.3 | 1.6 | 6.1 |
| Gross profit total |  | 7.8 | -0.7 | -3.8 | 2.3 | 5.6 |
| Japan | Revenue increase/decrease | 1.0 | -3.7 | -1.2 | 0.5 | -3.5 |
|  | Mix/pricing | 0.4 | -3.9 | 0.5 | -0.2 | -3.2 |
|  | Cost (ordinary) | 2.6 | 7.2 | 2.3 | 2.3 | 14.3 |
|  | of which forex | 0.3 | 4.3 |  | 0.4 | 5.1 |
|  | of which purchasing condition |  | 1.9 |  |  | 1.9 |
| Overseas | GROHE | 7.4 |  |  |  | 7.4 |
|  | ASB | 6.3 |  |  |  | 6.3 |
|  | Permasteelisa |  |  | -5.0 |  | -5.0 |
|  | Other overseas subsidiaries | 2.6 | 0.0 | 0.4 | 0.0 | 3.0 |
|  | Impact from currency translation | -12.5 | -0.2 | -0.8 | -0.2 | -13.7 |
| SG\&A total |  | -1.2 | 0.8 | 1.5 | -0.7 | 0.4 |
| Japan | SG\&A (ordinary) | -3.8 | -0.2 | -0.9 | -1.3 | -6.1 |
| Overseas | GROHE | -2.2 |  |  |  | -2.2 |
|  | ASB | -2.7 |  |  |  | -2.7 |
|  | Permasteelisa |  |  | 0.9 |  | 0.9 |
|  | Other overseas subsidiaries | -0.4 | 0.8 | 0.0 | 0.4 | 0.8 |
|  | Impact from currency translation | 8.0 | 0.2 | 1.5 | 0.2 | 9.9 |
| Deconsolidation ${ }^{* 1}$ |  |  | -0.5 | 4.0 |  | 3.5 |

*1 March, 2016: Shanghai Meite, August, 2016: Hivic

Revenue and CE by segment
Unit: Ybn

|  |  | H1 |  |  | Q3 (9 months) |  |  | Full year |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | FYE2016 results | FYE2017 <br> results | YoY | FYE2016 results | $\begin{aligned} & \text { FYE2017 } \\ & \text { results } \end{aligned}$ | YoY | FYE2016 results | FYE2017 <br> forecasts | YoY |
| Revenue |  | 98.7 | 87.2 | -11.7\% | 144.4 | 133.0 | -7.9\% | 184.5 | 174.0 | -6\% |
| CE |  | 4.8 | 4.9 | 2.0\% | 8.1 | 7.5 | -8.2\% | 7.2 | 7.5 | 5\% |
| Figures of Ken Depot* included above | Revenue | 15.8 | - | - | 15.8 | - | - | 15.8 | - |  |
|  | CE | -0.3 | - | - | -0.3 | - |  | -0.3 | - |  |

*Business transferred to Ken Depot Corporation; equity method affiliate company from October 2015
FYE2017 Q3 (9 months) excluding Ken Depot figures (YoY): Revenue +3\%, CE -12\%

Increase/decrease breakdown of CE


Number of stores
Unit: stores

|  | FYE2016 | FYE2017 Q3 (9 months) |  | FYE 2017 |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | period | period | Vs. FYE2016 | forecasts | Vs. FYE2016 |
| Newly opened SVH stores | 3 | 1 | - | 2 | -1 |
| Newly opened NVH stores | 0 | 1 | - | 1 | +1 |
| Number of stores closed | 1 | 1 | - | 1 | 0 |
| Number of stores at end of period | 86 | 87 | 1 | 88 | +2 |
| (SVH stores) | 37 | 38 | 1 | 39 | +2 |
| (NVH stores) | 9 | 10 | 1 | 10 | +1 |
| (VH stores) | 40 | 39 | -1 | 39 | -1 |

## Results of home center business

Unit: Ybn

|  |  |  |  |
| :--- | ---: | ---: | ---: |
|  | FYE2016 Q3 <br> (9 months) <br> results | FYE2017 Q3 <br> $(9$ months) <br> results | YoY |
| Revenue | 132.3 | 136.2 | $2.9 \%$ |
| CE | 9.3 | 8.9 | $-4.1 \%$ |
| $\%$ |  | $7.0 \%$ | $6.6 \%$ |

