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• About the Data

LIXIL Corporation has received a third-party assurance from LRQA Limited for FYE2024 environmental and human resource performance data marked with a ★ icon.

For details, please refer to environmental performance data and scope (p 3-13) and human resource performance data and scope (p14-25).

Items with restricted scope are displayed on a case-by-case basis.

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Scope of Environmental Data Collection

Detailed below, the scope of environmental performance data differs from the scope of the consolidated financial report. In principle, environmental performance data covers LIXIL Corporation and consolidated subsidiaries as of March 31, 2025, with the exclusion of certain consolidated subsidiaries considering business size and content. With regard to non-consolidated subsidiaries, subsidiaries operating in buildings owned and managed by LIXIL's operating company are treated as being part of LIXIL. Major production plants of non-consolidated companies are also included in the scope. Where the scope of data is different from those stated above, details are specified in the footnotes.

*** Excluded the period from FYE2019 to FYE2022**

Figures for FYE2019 through FYE2022 exclude Permasteelisa Group, LIXIL VIVA Corporation, LIXIL Suzuki Shutter Corporation, LIXIL Suzuki (Hong Kong) Company, Ltd., Kawashima Selkon Textiles Co., Ltd., JAPAN HOME SHIELD CORPORATION, and LIXIL Korea Inc., as these entities were outside the calculation scope during that period.

*** Excluded the period from FYE2023 to FYE2025**

BASCO MANUFACTURING COMPANY, Glass Real Estate LLC, Glassource LLC, Winston Shower Door LLC, and Basco Glass LLC, which became consolidated subsidiaries during FYE2023, are not included in the data for FYE2023, FYE2024, and FYE2025, as the data collection is currently being prepared.

Procurement, Transportation, and Product Usage Data

Procurement:

Calculations include all raw materials, parts, and packaging materials used in products, which are managed by each procurement or related department of LIXIL Water Technology and LIXIL Housing Technology businesses, excluding production facilities and office supplies.

Transportation:

The scope of data calculation covers only the LIXIL transports which are designated as the specified consigner by the Act on Rationalization of Energy Use and Shift to Non-fossil Energy.

*1 Calculated figures through FYE2024 cover domestic transportation in Japan. Calculated figures from FYE2025 add overseas transportation (Asia and North America).

Products usage:

Calculations include products under each brand manufactured by LIXIL Water Technology and Housing businesses.

Calculation of CO₂ emissions

Calculated based on A Corporate Accounting and Reporting Standard (The Greenhouse Gas Protocol), Environmental Reporting Guidelines 2018 (Japan's Ministry of the Environment), Japan's Act on Promotion of Global Warming Countermeasures, Japan's Act on Rationalization of Energy Use and Shift to Non-fossil Energy, Corporate Value Chain (Scope 3) Accounting and Reporting Standard (The Greenhouse Gas Protocol) and Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain Version 2.5 (Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry).

Scope 1 and Scope 2: CO₂ emissions = (Energy and fuel consumption) × (CO₂ emission factor)

Purchased electricity (Japan): CO₂ emission factors determined by each electricity provider

Purchased electricity (outside Japan): CO₂ emission factor by country from CO₂ EMISSIONS FROM FUEL COMBUSTION 2022 EDITION (IEA)

Fuel: CO₂ emission factor under the Act on Promotion of Global Warming Countermeasures (*Greenhouse Gas Calculation, Reporting, and Publication Program*) or the emissions factor by each gas provider

Scope 3 Category 1: CO₂ emissions = Supplier data*1 + (Amount of purchased raw materials*2) × (CO₂ conversion coefficient*3) + (Cost of purchasing parts and materials) × (CO₂ conversion coefficient*4)

*1 Scope 1, 2, and 3 emissions at suppliers, prorated to our company

*2 Some raw materials are calculated from the purchase price

*3 Conversion coefficient calculated from LCI database IDEA v3.4 or coefficients provided by suppliers

*4 Emissions intensity from *Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain, Version 3.5*

Scope 3 Category 4:

[Ton-km method]

CO₂ emissions = (Weight of goods transported) × (Distance travelled) × (Energy conversion coefficient) × (CO₂ emissions factor)

Energy conversion coefficient: Unit fuel consumption and unit calorific value using Improved Ton-km method as specified in the *Act on Rationalization of Energy Use and Shift to Non-fossil Energy (Measures Pertaining to Consigners)*

CO₂ emissions factor (Japan) : Unit calorific value per fuel × Emission factor × 44/12 as specified in the *Act on Rationalization of Energy Use and Shift to Non-fossil Energy (Measures Pertaining to Consigners)*

CO₂ emissions factor (outside Japan): Based on factors provided by LCA databases and relevant government authorities [Fuel consumption method]

CO₂ emissions = (Distance+Fuel efficiency) × (Energy conversion coefficient) × (CO₂ emissions factor)

Energy conversion coefficient: Unit calorific value as specified in the *Act on Rationalization of Energy Use and Shift to Non-fossil Energy (Measures Pertaining to Consigners)*

CO₂ emissions factor (Japan) : Emission factor per fuel × 44/12 as specified in the Act on Rationalization of Energy Use and Shift to Non-fossil Energy (Measures Pertaining to Consigners)

CO₂ emissions factors (outside Japan): Based on factors provided by LCA databases and relevant government authorities [Fuel-based method]

CO₂ emissions = (Fuel consumption) × (CO₂ emissions factor)

CO₂ emissions factor (outside Japan): Based on factors provided by LCA databases and relevant government authorities

Scope 3 Category 11: CO₂ emissions = (Electricity, Fuel & Water consumption per each product) × (Sales quantity) × (CO₂ conversion coefficient*4)

*4 Coefficients for LIXIL brand's products are as below

- Electricity: 0.434kg CO₂/kWh (*Act on Promotion of Global Warming Countermeasures* (emissions factors by power generator, national average coefficient))

- City gas: 2.05 kg CO₂/m³ (Japan Valve Manufacturers' Association)

- Water: 0.49 kg CO₂/m³ (Japan Sanitary Equipment Industry Association) as of March 2023

Coefficients for products of other brands determined by each brand or region of sales

