

For Immediate Release**December 1, 2020****LIXIL Corporation**

LIXIL Shifts to an Operating Company Structure through Merger with Subsidiary

Tokyo – LIXIL Corporation (“LIXIL”, TSE Code: 5938), maker of pioneering water and housing products, announced today the completion of the merger between LIXIL Group Corporation, the holding company, and LIXIL Corporation, a wholly owned subsidiary, transitioning to an operating company structure. The former LIXIL Group Corporation serves as the surviving legal entity but has changed its name to LIXIL Corporation to reflect its simplified operating company structure.

LIXIL has implemented a series of transformation measures designed to meet its strategic goal of becoming an entrepreneurial company that can achieve sustainable growth by contributing to society. The transition from a traditional holding company structure to an operating company structure enables faster decision-making and more efficient business operations. Eliminating the two-tiered structure of a holding company and an operating company will also simplify its management structure, increase the transparency of decision-making, and strengthen governance.

LIXIL CEO Kinya Seto said, “We are pleased to complete the merger and transition to an operating company, which will ensure faster decision-making and enhance overall management efficiency. It is another important step to make LIXIL a more agile and entrepreneurial company, and at the same time improves group governance by simplifying and increasing the transparency of management. Under the new structure, we will further focus on actively managing our core businesses in order to accelerate growth, making better homes a reality for everyone, everywhere.”

The structure of LIXIL’s board of directors and executive officers will remain unchanged. For more details on the merger, see LIXIL Group’s Timely Disclosure [here](#).

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About LIXIL

LIXIL (TSE Code 5938) makes pioneering water and housing products that solve everyday, real-life challenges, making better homes a reality for everyone, everywhere. Drawing on our Japanese heritage, we create world-leading technology and innovate to make high quality products that transform homes. But the LIXIL difference is how we do this; through meaningful design, an entrepreneurial spirit, a dedication to improving accessibility for all, and responsible business growth. Our approach comes to life through industry leading brands, including INAX, GROHE, American Standard, and

TOSTEM. Approximately 60,000 colleagues operating in more than 150 countries are proud to make products that touch the lives of more than a billion people every day.

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