Rate of revenue growth of home center stores
<FYE2017 Q3 (9 months) results> Unit: \%

| All stores | +3.0 |
| :--- | ---: |
| Existing stores only | -0.9 |

*Existing stores: Stores open more than 13 months

## Growth rate of customer footfall and average revenue per customer

<FYE2017 Q3 (9 months) results> Unit: \%

| All stores |  |
| :--- | ---: |
| Customer footfall +1.5 <br>  Average revenue <br> Existing stores only +1.5 <br>  Customer footfall <br>  Average revenue | +1.9 |

5. Segment Information (3) Housing and Services Business

Revenue and CE by segment
Unit: Ybn

|  | H1 |  |  | Q3 (9 months) |  |  | Full year |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{aligned} & \text { FYE2016 } \\ & \text { results } \end{aligned}$ | FYE2017 results |  | FYE2016 results | FYE2017 results |  | FYE2016 results | FYE2017 forecasts |  |
|  |  |  | YoY |  |  | YoY |  |  | YoY |
| Revenue | 29.0 | 32.3 | 11.2\% | 43.9 | 48.7 | 10.8\% | 59.5 | 66.0 | 11\% |
| CE | 2.3 | 2.3 | -0.8\% | 2.8 | 3.5 | 25.2\% | 3.8 | 5.0 | 32\% |

## Revenue and CE by segment companies

<FYE2017 Q3 (9 months) results: YoY>
Unit: Ybn

|  | Revenue |  |  | CE |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | FYE2016 <br> results | FYE2017 <br> results | YoY | FYE2016 results | FYE2017 results | YoY |
| LIXIL Housing Research Institute | 19.2 | 20.9 | 9.0\% | 1.5 | 1.5 | 3.7\% |
| Japan Home Shield | 7.8 | 8.8 | 13.5\% | 0.8 | 0.7 | -4.9\% |
| JIO | 8.4 | 8.8 | 4.5\% | 0.7 | 0.6 | -4.8\% |
| LIXIL Realty | 7.8 | 8.1 | 3.8\% | 0.7 | 0.7 | -4.4\% |
| Other \& adjustments | 0.8 | 2.0 | - | -0.8 | -0.1 |  |
| Segment total | 43.9 | 48.7 | 10.8\% | 2.8 | 3.5 | 25.2\% |

Number of contracts received and houses built with housing franchise businesses

Number of contracts received
Unit: houses

|  | FYE2016 Q3 | $\begin{gathered} \hline \text { FYE2017 Q3 } \\ (9 \text { months) } \\ \text { period } \\ \hline \end{gathered}$ |  |
| :---: | :---: | :---: | :---: |
|  | (9 months) period |  | YoY |
| Total for the Group | 2,901 | 2,913 | 0.4\% |

Number of houses built
Unit: houses

|  | FYE2016 Q3 <br> (9 months) period | FYE2017 Q3 <br> (9 months) period | YoY |
| :---: | :---: | :---: | :---: |
| Total for the Group | 2,623 | 2,633 | 0.4\% |

(Revised calculation method for previous year results)

