> SATO'S 3R STRATEGY

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LIXIL CORPORATION

A large multi-national housing and building industry leader.











2011 LIXIL CORPORATION





American Standard

ASIA PACIFIC

AMERICAN STANDARD





2013



2009

2011



A premier provider of bath and kitchen products in APAC



The global leader in curtain walls



AMERICAN STANDARD The North American leader in sanitary ware



2014

GROHE The global leader in sanitary fittings



ONE BILLION PEOPLE USE LIXIL PRODUCTS EVERY DAY



- \$15.9B Revenue
- \$787M Core Earnings
- **Over 150 Countries**
- Over 70,000 Employees
- **100+ Years Brand Legacy**





Global market in plumbing-related products



North American market, sanitaryware water faucets



Global market.



Global market. curtain walls



Japan market, housing window sashes



Japan market, kitchen systems



Japan market. entrance doors



Japan market. unit bathrooms



Japan market, exteriors

LIXIL just announced in January that it invests approximately US\$65m in Andhra Pradesh to establish a state-of-the art manufacturing facility.



OUR CORPORATE RESPONSIBILITY MISSION

By 2020, improve the livelihood of 100 million people through sanitation and hygiene solutions.

BECOME A COMPANY WE CAN BE PROUD OF, EVOKING RESPECT AND PASSION



GLOBAL SANITATION AND HYGIENE





WATER CONSERVATION & ENVIRONMENTAL SUSTAINABILITY





DIVERSITY & INCLUSION



100 MILLION PEOPLE

By 2020, improve the livelihood of 100 million people through sanitation and hygiene solutions

NET ZERO

By 2030, achieve a net zero balance between LIXIL's environmental footprint and the positive environmental contributions created through our products and services

INCLUSIVE FOR ALL

By 2020, establish the culture of diversity and inclusion within our organization and with all employees



STOPPING OPEN DEFICATION AND WATER POLLUTION THROUGH SATO

Our pledge: Provide better sanitation to 100 million people by 2020





SATO: REUSE AND RECYCLE (PLASTIC MANUFACTURING PROCESS)

> REUSE: SATO products allow use of recycled PP (polypropylene) material

- Recycled material quality rigorously checked
- Poor quality/non approved recycled material not permissible for use
- Zero waste manufacturing process, all the plastic waste is reground and reused

> RECYCLE: SATO products are made with pure PP material that is easily recyclable

Latest SATO parts are marked with plastic recycling symbols to facilitate recycling process



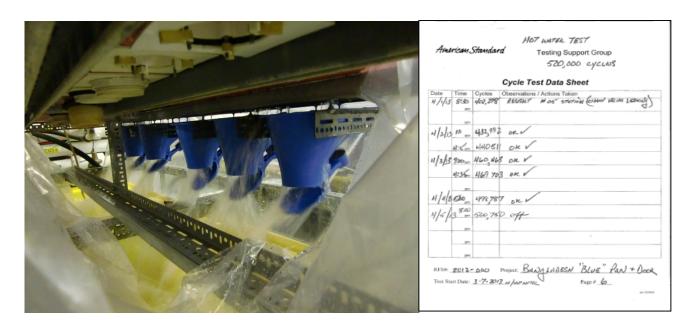




SATO: REDUCE (PLASTIC MANUFACTURING PROCESS)

> Long lasting

- Patented flap door mechanism tested to 900k cycles, equivalent to approx. 100 years of use for a family of five
- PP material certification





Reliability Testing

American Standard Testing Laboratory
New Jersey, USA

Certificate of testing from

Central Institute of Plastics Engineering and Technology Government of India



SATO: REDUCE

Water consumption

- Decreases hydraulic load in leach pits
- Reduces chance of ground water contamination

> Resin and packaging materials

- Minimizes resin use while maintaining great quality by expert design
- Minimizes packaging material and size through nestable design

> Transportation

- Less fuel consumption
- Less emission

Water body contamination

SATO promotes ODF



MoDW&S: Mashekler Committee has recognized SATO technology as one of the innovative technology in Sanitation for the year 2016-17 http://indiawater.gov.in/misc/Docs/EOI-S-%2064.pdf



SATO SOLUTION FOR INDIAN TWIN PITS POUR FLUSH LATRINES

> SATO320 V-Trap System

- Water saving: Reduces water consumption by 80%
- Virtually clog free
- Clean, easy pit switching
- Cost and Labor savings
- 8000 units sold since the launch in Oct 2017