1. Medium-Term Targets and Progress

Climate change		FYE2022	FYE2023	FYE2024	FYE2025
Scope 1 & 2 CO ₂ emissions reduction rate (vs. FYE2019) (%) Target: 50.4% reduction by FYE2031		-17.4	-29.9	-34.7	-46.9
Scope 3 CO ₂ emissions reduction rate (vs. FYE2019) (%) Target: 30% reduction by FYE2031		-11.9	-15.2	-21.6	-18.5
Ratio of energy- and water-saving faucets and water-saving toilets sold (Japan) (%) Target: 100% by FYE2031	<i>Energy- and water-saving faucets *1</i>	91.5	92.3	94.1	94.5
	<i>Water-saving toilets *2</i>	98.1	99.2	99.4	99.4
Ratio of high-performance windows sold for new detached houses (Japan) (%) Target: 100% by FYE2026		80	90	93	97
Water sustainability		FYE2022	FYE2023	FYE2024	FYE2025
Improve water use efficiency at our business sites (vs. FYE2019) (%) Target: 20% by FYE2031		6.2	16	23.6	33.3
Total water savings from energy- and water-saving faucets and water-saving toilets (billion m ³) Target: 2 billion m ³ /year by FYE2031 *3		1.3	1.4	1.3	1.6
Circular economy		FYE2022	FYE2023	FYE2024	FYE2025
Waste recycling rates from business sites (%) Target: 90% by FYE2026		78.4	88.1	92.8	95.3
Ratio of used recycled aluminum *4 (%) Target: 100% by FYE2031		70	74	78	80

*1 Excluding products used for hot tub filling or full-body bathing that are not intended for use as energy- and water-saving faucets

*2 Excluding products designed for housing complexes

*3 Our initial target for FYE2025 was not met. Efforts are continuing with a revised target year of FYE2031.

*4 Aluminum alloy 6063

* Updated *ratio of energy- and water-saving faucets sold* and *total water savings from energy- and water-saving faucets and water-saving toilets*. Retroactively calculated FYE2024 results based on a more accurate assessment of the impact of our environmental activities.

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2. Procurement

Amount purchased (t)		FYE2022	FYE2023	FYE2024	FYE2025
Raw materials	Metals	246,658	255,935	207,034	212,899
	Resins	51,166	49,196	43,645	46,792
	Wood	132,124	122,263	97,314	99,386
	Ceramics *1	514,137	506,635	522,474	574,790
Total		944,085	934,029	870,467	933,867

*1 Data for FYE2023 updated during the process of aggregating data for FYE2024

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3. Manufacture / Sales (Energy, Scope 1, Scope 2, Water, Resources and Waste, Air Pollutant Emissions)

Energy consumption	FYE2022	FYE2023	FYE2024	FYE2025 ★
Purchased electricity (MWh)	1,076,323	1,005,901	944,184	878,511
<i>Renewable energy (MWh)</i>	170,178	262,280	280,701	290,058
Internally generated electricity (MWh) *1	61,101	43,844	49,189	18,756
<i>Renewable energy (MWh)</i>	14	33	462	5,744
Steam (thousand GJ)	117	163	132	105
City gas (thousand m ³)	182,406	155,246	146,625	104,495
Fuel oil (thousand L)	3,459	3,961	2,660	2,648
LPG (thousand kg)	16,736	16,408	15,267	14,462
LNG (thousand kg)	12,601	12,517	12,135	12,075
Kerosene (thousand L)	1,615	1,767	1,545	1,111
Gasoline (thousand L)	4,879	4,907	4,955	4,923
Diesel (thousand L)	2,399	2,342	2,174	1,906
Energy consumption total (thousand GJ)	20,531	18,716	17,556	15,042
Reduction of energy consumption (%)	FYE2022	FYE2023	FYE2024	FYE2025
Reduction of energy consumption *2	-6.9	-15.1	-20.4	-31.8
Ratio of renewable energy used (%)	FYE2022	FYE2023	FYE2024	FYE2025
Ratio of renewable energy used *3	15.0	25.0	28.3	33.0

*1 Covers facilities within the premises of our factories (for in-house use)

*2 Baseline year FYE2019

*3 Full year results. (Renewable energy consumption of Purchased electricity) + (Renewable energy consumption of Internally generated electricity) / (Purchased electricity) + (Internally generated electricity)

* Energy consumption = (Electricity, fuel, and steam) × (Energy conversion coefficient)

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Scope 1 and Scope 2 CO ₂ emissions (thousand t-CO ₂)	FYE2019 (Baseline year)	FYE2020	FYE2021	FYE2022	FYE2023	FYE2024	FYE2025 ★
City gas	428	416	351	395	337	319	229
Fuel oil	13	13	11	9	11	7	7
LPG	59	52	49	50	49	46	43
LNG	39	37	34	34	34	33	33
Kerosene	5	5	4	4	4	4	3
Gasoline	16	16	11	11	11	11	11
Diesel	7	7	6	6	6	6	5
Scope 1 total	568	545	466	510	452	425	331
Purchased electricity	555	518	449	419	332	307	264
Steam	10	11	8	7	10	8	6
Scope 2 total	565	529	457	426	341	315	270
Scope 1 and Scope 2 total	1,133	1,074	923	936	794	740	602

* Scope 2 emissions (thousand t-CO₂) calculated using the market-based method.

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Withdrawal (by source) (thousand m ³)	FYE2022	FYE2023	FYE2024	FYE2025 ★
Withdrawal: Total municipal water supplies (or from other water utilities)	5,167	4,945	4,553	3,936
<i>Potable water (incl. water intake from other companies)</i>	2,033	1,801	1,698	1,430
<i>Industrial water</i>	3,134	3,145	2,856	2,506
Withdrawal: Fresh surface water (rivers)	5,555	5,155	5,464	26
Withdrawal: Fresh groundwater	5,024	3,989	3,309	3,021
Withdrawal total	15,746	14,089	13,326	6,983
Discharge (thousand m ³)	FYE2022	FYE2023	FYE2024	FYE2025 ★
Discharge	14,741	13,128	12,212	6,358
Total net fresh water consumption (thousand m ³)	FYE2022	FYE2023	FYE2024	FYE2025
Total net fresh water consumption *1	5,167	4,946	4,553	625
Recycled water (thousand m ³)	FYE2022	FYE2023	FYE2024	FYE2025 ★
Recycled water (partly includes circulated water)	778	664	640	634

*1 Total net fresh water consumption=(Withdrawal: Total municipal water supplies (or from other water utilities))+(Withdrawal: Fresh surface water (rivers))+(Withdrawal: Fresh groundwater)–

(Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted)

In FYE2025 we revised the calculation method for total net freshwater consumption (Total net fresh water consumption = Withdrawal – Discharge)

Scope: Excluded some sites where the amount of discharge cannot be determined due to tenant occupancy, etc.