## 6. Revenue by Products and Services

| Unit: Ybn |  |  |  |  |  |  |  |  |  |  |  | Unit: \% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Major products | FYE2016 results | $\begin{array}{\|c\|} \hline \text { FYE2016 } \\ \text { Q3 } \\ \text { (9months) } \\ \text { results }{ }^{* 2} \\ \hline \end{array}$ | $\begin{aligned} & \hline \text { FYE2017 } \\ & \text { Q3 } \\ & \text { (9months) } \\ & \text { results } \\ & \hline \end{aligned}$ | YoY | Quarterly YoY |  |  |  |  |  |  |
| Segment |  |  |  |  |  | FYE2016 (JGAAP) |  |  |  | FYE2017 |  |  |
|  |  |  |  |  |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |
| LWT | Sanitary ware | 98.0 | 72.5 | 74.6 | 3.0\% | 0.7 | 3.0 | 2.1 | 0.9 | -2.1 | 3.3 | 7.2 |
|  | Bathroom units | 92.2 | 69.9 | 70.4 | 0.8\% | 4.0 | 6.6 | 5.7 | 4.7 | -1.2 | 1.3 | 2.1 |
|  | Washstand cabinet units | 33.9 | 24.9 | 25.8 | 3.6\% | 1.1 | 3.9 | 4.7 | 2.5 | 0.3 | 5.1 | 5.0 |
|  | Tiles | 29.3 | 21.5 | 21.4 | -0.7\% | -3.7 | -2.5 | 4.1 | 0.5 | -1.4 | -1.0 | 0.0 |
| LHT | Housing sashes and related products | 204.1 | 156.3 | 151.6 | -3.0\% | 3.6 | 1.6 | 1.2 | -0.6 | -3.9 | -1.0 | -4.1 |
|  | Exterior | 110.9 | 84.4 | 82.3 | -2.4\% | -12.6 | -8.4 | 0.8 | 2.9 | 0.6 | -2.8 | -4.9 |
|  | Wooden interior furnishing materials | 58.2 | 43.5 | 45.2 | 3.9\% | 2.4 | 4.7 | 6.7 | 4.5 | 8.7 | 2.9 | 0.7 |
|  | Exterior wall materials for houses | 31.0 | 23.6 | 23.6 | 0.0\% | -6.0 | -2.2 | -2.6 | -2.2 | -4.6 | 1.4 | 3.2 |
|  | Interior fabric | 30.2 | 21.5 | 20.9 | -2.7\% | -12.0 | 6.4 | 3.5 | -2.1 | 0.7 | -4.7 | -3.2 |
|  | LHT Other | 54.4 | 39.8 | 30.1 | -24.5\% | -10.8 | -19.3 | 5.6 | -16.1 | -8.5 | -14.1 | -49.2 |
| LBT | Building sashes | 103.1 | 66.7 | 61.7 | -7.6\% | 8.3 | 2.4 | -7.2 | -5.1 | -27.4 | 4.5 | -7.5 |
| LKT | Kitchens | 104.1 | 76.9 | 78.8 | 2.4\% | 0.4 | 1.6 | 2.5 | 1.4 | 2.6 | 2.1 | 2.4 |
| D\&R | Home center revenue ${ }^{* 1}$ | 184.5 | 144.4 | 133.0 | -7.9\% | 4.8 | 2.6 | -14.0 | -13.0 | -12.9 | -10.3 | 0.3 |
|  | Overseas | 598.6 | 464.7 | 392.8 | -15.5\% | 21.8 | 68.3 | 46.3 | 32.7 | -15.0 | -18.7 | -12.8 |
|  | Other | 157.9 | 129.0 | 122.0 | -5.4\% | 4.0 | 55.0 | 43.2 | 11.8 | 9.5 | -12.9 | -10.0 |
|  | Total | 1,890.4 | 1,439.5 | 1,334.2 | -7.3\% | 5.0 | 15.0 | 13.0 | 7.8 | -7.2 | -8.0 | -6.7 |

*1 Home center revenue of D\&R excluding impact of Ken Depot carve out (YoY):
FYE2016 Q3: 0.8\%, Q4: 4.2\%, FYE2017 Q1: 3.0\%, Q2: 7.8\%
*2 Revenue of "Exterior wall materials for houses" and "LHT Other" for FYE 2016 were revised.
Also revenue for "Home center", "Overseas", "Other", and "Total" were changed from JGAAP to IFRS basis.
7. Renovation Business

Revenue of renovation products
Unit: Ybn

|  | FYE2015 | FYE2016 |  | FYE2017 Q3 (9 months) |  | FYE2017 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | results | results | YoY | results | YoY | forecasts | YoY |
| Revenue of renovation products | 279.6 | 304.3 | 9\% | 233.8 | 0\% | 307.3 | 1\% |
| Renovation ratio | 32\% | 35\% | +3 | 37\% | +1 | 36\% | +1 |

*Revenue of LJC products used for renovation

## Number of member homebuilders

| Franchise type | As of Mar <br> 2015 | As of Mar <br> 2016 | As of Sep <br> 2016 | As of Dec <br> 2016 |
| :--- | ---: | ---: | ---: | ---: |
| LIXIL Reform Shop | 424 | 480 | 505 | 503 |


| Unit: Stores |  |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
| Voluntary type | As of Mar <br> 2015 | As of Mar <br> 2016 | As of Sep <br> 2016 | As of Dec <br> 2016 |
| LIXIL Reform Net | 11,708 | 12,492 | 12,989 | 13,164 |

