

For Immediate Release

December 4, 2020 LIXIL Corporation

LIXIL Elevates Role of Design and Brand to Strengthen Connection with Customers Worldwide



Paul Flowers, Leader, LIXIL Global Design

Tokyo – LIXIL Corporation ("LIXIL", TSE Code: 5938), maker of pioneering water and housing products, has appointed Paul Flowers, Leader, LIXIL Global Design as Executive Vice President with expanded responsibilities, effective immediately. <u>LIXIL recently redefined Corporate Officers</u> at the company to consist of one President and two classes of Officers: Executive Vice President (Senmu) and Senior Vice President (Joumu). This is the first time that design will be represented at the highest level of management within LIXIL and reflects the company's strategy of elevating design to become a truly consumer-focused organization with a unique, differentiated portfolio of global brands.

In line with the appointment, Flowers will also expand his responsibilities to build and lead a separate Brand Identity team concurrently while leading Global Design. The new Brand Identity team will strengthen global governance of its brand portfolio to further sharpen and simplify brand positioning and enhance the connection consumers at every consumer touch point.



LIXIL brings together a unique portfolio of brands including GROHE, American Standard, INAX and TOSTEM, industry-leading names with over 70% consumer recognition rate in key markets within each of its business regions today. Under Flowers, LIXIL has brought in-house, transformed and centralized its design teams globally, operating out of dedicated design studios in London, New York, Dusseldorf, Singapore, Tokyo and Tokoname. Design teams are now capable of collaborating and sharing information, technologies, global trends and consumer insights, ensuring they design and develop products that appeal to different consumer segments and ensure brands complement each other while building brand equity over the long term.



Under Flowers, LIXIL's brands have won 115 renowned Good Design, IF and Red Dot design awards since 2019, one year after he assumed the role of Leader of Global Design, including for the INAX brand's design elements (pictured above)

LIXIL CEO Kinya Seto said, "Brand and design are positioned at the heart of our global growth strategy. Our consumers will live with and build an emotional connection with our products and brands over time. With an unmatched house of brands and a centralized global design organization in place, we are now strengthening the governance of our brands as one integrated global portfolio, enabling LIXIL to offer a consistent brand experience worldwide that our consumers will love, recommend and promote."

Flowers said, "LIXIL has an unrivaled portfolio of brands to steward and deploy. Each region has traditionally focused on one core brand, but to fully unlock the potential of our portfolio we must be brand independent and consider the most strategic use of the full portfolio. We also have a tremendous opportunity to further define a clear social purpose for each of our brands, building on the LIXIL corporate brand's leadership in this space and strengthening engagement with our consumers. Taking a strategic approach to brand will be one of the building blocks to contribute to the sustainable growth of LIXIL, and ultimately, achieve our purpose of making better homes a reality for everyone, everywhere."





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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