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Waste emissions (t) *1	FYE2022	FYE2023	FYE2024	FYE2025 ★
Sold as valuables	125,916	128,446	113,375	111,276
Recycled	170,675	175,053	171,072	173,607
Landfilled or incinerated	81,975	41,100	22,114	14,187
<i>Landfilled</i>	80,969	40,651	21,077	12,967
<i>Incinerated</i>	1,006	449	1,037	1,221
Hazardous waste emissions (t) *2 *3	FYE2022	FYE2023	FYE2024	FYE2025 ★
Sold as valuables	684	907	649	627
Recycled	9,961	9,273	8,318	8,761
Landfilled or incinerated	2,540	970	950	1,076
<i>Landfilled</i>	2,455	951	871	863
<i>Incinerated</i>	85	20	79	213
Waste recycling ratio (%) *3	FYE2022	FYE2023	FYE2024	FYE2025
Entire group	78.4	88.1	92.8	95.3
Japan	97.2	97.3	96.5	95.5
Europe	99.7	99.0	96.3	96.4
Asia (excluding Japan)	94.7	96.8	97.6	98.4
North America	45.8	69.0	84.5	91.6

*1 Includes non-hazardous waste, hazardous waste, and construction waste generated

*2 Waste that is defined as hazardous by national legislations

*3 Excludes construction waste

Air pollutant emissions (t)	FYE2022	FYE2023	FYE2024	FYE2025 ★
NOx	444	452	344	175
SOx	54	67	51	91
Soot and dust	673	339	459	338

Scope: Production sites subject to regulatory monitoring for NOx, SOx, soot and dust emissions

4. Logistics

Amount of energy used (thousand GJ)	FYE2022	FYE2023	FYE2024	FYE2025
Energy consumption	1,573	1,487	1,514	1,370

Scope: Services in Japan which LIXIL Corporation was identified as the consigner

* Energy consumption=(Weight of goods transported) × (Distance travelled) × (Energy conversion coefficient) or (Distance/Fuel efficiency) × (Energy conversion coefficient)

Energy conversion coefficient: Unit fuel consumption using Improved Ton-km method as specified in the *Act on Rationalization of Energy Use and Shift to Non-fossil Energy (Measures Pertaining to Consigners)* and unit calorific value

5. Use of Products

CO ₂ emissions reduction attributable to products and services (thousand t-CO ₂)	FYE2022	FYE2023	FYE2024	FYE2025
CO ₂ emissions reduced *1	67,629	59,847	50,104	57,014

*1 Estimated cumulative amount of CO₂ emissions reduced through LIXIL eco-conscious products and services, compared to reduction via conventional LIXIL products

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6. GHG Emissions by Scope

Scope 1 (thousand t-CO ₂)		FYE2019 (Baseline year)	FYE2020	FYE2021	FYE2022	FYE2023	FYE2024	FYE2025 ★
Scope 1 total		568	545	466	510	452	425	331
Scope 2 (thousand t-CO ₂)		FYE2019 (Baseline year)	FYE2020	FYE2021	FYE2022	FYE2023	FYE2024	FYE2025 ★
Scope 2 total		565	529	457	426	341	315	270
Scope 1 and Scope 2 total		1,133	1,074	923	936	794	740	602
Scope 3 (thousand t-CO ₂ e)		FYE2019 (Baseline year)	FYE2020	FYE2021	FYE2022	FYE2023	FYE2024	FYE2025
1	Purchased goods & services	3,819	3,661	3,203	3,509	3,618	2,978	3,019 ★
2	Capital goods	201	235	213	200	252	198	207
3	Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	162	158	191	200	182	171	143
4	Upstream transportation & distribution *1	122	122	108	108	102	104	202
5	Waste generated operations	308	298	257	238	133	83	63
6	Business travel	8	8	8	7	7	6	6
7	Employee commuting	29	29	27	24	24	23	22
8	Upstream leased assets *2	—	—	—	—	—	—	—
9	Downstream transportation & distribution *3	—	—	—	—	—	—	—
10	Processing of sold products *3	—	—	—	—	—	—	—
11	Use of sold products (energy used directly) *4	4,009	3,917	3,633	3,404	3,046	3,170	3,302 ★
12	End-of-life treatment of sold products	522	446	464	396	423	463	521
13	Downstream leased assets *3	—	—	—	—	—	—	—
14	Franchises *3	—	—	—	—	—	—	—
15	Investments *3	—	—	—	—	—	—	—
Scope 3 total		9,179	8,873	8,104	8,085	7,786	7,196	7,486

*1 Calculated figures through FYE2024 cover domestic transportation in Japan. Calculated figures from FYE2025 add overseas transportation (Asia and North America).

*2 Excluded from the calculation since these emissions are already included in Scope 1 or Scope 2.

*3 Excluded from the calculation since these emissions are not relevant (or are less relevant) to our main businesses.

*4 LIXIL products that directly and indirectly consume energy were included in the calculation. Since FYE2023, the method has been changed to include only products that directly consume energy, and past data has been updated.

* When there is a change in the scope of data collection, the impact of environmental activities is assessed by retroactively recalculating past data. This data is in line with the scope of data collected in FYE2023 when it was certified by the Science Based Target Initiative(SBTi) at the 1.5 degree level, and is used for company-wide environmental targets and progress management.

* Scope 2 emissions (thousand t-CO₂) calculated using the market-based method.

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7. Scope 1 & 2 Emission Intensity per Unit of Output

	FYE2022	FYE2023	FYE2024	FYE2025
Emission intensity per unit of output (t-CO ₂ /million yen)	1.231	1.057	1.070	0.845

8. Preventing Pollution through Strict Control of Chemical Substances

LIXIL Corporation has set rules on substances that are prohibited or require strict control for use in products and/or during production processes.

We manage and monitor our factories in compliance with the *Soil Contamination Countermeasures Act* and other environmental laws and regulations to ensure the soil and waterways around our manufacturing facilities are not affected by our operations.

9. Environmental Law Violations

	FYE2022	FYE2023	FYE2024	FYE2025
Number of environmental law violations	0	0	0	0
Total amount of fines/penalties from the above	0	0	0	0
Environmental liability	0	0	0	0

Scope: Serious violations involving fines of US\$10,000 or more.

10. ISO Certification

	FYE2022	FYE2023	FYE2024	FYE2025
ISO 14001 certification acquisition rate (%)	93.7	94.7	95.9	97.1

Scope: Production bases in which the Company has a 50% stake or higher.

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Scope of Social Data Collection

The data in this disclosure covers LIXIL Corporation and major consolidated subsidiaries, excluding companies divested during the fiscal year. Therefore, the scope of coverage for this data book differs from that for the consolidated financial report. In addition, as the scope of each data item differs in some cases, explanations are provided where and when necessary.

* For information on principle group companies, see our Integrated Report 2025 (p.85)

[\(PDF\) Integrated Report 2025 \(p.86\)](#)

Data Collection Method and Period

The number of employees is calculated mainly on the number of employees registered at each company as of March 31, 2025.