8. Overseas Production Ratio and Revenue

## Overseas production ratio

| Products | Locations | Overseas production ratio |  |
| :--- | :---: | ---: | ---: |
|  |  | FYE2016 <br> results | FYE2017 Q3 <br> (9 months) <br> results |
| Aluminum housing <br> sashes | Thailand, Vietnam | $27 \%$ | $27 \%$ |
| Interior wooden <br> furnishing materials | China | $42 \%$ | $41 \%$ |
| Sanitary ware | China, Vietnam | $41 \%$ | $38 \%$ |
| Water faucets | China, Vietnam | $11 \%$ | $10 \%$ |
| Floor tiles | China, Vietnam | $56 \%$ | $62 \%$ |


| Revenue overseas Unit: Ybn |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Areas | FYE2016 Q3 (9 months) results |  |  |  | FYE2017 Q3 (9 months) results |  |  |  |  |
|  | Overseas <br> Revenue | LWT | LBT | Overseas/ other | Overseas <br> Revenue | YoY | LWT | LBT | Overseas/ other |
| Americas | 158.2 | 97.3 | 60.8 | 0.1 | 137.9 | -12.8\% | 92.8 | 45.1 | 0.0 |
| Europe | 116.3 | 72.9 | 43.4 | 0.0 | 106.0 | -8.9\% | 74.9 | 31.1 | 0.0 |
| Asia | 162.5 | 85.3 | 58.5 | 18.7 | 124.9 | -23.1\% | 73.4 | * 30.6 | 20.9 |
| Others | 27.7 | 18.9 | 8.7 | 0.1 | 24.0 | -13.4\% | 16.3 | 7.6 | 0.1 |
| Total | 464.7 | 274.4 | 171.4 | 18.9 | 392.8 | -15.5\% | 257.4 | 114.4 | 21.0 |
| Greater China | 74.3 | 24.1 | 39.8 | 10.4 | 58.1 | -21.8\% | 24.9 | *22.5 | 10.7 |


| Asia: Incl. Middle East | Impact from currency translation USD | $-11.2 \%$ *Impact from divestment of Shanghai Meite |
| :--- | ---: | ---: |
| Others: Africa, Latin America, Oceania, Russia | EUR | $-10.9 \%$ |
| Greater China: Incl. Taiwan | RMB | $-16.2 \%$ |

(For reference)

| Overseas revenue ratio (JGAAP) |  |  |  |  | Unit: Ybn | (IFRS) |  | Unit: Ybn |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | FYE2012 results | FYE2013 results | FYE2014 results | FYE2015 results | FYE2016 results | FYE2015 results | FYE2016 results | $\begin{gathered} \hline \text { FYE2017 Q3 } \\ \text { (9 months) } \\ \text { results } \\ \hline \end{gathered}$ |
| Overseas revenue | 53.9 | 205.1 | 293.9 | 393.4 | 559.7 | 409.2 | 598.6 | 392.8 |
| Overseas revenue ratio | 4.2\% | 14.3\% | 18.0\% | 23.5\% | 30.3\% | 24.0\% | 31.7\% | 29.5\% |



- Results (in Yen)

|  |  | $\begin{aligned} & \hline \text { FYE2016 } \\ & \text { results } \end{aligned}$ |  |  | FYE2016Q3 (9 months) results |  |  | FYE2017Q3 (9 months) results |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Permasteelisa | ASB | GROHE* | Permasteelisa | ASB | GROHE* | Permasteelisa | Yoy | ASB | Yoy | GROHE* | Yoy |
| Exchange rate (Yen) |  | 132.4 | 120.2 | 132.4 | 132.4 | 120.2 | 132.4 | 119.1 |  | 107.9 |  | 119.1 |  |
| Revenue |  | 197.6 | 120.2 | 174.7 | 157.2 | 89.6 | 129.9 | 113.0 | -28\% | 87.4 | -2\% | 122.2 | -6\% |
| Core earnings |  | -2.4 | 5.4 | 25.7 | 2.5 | 4.6 | 20.4 | -1.3 | fell into the red | 6.7 | 45\% | 18.7 | -9\% |
|  | \% | -1.2\% | 4.5\% | 14.7\% | 1.6\% | 5.1\% | 15.7\% | -1.2\% | -2.8 | 7.6\% | +2.5 | 15.3\% | -0.4 |

