

[Delivered Document]

# Notice of Convocation for the 84th Annual Shareholders' Meeting in 2026



LIXIL



<https://web.sharely.app/login/lixil-84>

For advance questions and attendance  
on the day

## Date and Time

Thursday, June 18, 2026 at 1:00 p.m. (Japan Time)

\*Online streaming will start at 12:45 p.m. (Japan time) (scheduled)

## Holding Method

Shareholders' Meeting without a  
designated location  
(virtual-only shareholders' meeting)

## Resolution Item

### Election of Eleven (11) Directors

- Deadline for exercising voting rights in advance via the Internet and in writing (by post):  
Wednesday, June 17, 2026 at 5:20 p.m. (Japan Time)
- Deadline for receipt of advance questions:  
Thursday, June 11, 2026 at 5:20 p.m. (Japan Time)

We will award a digital gift or QUO card (worth 500 yen) **by lottery to shareholders who have validly exercised their voting rights in advance**, regardless of their vote for or against of the proposals. For details, please see the enclosed flyer and page 7.

This is an English translation of the Notice of Convocation for the 84th Annual Shareholders' Meeting of LIXIL Corporation (the "Company") to be held on June 18, 2026. The Company provides this translation for your reference and convenience only and without any warranty as to its accuracy or otherwise. If there is any discrepancy between the Japanese version and the English translation, the Japanese version shall prevail.

Securities Code: 5938  
LIXIL Corporation

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# CEO Message

Dear Shareholders,

We are sincerely grateful for your ongoing support.

In the fiscal year ended March 2026, we faced a highly challenging business environment, including sluggish demand in the housing market. However, by focusing on the key initiatives outlined in the LIXIL Playbook, we strengthened our business foundation and consequently increased both revenue and core earnings year on year. In the Japan business, we steadily captured robust renovation demand. Internationally, growth was driven by a sales recovery in Europe and strong performance across the India, Middle East, and Africa (IMEA) region. We are closely monitoring the impact of geopolitical risks such as the developing situation in the Middle East on our global supply chains. To enhance our resilience to external changes, we are agilely diversifying procurement sources and optimizing our logistics networks.



**Kinya Seto**  
Director, Representative Executive  
Officer,  
President, and CEO  
LIXIL Corporation

We are now at a major turning point. Rather than viewing rising costs, supply uncertainties, and the global shift toward decarbonization as risks, we embrace them as opportunities to accelerate our strategic shift and elevate LIXIL to the next stage. At LIXIL, we have been working to develop and expand sales of our unique circular materials and environmentally friendly products. These include "PremiAL," a low-carbon aluminum extrusion made primarily from aluminum scrap, and "revia," which is made primarily from waste plastics. We are expanding the global rollout of these strategic products as they enable us to ensure stable supply and improve profitability even in a volatile procurement environment. Furthermore, we are leveraging AI to streamline business processes, improve productivity, and enhance customer experiences.

Starting this fiscal year, we have appointed Yugo Kanazawa as Chief Operating Officer (COO) and Erin McCusker as Chief Impact Officer to drive further transformation and accelerate the speed of strategy execution. We will continue to foster an environment where diverse employees can reach their full potential, developing differentiated products and services that generate a positive impact on social and environmental challenges. To drive the transformation for our Purpose, "to make better homes a reality for everyone, everywhere," we kindly ask for your unwavering support as we move forward.



In convening this Shareholders' Meeting, the Company has taken electronic provision measures, and information that is the content of reference materials for the shareholders' meeting, etc. (matters for electronic provision measures) has been posted on the following websites as **the "Notice of Convocation for the 84th Annual Shareholders' Meeting (delivered document)," "Report for the 84th Fiscal Year (delivered document)," and "Matters among the electronic provision measures matters for the 84th Annual Shareholders' Meeting not provided in the delivered documents upon request for delivery of documents."**

\*The Company's website: [https://www.lixil.com/en/investor/ir\\_event/meeting.html](https://www.lixil.com/en/investor/ir_event/meeting.html)



The Tokyo Stock Exchange (TSE) website: <https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

Please confirm this by accessing the above TSE website (Listed Company Search), entering and searching for "LIXIL" (in full-width or half-width characters) for "Issue name (company name)" or the Company's securities code "5938" (in half-width characters) for "Code," and then selecting "Basic information" and then "Documents for public inspection/PR information."