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1. Targets and Progress

	FYE2022	FYE2023	FYE2024	FYE2025
50:50 for Board & Executive Officers by FYE2030 *1 (%)	26.7	31.3	31.3	37.5
30% female managers across LIXIL by FYE2030 *2 (%)	16.2	17.5	17.1	17.4 ★
Maintaining gender parity in new graduate recruitment (Japan) *3 (%)	53.8	34.1	44.8	47.8 ★

*1 As of March 31

*2 Scope: Directly hired employees in Japan and overseas only (data excludes employees working at consolidated subsidiaries with 100 or fewer employees in Japan)

*3 New college and graduate school graduates directly hired by LIXIL Corporation (new employees joining the company on April 1 of the following fiscal year)

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2. Number of Employees by Type of Employment ★

				Number	Ratio	
Japan	Directly employed	Permanent staff *1	Male	14,682	25.9	
			Female	5,944	10.5	
			Total	20,626	36.4	
		Non-permanent staff *2	Male	1,149	2.0	
			Female	2,427	4.3	
			Total	3,576	6.3	
		Male total			15,831	28.0
		Female total			8,371	14.8
		Directly employed total			24,202	42.8
		Indirectly employed *3			3,408	6.0
Japan total				27,610	48.8	
Outside Japan	Directly employed	Permanent staff *1	Male	19,301	34.1	
			Female	8,872	15.7	
			Total	28,173	49.8	
		Non-permanent staff *2	Male	568	1.0	
			Female	247	0.4	
			Total	815	1.4	
		Male total			19,869	35.1
		Female total			9,119	16.1
Directly employed total			28,988	51.2		
Group grand total				56,598	100.0	

*1 Permanent staff: Employees under a labor contract without a fixed period of employment

*2 Non-permanent staff: Employees under a labor contract with a fixed period of employment

*3 Indirectly employed: Temporary sub-contract staff only

* Simple sum of ratios may not add up to 100% due to rounding

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3. Number of Employees by Country (by Office Location) ★

Country	Number
Japan	24,202
Thailand	7,249
China	4,726
Mexico	4,732
Vietnam	4,317
Germany	3,060
US	1,447
Portugal	703
India	741
Indonesia	521
South Africa	122
France	134
Singapore	126
Denmark	81
Poland	89
Other countries in Europe and the Middle East	673
Other countries in Asia	168
Other countries in the Americas	88
Other countries in Africa	11
Total	53,190

Scope: Directly hired employees only

*Other countries in Europe and the Middle East includes Russia

Other countries in Asia include Australia

4. Ratio of Employees by Nationality

Nationality	Ratio of total employees (%)	Ratio of total managers (%)
Japan	49.60	60.79
Thailand	12.21	5.64
Vietnam	8.38	1.96
China	7.40	4.73
Mexico	7.04	1.75
Others	15.37	25.14

Scope: Directly hired employees only (limited to those whose nationality information is available)

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5. Number of New Hires

	FYE2022			FYE2023			FYE2024			FYE2025		
	Entire group	Japan	LIXIL Corporation	Entire group	Japan	LIXIL Corporation	Entire group	Japan	LIXIL Corporation	Entire group	Japan ★	LIXIL Corporation ★
Permanent staff	4,614	487	360	3,614	695	479	4,174	717	483	4,044	863	603
<i>New graduates</i>	—	319	246	—	357	281	—	346	268	—	393	316
Non-permanent staff	—	344	251	1,605	829	592	674	543	374	1,037	547	431
Total	—	831	611	5,219	1,524	1,071	4,848	1,260	857	5,081	1,410	1,034

Scope: Directly hired employees only (data excluded employees working at consolidated subsidiaries with 100 or fewer employees in Japan)

6. Number of New Hires and Ratio of Female Employees

	FYE2022	FYE2023	FYE2024	FYE2025 ★
Permanent staff	143	129	174	159
<i>Female</i>	77	44	78	76
Ratio of females (%)	53.8	34.1	44.8	47.8

Scope: New college and graduate school graduates directly hired by LIXIL Corporation (new employees joining the company on April 1 of the following fiscal year)

7. Ratio of Positions Filled Internally

	FYE2022	FYE2023	FYE2024	FYE2025
Ratio of positions filled internally (%)	51.7	60.9	48.6	25.7

Scope: Directly hired employees of LIXIL Corporation only

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8. Number of Retirees and Turnover Rate

	FYE2022			FYE2023			FYE2024			FYE2025		
	Entire group	Japan	LIXIL Corporation	Entire group	Japan	LIXIL Corporation	Entire group	Japan	LIXIL Corporation	Entire group	Japan ★	LIXIL Corporation ★
Permanent staff	—	748	363	4,433	648	416	5,698	690	490	4,495	690	478
Turnover rate (%)*1	8.59	3.61	2.26	8.56	3.14	2.57	11.29	3.34	3.02	9.16	3.32	2.93
Non-permanent staff	—	566	426	1,489	573	340	795	507	284	957	513	319
Total	—	1,314	789	5,922	1,221	756	6,493	1,197	774	5,452	1,203	797

Scope: Directly hired employees only (data excludes employees working at consolidated subsidiaries with 100 or fewer employees in Japan)

The voluntary turnover rate for the entire group for FYE2025 was 8.2%.

*1 Turnover rate calculation method: Ratio of the number of employees who left the company by March 31 of each fiscal year based on the headcount as of April 1 of the same fiscal year

9. Number and Composition Ratio of Female Managers

	FYE2022		FYE2023		FYE2024		FYE2024 ★	
	Entire group	LIXIL Corporation	Entire group	LIXIL Corporation	Entire group	LIXIL Corporation	Entire group	LIXIL Corporation
Number	884	191	923	195	974	209	972	231
Ratio (%)	16.2	6.5	17.5	7.1	17.1	6.9	17.4	7.5

Scope: Directly hired employees only (data excludes employees working at consolidated subsidiaries with 100 or fewer employees in Japan)

*Data collection based on the qualification system used at each operating company

*Calculated based on the provisions of the *Act on the Promotion of Women's Active Engagement in Professional Life* (Act No. 64 of 2015)

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10. Ratio of Female Employees in Each Category

	FYE2022	FYE2023	FYE2024	FYE2025
Total workforce (%)	31.6	32.2	32.2	32.9
Junior management positions (%)	12.8	14.6	17.0	18.5
Top management positions (%)	20.6	21.9	21.3	25.3
Management positions in revenue-generating functions (e.g. sales) (%)	15	13.8	13.9	13.4
STEM-related positions (%)	25.6	26.2	27.3	28.5

Scope: Directly hired employees only

11. Gender Pay Gap

	FYE2023			FYE2024			FYE2025			
	All employees (%)	Permanent employees (%)	Contract employees (%)	All employees (%)	Permanent employees (%)	Contract employees (%)	All employees (%)	Permanent employees (%)	Contract employees (%)	
Entire group	77.3	—	—	80.3	—	—	87.0	—	—	
By individual group company	LIXIL Corporation	57.4	63.6	95.9	59.8	66.1	91.6	61.2 ★	66.9 ★	93.5 ★
	LIXIL Total Service Corporation	55.5	65.3	67.2	57.1	65.8	73	57.9 ★	67.0 ★	82.2 ★
	LIXIL Total Hanbai Corporation	67.1	76.9	78.0	67.6	75.9	67.4	70.1 ★	77.3 ★	63.9 ★
	G TERIOR Corporation	69.3	73.5	39.9	69.8	72.3	49.6	73.0 ★	75.6 ★	46. ★
	LIXIL REALTY, Corp.	63.9	66.7	70.2	67.8	70.4	70.4	67.8 ★	67.8 ★	60.9 ★
	LIXIL Living Solution Corporation	49.2	72.5	77.2	51.1	77.6	65.8	46.6 ★	78.6 ★	70.4 ★

Scope: Directly hired employees only

*Calculated based on the provisions of the *Act on the Promotion of Women's Active Engagement in Professional Life* (Act No. 64 of 2015).