Permasteelisa
Accounting period = April to March
Regional revenue contribution *EMEA=Europe, Middle East, Africa


- New orders by region

Orders received

|  | FYE2016 <br> results | FYE2016 <br> Q3 <br> $(9$ months $)$ | FYE2017 <br> Q3 <br> $(9$ months $)$ |
| :--- | ---: | ---: | ---: |
| New Orders | 1,129 | 914 | 1,094 |
| Backlog | 2,002 | 2,167 | 2,193 |

Permasteelisa, ASB, GROHE

|  | FYE2016 |  |  | FYE2017 Q3 (9 months) |  |  |  |  |  | Remaining Amortization Period |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Balance |  |  | Amortization (IFRS) |  |  | Balance |  |  |  |  |  |
|  | Permasteelisa | ASB | GROHE | Permasteelisa | ASB | GROHE | Permasteelisa | ASB | GROHE | Permasteelisa | ASB | GROHE |
| Unit | EURm | USDm | EURm | EURm | USDm | EURm | EURm | USDm | EURm |  |  |  |
| Goodwill | 158 | 150 | 1,201 | - |  |  | 158 | 143 | 1,215 |  | amortiz |  |
| Trademark <br> (Unamortized <br> intangible <br> assets) |  | 126 | 1,349 |  | 0 |  |  | 126 | 1,349 | - | Not | ortized |
| Other intangible assets | 166 | 115 | 207 | 12 | 4 | 12 | 154 | 111 | 196 | $\begin{gathered} 5 \text { to } 10 \\ \text { years } \end{gathered}$ | $\begin{gathered} 7 \text { to } 27 \\ \text { years } \end{gathered}$ | 5 to 12 <br> years |
| Revaluation of fixed assets, inventories and other |  |  | 75 |  |  | 2 | - |  | 73 | - | - | $\begin{aligned} & \text { Case-by- } \\ & \text { case } \end{aligned}$ |
| Total | 324 | 391 | 2,833 | 12 | 4 | 13 | 312 | 379 | 2,834 |  |  |  |

10. Goodwill
(Other intangible assets are excluded)

|  |  | FYE2016 results |  | FYE2017 Q3 results |
| :---: | :---: | :---: | :---: | :---: |
|  |  | Impairment | Balance | Balance |
| LWT | GROHE |  | 153.4 | 149.1 |
|  | ASB |  | 16.9 | 16.6 |
|  | American Standard AP |  | 0.6 | 0.6 |
| LHT | Kawashima Selkon Textiles |  | 1.8 | 1.8 |
|  | Hivic |  | 1.0 | - |
| LBT | Permasteelisa | 10.1 | 20.1 | 19.4 |
| LKT | LIXIL Haier Housing Products | 3.0 |  | - |
|  | Other | 0.3 | 1.6 | 1.6 |
|  | Total | 13.4 | 195.5 | 189.1 |

Decrease in balance of goodwill of GROHE, ASB \& Permasteelisa are due to exchange rate fluctuation

## 11. Recent M\&As / Business \& Capital Alliances (JGAAP)

| M\&As of overseas companies |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Timing | Company name | Target | Revenue |  | Purchasing amount at the beginning | Ownership ratio | Total amount of goodwill | Effect |
|  |  |  | Time of acquisition | $\begin{gathered} \text { FYE2016 } \\ \text { result } \\ \hline \end{gathered}$ |  |  |  |  |
| $\begin{array}{\|c\|} \hline \text { Jul } 2009 \\ \text { (partly } \\ \text { Nov 2009) } \\ \hline \end{array}$ | American Standard Asia Pacific (Group) | Sanitary ware (Asia) | 23.5 | - | 17.6 | 100\% | Net goodwill 2.1/ Intellectual property 3.5 | $>$ Gain business platform in Asia <br> $>$ Rebuild Asian base |
| $\begin{aligned} & \text { Jan } 2011 \\ & \text { (Sold in Mar } \\ & 2016 \text { ) } \end{aligned}$ | Shanghai Meite Curtain Wall Co., Ltd. | Building sashes (China) | 12.0 | 19.6 | 3.2 | 75\% $\rightarrow 0 \%$ | 0.5 | >Expand building sashes in China |
| Dec 2011 | Permasteelisa | Building sashes (Global) | 116.0 | 209.1 | 60.8 | 100\% | Goodwill 34.3 Other intangible assets 35.0 | $>$ Globally expand building sashes sashes |
| Aug 2013 | ASD Americas Holding (ASB) | Plumbing products (North America) | 82.0 | 120.2 | 30.5 | 100\% | Goodwill 14.7 Other intangible assets 21.7 | >Establish North American platform |
| Oct 2013 <br> (partly Dec 2015) | Star Alubuild | Building sashes (India) | 1.7 | 0.4 | 0.7 | 70\% $\rightarrow$ 100\% | 0.4 | $>$ Business development in India |
| Jan 2014 <br> (Additionally Apr 2015 and fully Sep 2016) | GROHE Group S.à r.I. | Plumbing fixtures, especially faucets (Europe, Global) | 157.5 | 186.5 | 80.1 | 100\% | Goodwill 157.3 Other intangible assets 209.3 | >Establish European platform |
| Oct 2014 | GROHE DAWN WaterTech Holdings | Faucets, sanitary ware (Africa) | 12.9 | 11.9 | 8.6 | 51\% | Goodwill 1.2 Other intangible assets 7.8 | $>$ Gain access to Sub-Saharan market |


| M\&As of Japanese companies Unit: Ybn |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Timing | Company name | Target | Revenue |  | Purchasing amount at the beginning | Ownership ratio | Total amount of goodwill | Effect |
|  |  |  | Time of acquisition | $\begin{gathered} \text { FYE2O16 } \\ \text { result } \\ \hline \end{gathered}$ |  |  |  |  |
| Apr 2010 | Shin Nikkei Company Ltd. | Housing/building sashes | 110.0 | Integrated into LXXIL in April 2011 | 0 | $\begin{gathered} 100 \% \\ \rightarrow \text { merged } \end{gathered}$ | 5.4 | >Exceed 50\% share in housing sashes $>$ Cost reduction |
| Apr 2010 <br> (partly Jun <br> 2009 ) | Sun Wave Corporation | Kitchen | 85.0 |  | 13.7 | $\begin{aligned} & 80 \% \rightarrow \\ & \text { FY13 100\% } \\ & \rightarrow \text { merged } \end{aligned}$ | -6.1 | $>$ Become a leader in the kitchen segment $>$ Cost reduction |
| $\begin{aligned} & \text { Aug } 2011 \\ & \text { (partly Dec 2010) } \end{aligned}$ | Kawashima Selkon Textiles Co., Ltd. | Interior fabric such as curtains | 34.3 * | 30.1 | Y2.2bn (Dec 2010) Share exchange rate 1:0.035 (Aug 2011) | 100\% | 1.7 | >Create synergy with sales of existing window business >Utilize Kawashima brand |
| Oct 2011 <br> (Sold in Aug 2016) | HIVIC Co., Ltd. | Wood related products | 24.4 | 20.3 | Share exchange rate 1:0.094 | $\begin{gathered} 100 \% \rightarrow \\ 0 \% \end{gathered}$ | 1.4 | $>$ Strengthen wood related products and services |

* Excludes interior fabric business for vehicle which the company separated business
Business \& Capital Alliances with Japanese companies

| Timing | Company name | Target | Purchasing <br> amount | Ownership <br> ratio | Effect |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Dec 2010 | Leopalace 21 | Major lease <br> management, <br> renovation, and other | 1.8 | $9 \% \rightarrow 0 \%$ | >Expand sales for <br> Leopalace |
| Sept 2013 | EDION | Renovation business <br> in the home electrical <br> appliance industry | 5.0 | $8 \%$ | >Expand sales for EDION |
| Oct 2013 | Sharp | New product <br> development by <br>  <br> electrical materials | 5.0 | $1 \% \rightarrow 0 \%$ | >Expand sales, <br> development of new <br> products |


[^0]:    (2) Equity per share attributable to owners of the parent