* Pay includes basic salary and non-standard wages, such as overtime pay and bonuses. Furthermore, wages with different payment details for allowances are calculated according to each company's standards. Employees seconded from our company to outside companies are included, while employees seconded from other companies to our company and temporary staff hired through agencies are excluded.

*As of FYE2024, all companies use the same method as LIXIL Corporation for calculating the number of employees

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12. Number of Maternity Leave Users

	FYE2022		FYE2023		FYE2024		FYE2025 ★	
	Japan	LIXIL Corporation	Japan	LIXIL Corporation	Japan	LIXIL Corporation	Japan	LIXIL Corporation
	Number	174	131	165	126	165	134	180
Return to work ratio (%)	101.1	104.6	96.4	97.6	107.9	106.0	95.0	96.7

Scope: Directly hired employees in Japan only (data excludes employees working at consolidated subsidiaries with 100 or fewer employees)

* Number of employees who started maternity leave during each fiscal year

*The return to work ratio is calculated by dividing the number of employees who returned to work during each fiscal year by the number of employees who finished maternity leave during the same period (excluding employees who left the company on the same day).

13. Number of Childcare Leave Users

	FYE2022			FYE2023			FYE2024			FYE2025 ★		
	Japan	Male	Female	Japan	Male	Female	Japan	Male	Female	Japan	Male	Female
	New users	213	34	179	211	50	161	261	85	176	247	79
Return to work ratio (%)	—	100.0	99.5	99.6	100.0	99.5	99.3	101.1	98.3	98.8	100.0	98.4

Scope: Directly hired employees in Japan only (data excludes employees working at consolidated subsidiaries with 100 or fewer employees)

Number of employees who started childcare leave during each fiscal year

*The return to work ratio is calculated by dividing the number of employees who returned to work during each fiscal year by the number of employees who finished nursing-care leave during the same period (including those who left the company on the same day).

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14. Ratio of Male Childcare Leave Users

	FYE2022	FYE2023	FYE2024	FYE2025 ★
LIXIL Corporation	65	77	87.3	90.7
LIXIL Total Service Corporation	—	19	36.7	50.0
LIXIL Total Hanbai Corporation	—	—	—	90.0
G TERIOR Corporation	—	—	—	27.3
LIXIL REALTY, Corp.	—	—	—	42.9
LIXIL Living Solution Corporation	—	—	—	—

Scope: Directly hired employees only

*Includes *Papa's Childcare Leave* in addition to the Status of Childcare Leave System Usage

Papa's Childcare Leave is a paid special leave of 10 days that can be taken during the period until the child reaches one year of age upon birth by a spouse.

* This ratio is calculated based on the provisions of the *Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members* (Act No. 76 of 1991), specifically, Article 71-6, Paragraph 1 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Ministry of Labour Ordinance No. 25 of 1991), which pertains to the percentage of employees taking child care leave and other related leaves.

15. Number of Nursing-Care Leave Users

	FYE2022			FYE2023			FYE2024			FYE2025 ★		
	Japan	Male	Female	Japan	Male	Female	Japan	Male	Female	Japan	Male	Female
New users	6	2	4	7	2	5	8	2	6	8	2	6
Return to work ratio (%)	100.0	—	—	88.9	—	—	100.0	—	—	75.0	—	—

Scope: Directly hired employees in Japan only (data excludes employees working at consolidated subsidiaries with 100 or fewer employees).

*Number of employees who started nursing-care leave during each fiscal year

*The return to work ratio is calculated by dividing the number of employees who returned to work during each fiscal year by the number of employees who finished nursing-care leave during the same period (including those who left the company on the same day).

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16. Number and Ratio of Employees with Disabilities

	FYE2022		FYE2023		FYE2024		FYE2025 ★	
	Japan		Japan		Japan		Japan	
		LIXIL Corporation		LIXIL Corporation		LIXIL Corporation		LIXIL Corporation
Number	550	442	567	454.5	560	453	604	489
Ratio (%)	2.32	2.42	2.41	2.48	2.37	2.43	2.58	2.59

Scope: Directly hired employees in Japan only (data excludes employees working at consolidated subsidiaries with 100 or fewer employees).

* Employee numbers on June 1 of each fiscal year

* The percentages were calculated based on the *Employment Rate System for Persons with Disabilities* issued by the Ministry of Health, Labour and Welfare.

17. Average Monthly Overtime Hours per Employee

	FYE2022		FYE2023		FYE2024		FYE2025 ★	
	Japan		Japan		Japan		Japan	
		LIXIL Corporation		LIXIL Corporation		LIXIL Corporation		LIXIL Corporation
Hours	16.4	15.8	17.0	16.4	16.8	15.9	16.9	16.1

Scope: Directly hired employees in Japan only (data excludes employees working at consolidated subsidiaries with 100 or fewer employees).

18. Average Annual Paid Leaves Taken per Employee

	FYE2022		FYE2023		FYE2024		FYE2025 ★	
	Japan		Japan		Japan		Japan	
		LIXIL Corporation		LIXIL Corporation		LIXIL Corporation		LIXIL Corporation
Days	9.8	9.9	10.5	10.8	10.7	11.0	10.5	10.7

Scope: Directly hired employees in Japan only (data excludes employees working at consolidated subsidiaries with 100 or fewer employees).

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19. Annual Training Hours and Costs per Employee

	FYE2022		FYE2023		FYE2024		FYE2025	
	Entire group	LIXIL Corporation	Entire group	LIXIL Corporation	Entire group	LIXIL Corporation	Entire group	LIXIL Corporation ★
Hours	15.9	22.6	19.9	24.4	15.6	20.3	18.6	20.6
Cost (JPY)	36,796	57,585	28,279	58,580	25,191	55,719	32,180	58,216

Scope: Directly hired employees only (data excludes employees working at consolidated subsidiaries with 100 or fewer employees in Japan)

* Training hours include online training (e.g., e-learning, etc.)

20. LIXIL Voice Employee Opinion Surveys

	FYE2022	FYE2023	FYE2024	FYE2025
Response rate (%)	84.5	87.0	89.4	90.0
Engagement score (%)	73	73	71	72
Inclusion score (%)	70	71	70	71
Wellbeing score (%)	77	77	76	77

Scope: Directly hired employees only (including part-time employees)

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21. Occurrence of Work-Related Accidents

LTIFR *1	FYE2022	FYE2023	FYE2024	FYE2025
Directly and indirectly hired employees *5	0.41	0.46	0.37	0.42 ★
Contractors	0.08	0.25	0.35	0.25 ★
Manufacturing industry average*2	1.31	1.25	1.29	1.30
Severity rate*3	FYE2022	FYE2023	FYE2024	FYE2025
Directly and indirectly hired employees	0.018	0.021	0.015	0.017 ★
Contractors	0.002	0.009	0.007	0.018 ★
Manufacturing industry average*2	0.060	0.080	0.080	0.060
OIFR *4	FYE2022	FYE2023	FYE2024	FYE2025
Directly and indirectly hired employees	0.007	0.007	0.029	0 ★
Contractors	0	0	0	0 ★
Number of work-related fatalities	FYE2022	FYE2023	FYE2024	FYE2025
Directly and indirectly hired employees	0	0	0	0 ★
Contractors	0	0	0	0 ★

Scope: Directly and indirectly hired employees and contractors at production and non-production bases in Japan and production bases outside Japan (excluding some bases)

For subsidiaries or sites that ceased operations or were integrated during FYE2025, results are included until the month prior to the cessation or integration.

Excludes GHS Corporation and LIXIL ERA Japan, Corp.

*1 Lost Time Injuries Frequency Rate (LTIFR): Number of occupational injury cases involving days away from work / Total working hours × 1,000,000

*2 Source: Ministry of Health, Labour and Welfare's *Survey on Industrial Accidents (Surveys on establishments (with 100 or more employees) and general construction)*

*3 Severity rate: Total work days lost due to occupational accidents / Total working hours × 1,000 (Total work days lost means actual days away from work)

*4 Occupational Illness Frequency Rate (OIFR): Number of occupational illness cases involving days away from work / Total working hours × 1,000,000

*5 This figure for FYE2025 is the corrected and re-assured value following the Independent Assurance Statement issued on August 6, 2025.

As of assurance on August 6, 2026: 0.40

As of assurance on December 22, 2026: 0.42

Please note that there are no other items corrected. For the Independent Assurance Statement issued on December 22, 2026, please refer to this link.

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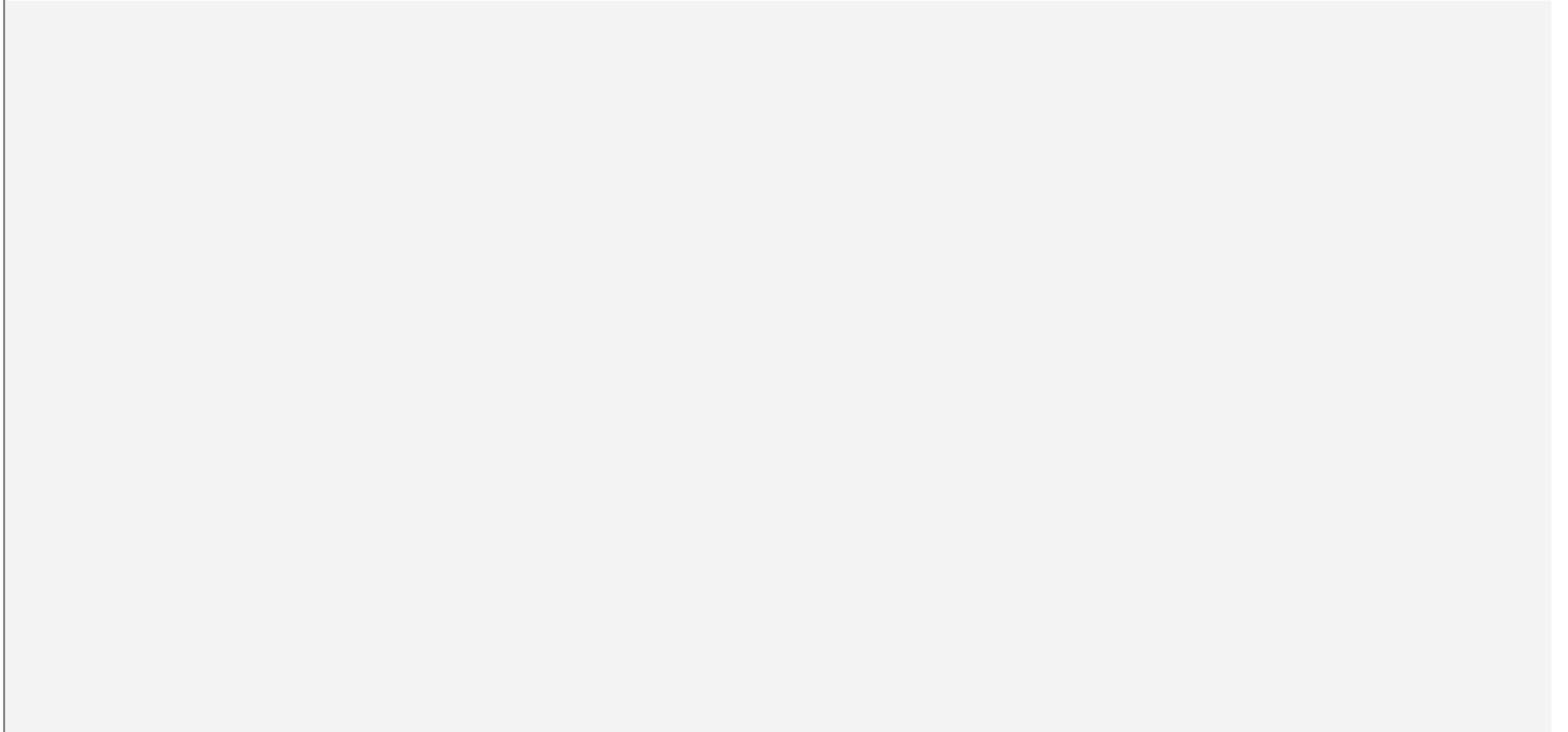
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1. Composition of the Board of Directors (outside members, female members) and Attendance

	FYE2022	FYE2023	FYE2024	FYE2025
Number of directors	10	11	11	10
<i>Number of outside directors</i>	7	8	8	8
<i>Ratio of outside directors (%)</i>	70.0	72.7	72.7	80.0
<i>Number of female directors</i>	3	4	4	4
<i>Ratio of female directors (%)</i>	30.0	36.4	36.4	40.0
<i>Number of non-Japanese directors</i>	1	1	1	1
<i>Ratio of non-Japanese directors (%)</i>	10.0	9.1	9.1	10.0
Number of Board of Directors' meetings	15	15	15	17
Attendance rate at Board of Directors' meetings (%)	100.0	99.4	98.8	98.8

Please refer to the Governance Structure page on our website for details.

[\(WEB\) Governance Structure](#)

2. Number and Ratio of Female Directors and Executive Officers

	FYE2022	FYE2023	FYE2024	FYE2025
Number of directors	10	11	11	10
<i>Female directors</i>	3	4	4	4
Number of executive officers	8	8	8	8
<i>Female executive officers</i>	2	2	2	2
Number of directors and executive officers	3	3	3	2
<i>Female directors and executive officers</i>	1	1	1	1
Ratio of female directors and executive officers (%)	26.7	31.3	31.3	37.5

* Following the Financial Services Agency's guidelines, individuals with concurrent director and executive roles are counted once in the total and gender-specific reporting.

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3. Executive Compensation

Please refer to the Executive Compensation page on our website for details.

[\(WEB\) Executive Compensation](#)

4. Status of Cross Shareholdings

Sales of Cross Shareholdings for the Last Four Years*

	FYE2022	FYE2023	FYE2024	FYE2025
Number of holdings sold	Complete sale: Shares of four companies Partial sale: Shares in two companies	Complete sale: Shares of two companies Partial sale: Shares in two companies	Complete sale: Shares of three companies	—

*Only cross shareholdings of listed shares held by the Company.

Cross Shareholdings and Balance Sheet Amounts*

	FYE2022	FYE2023	FYE2024	FYE2025
Number of holdings (companies)				
<i>Listed</i>	49	47	44	44
<i>Unlisted</i>	98	88	82	79
Total	147	135	126	123
Balance sheet amounts (million JPY)				
<i>Listed</i>	38,733	27,236	35,670	35,859
<i>Unlisted</i>	1,313	1,570	1,313	1,342
Total	40,046	28,806	36,983	37,201
Proportion of total equity (%)	6.5	4.6	5.7	6.0

* Total cross shareholdings held by the Company.

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5. Reports of Possible Compliance Issues

	FYE2022	FYE2023	FYE2024	FYE2025
Number of reports	303	303	388	328
<i>Japan</i>	—	—	—	172
<i>Outside Japan</i>	—	—	—	156
Ratio per hundred employees	0.51	0.52	0.70	0.60

Scope: LIXIL Corporation and subsidiaries

6. Contributions and Other Expenditures

As part of stakeholder engagement, LIXIL builds good relationships with government agencies while maintaining a healthy, ethical attitude and behavior. We provide information to government authorities based on our expertise, and we work in collaboration to solve issues faced by the countries and regions where we operate.

Our activities in Japan and related expenditures comply with the Public Officers Election Act, the Political Funds Control Act, and other political laws and regulations, as well as the LIXIL Code of Conduct. We also ensure the operation of approval procedures and accurate books and record-keeping based on internal policies and guidelines, including the Global Policy on Anti-Corruption.

Expenditures include the cost of attending seminars and events sponsored by politicians and other related organizations. We did not make any corporate contributions to a specific political party or politician during the fiscal year ended March 31, 2025.

	FYE2022	FYE2023	FYE2024	FYE2025
Expenditures for political activities or political organizations (JPY)	773,032	1,177,552	1,270,926	513,130

Scope: LIXIL Corporation

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LRQA Independent Assurance Statement

Relating to LIXIL Corporation's Environmental and Social data for the Fiscal Year ended 31 March 2025

This Assurance Statement has been prepared for LIXIL Corporation in accordance with our contract.

Terms of Engagement

LRQA was commissioned by LIXIL Corporation ("the Company") to provide independent assurance on its environmental and social data within LIXIL ESG Databook 2025 ("the Report") for the fiscal year ended 31 March 2025 (FYE2025), that is, from 1 April 2024 to 31 March 2025, against the assurance criteria below to a limited level of assurance and materiality of the professional judgement of the verifier using ISAE 3000 (Revised) and ISO 14064-3:2019 for greenhouse gas ("GHG") emissions.

Our assurance engagement covered the operations and activities of the Company and its group companies in Japan and overseas^{1,2}, and specifically the following requirements:

- Verifying conformance with the Company's reporting methodologies for the selected datasets:
- Evaluating the accuracy and reliability of data for only the selected indicators listed below:

Environmental³

- Scope 1 CO₂ emissions (thousand t-CO₂)
- Scope 2 CO₂ emissions [Market-based] (thousand t-CO₂)
- Scope 3 GHG emissions (Categories 1, 11) (thousand t-CO₂e)
- Energy consumption (with breakdown)
- Water withdrawals (by source) (thousand m³)
- Water discharge (thousand m³)
- Recycled water (thousand m³)
- Waste emissions (t)
- Hazardous waste emissions (t)
- Air pollutant emissions (t)

Social⁴

- Ratio of Female Managers across LIXIL (Number and Composition Ratio of Female Managers)⁵
- Number of Employees by Type of Employment
- Number of Employees by Country (by Office Location)
- Number of New Hires⁶
- Gender parity in new graduate recruitment (Japan) (Number of New Hires and Ratio of Female Employees)⁷
- Number of Retirees and Turnover Rate⁶

¹ Environmental data covers LIXIL Corporation and its consolidated subsidiaries as of 31 March 2025, with the exclusion of some consolidated subsidiaries. With regard to non-consolidated subsidiaries, subsidiaries operating in buildings owned and managed by LIXIL's operating company are treated as being part of LIXIL. Major production plants of non-consolidated companies are also included in the scope.

² Social data covers LIXIL Corporation and its major consolidated subsidiaries.

³ GHG quantification is subject to inherent uncertainty.

⁴ The number of personnel is mainly aggregated based on the original registry of each company as of March 31, 2025.

⁵ Scope of Coverage: This applies to directly hired employees both domestically (i.e., in Japan) and internationally. However, this excludes subsidiaries that have been sold and domestic subsidiaries with 100 or fewer employees. These figures are calculated based on the provisions of the "Act on the Promotion of Female Participation and Career Advancement in the Workplace" (Act No. 64 of 2015).

⁶ Scope of Coverage: Directly hired employees in Japan (Data exclude those working at consolidated subsidiaries with 100 or fewer employees in Japan).

⁷ Scope of Coverage: New college and graduate school graduates directly hired by LIXIL Corporation. (New employees joining the company on April 1 of the following fiscal year)



- Gender Pay Gap⁸
- Number of Maternity Leave Users⁶
- Number of Childcare Leave Users⁶
- Ratio of Male Childcare Leave Users⁹
- Number of Nursing-Care Leave Users⁶
- Number and Ratio of Employees with Disabilities⁶
- Average Monthly Overtime Hours per Employee⁶
- Average Annual Paid Leaves Taken per Employee⁶
- Annual Training Hours and Costs per Employee¹⁰
- Occurrence of Work-Related Accidents¹¹

Our assurance engagement excluded the data and information of the Company's suppliers, contractors and any third-parties mentioned in the Report.

LRQA's responsibility is only to the Company. LRQA disclaims any liability or responsibility to others as explained in the end footnote. The Company's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the Report and for maintaining effective internal controls over the systems from which the Report is derived. Ultimately, the Report has been approved by, and remains the responsibility of the Company.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that the Company has not, in all material respects:

- Met the requirements of the Company's reporting methodologies; and
- Disclosed accurate and reliable environmental and social data.

The opinion expressed is formed on the basis of a limited level of assurance¹² and at the materiality of the professional judgement of the verifier.

LRQA's Approach

LRQA's assurance engagements are carried out in accordance with ISAE 3000 (Revised) and ISO 14064-3:2019. The following tasks were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing the Company's data management systems to confirm that there were no significant errors, omissions or misstatements in the Report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification;
- Interviewing with those key people responsible for compiling the data and drafting the Report;
- Sampling datasets and tracing activity data back to aggregated levels;
- Verifying the historical data and records for FYE2025; and
- Visiting India sanitaryware plant, Shimotsuma plant and Hikone plant to confirm the data collection processes, record management practices, and to physically check emission sources.

⁸ Scope of Coverage: Directly hired employees in Japan only. Wages include base salary as well as non-standard wages such as overtime pay and bonuses. Additionally, wages with different allowance payment contents are calculated based on the foundation of each subsidiary. These figures are calculated based on the provisions of the "Act on the Promotion of Female Participation and Career Advancement in the Workplace" (Act No. 64 of 2015).

⁹ Scope of Coverage: Directly hired employees in Japan only. It includes the company's unique childcare leave, "Spousal Childbirth and Childcare Leave (Papa's Childcare Leave)". Based on the provisions of the "Act on Welfare of Workers Who Take Childcare Leave, Family Care Leave, etc. for Childcare or Family Care" (Act No. 76 of 1991), the utilization rate of childcare leave, etc. is calculated according to Article 71-6, Item 1 of the "Regulations for Enforcement of the Act on Welfare of Workers Who Take Childcare Leave, Family Care Leave, etc. for Childcare or Family Care" (Ministry of Labor Ordinance No. 25 of 1991).

¹⁰ Scope of Coverage: Directly hired employees of LIXIL Corporation only.

¹¹ Scope of Coverage: Directly and indirectly hired employees and contractors at production and non-production bases in Japan and production bases outside Japan (excluding some bases) across LIXIL Corporation and its group companies.

¹² The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.



Observations

The Company should further demonstrate the completeness, accuracy and reliability of its future reports. In particular, it is recommended to establish mechanisms to ensure that the aggregation rules are thoroughly enforced, including the clarification of calculation rules at each site.

LRQA's Standards, Competence and Independence

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 Greenhouse gases – Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition and ISO/IEC 17021-1 Conformity assessment – Requirements for bodies providing audit and certification of management systems – Part1: Requirements that are at least as demanding as the requirements of the International Standard on Quality Control 1 and comply with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This is the only work undertaken by LRQA for Company and as such does not compromise our independence or impartiality.

Signed

Dated: 6 August 2025

A handwritten signature in black ink, appearing to read 'Kazuyori Yukinaka'.

Kazuyori Yukinaka

Lead Verifier

On behalf of LRQA Limited

10th Floor, Queen's Tower A, 2-3-1 Minatomirai, Nishi-ku, Yokohama, JAPAN

LRQA reference: YKA00001386

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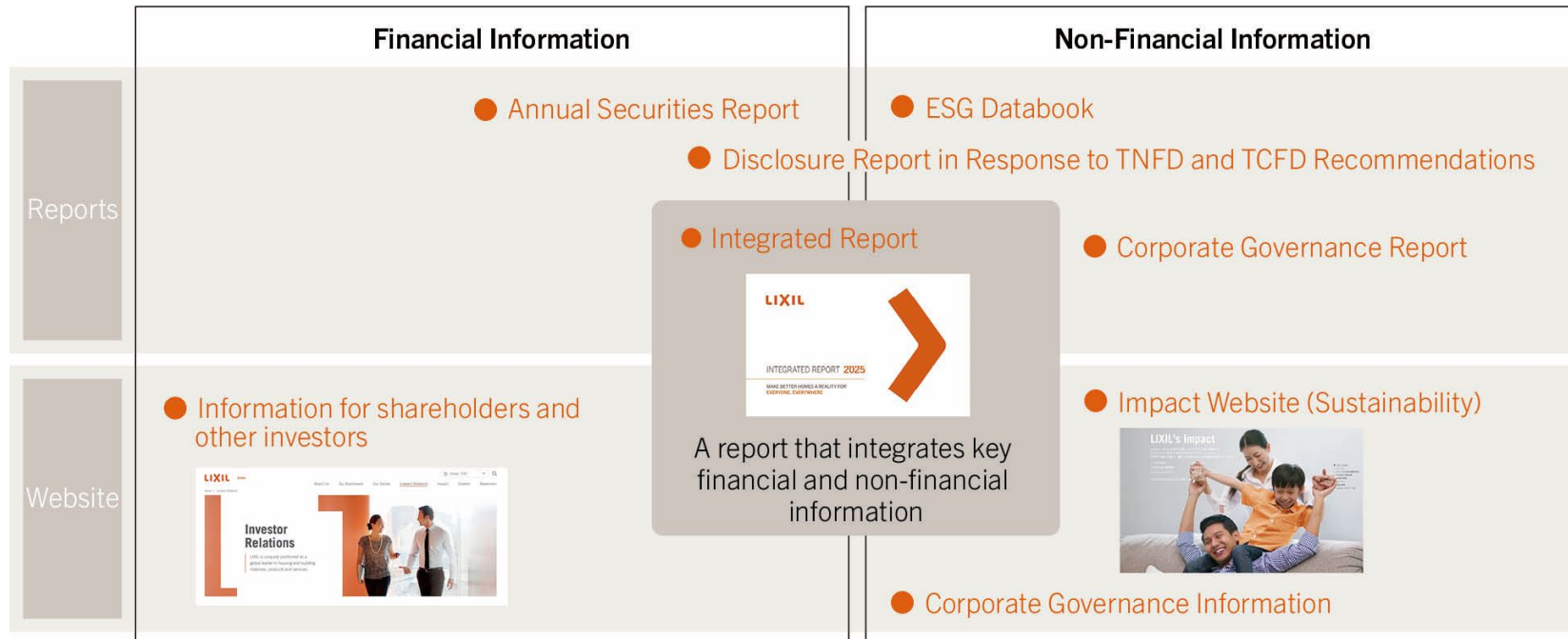
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Overview of Information Disclosure

Please visit our website for more information on these subjects.



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