End

## Matters to be posted on the Company's website

- Among the matters subject to electronic provision measures, in accordance with laws and regulations and the Company's Articles of Incorporation, the following matters are not included in the delivered documents for shareholders who have requested delivery of the document. The Audit Committee and the Accounting Auditor have audited the documents to be audited, including the following matters.
  - Notes to consolidated financial statements
  - Notes to non-consolidated financial statements
- If there are any changes to the date, time, method, or operation of this Shareholders' Meeting due to an announcement by the government or other circumstances, such changes will be posted on the Company's website\*.
- If there are any modifications to the matters subject to electronic provision measures, a notice to that effect and the matters before and after the modifications will be posted on the Company's website\* and the TSE website mentioned above.
- The results of the resolutions will be posted on the Company's website\*.
- The Shareholders' Meeting on the day of the Meeting will be available on demand on the Company's website\* at a later date.

<\*The Company's website> [https://www.lixil.com/en/investor/ir\\_event/meeting.html](https://www.lixil.com/en/investor/ir_event/meeting.html)



# Steps for Shareholders' Meeting

## Before Shareholders' Meeting

### Read disclosure materials



Notice of Convocation



Reports

The Company's website

[https://www.lixil.com/en/investor/ir\\_event/meeting.html](https://www.lixil.com/en/investor/ir_event/meeting.html)

### Ask advance questions

Address for log-in page

<https://web.sharely.app/login/lixil-84>

#### Submission deadline

**5:20 p.m., Thursday, June 11, 2026 (Japan Time)**

\*Advance question in writing (by post) must arrive at the Company by 5:20 p.m. on Thursday, June 11, 2026 (Japan Time)

#### Mailing address

To: LIXIL Corporation, Corporate Affairs  
Osaki Garden Tower  
1-1 Nishi-Shinagawa 1-chome, Shinagawa-ku,  
Tokyo 141-0033

### Exercise voting rights in advance

We will award a digital gift or QUO card (worth 500 yen) by lottery to shareholders who have validly exercised their voting rights in advance, regardless of their vote for or against of the proposals. For details, please see the enclosed flyer and page 7.

#### Exercise of voting rights in advance via the Internet

Please access the website for exercising voting rights designated by the Company and follow the on-screen instruction to enter your approval or disapproval on the item by the voting deadline.

#### Voting deadline

**(Must be Entered By) 5:20 p.m., Wednesday, June 17, 2026, (Japan Time).**



#### Exercise of voting rights in advance in writing (by post)

Please indicate whether you approve or disapprove of the item on your Voting Rights Exercise Card and return it so that we can receive it by the voting deadline.

#### Voting deadline

**(Must Arrive By) 5:20 p.m., Wednesday, June 17, 2026, (Japan)**



page 7,8

## On the day of the Shareholders' Meeting - Thursday, June 18, 2026 -

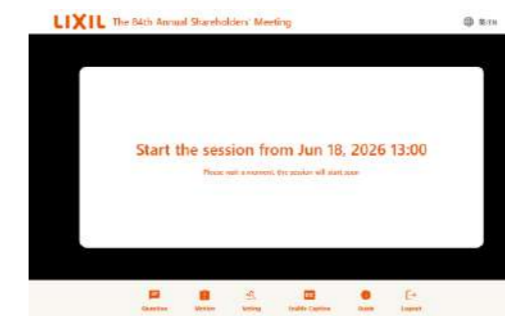
## After the end of the Shareholders' Meeting

### Attending the Shareholders' Meeting

Address for log-in page

<https://web.sharely.app/login/lixil-84>

(Screen image after logging in)



#### Date and time

**Thursday, June 18, 2026 at 1 p.m. (Japan time)**

\*Online streaming will start at 12:45 p.m. (Japan time)(scheduled)

### Stream video on-demand

The Company's website

[https://www.lixil.com/en/investor/ir\\_event/meeting.html](https://www.lixil.com/en/investor/ir_event/meeting.html)

### See results of resolution

The Company's website

[https://www.lixil.com/en/investor/ir\\_event/meeting.html](https://www.lixil.com/en/investor/ir_event/meeting.html)

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## Exercising voting rights in advance

**Please exercise voting rights in advance by the following voting deadline.**

**Voting  
deadline**

By 5:20 p.m., Wednesday, June 17, 2026 (Japan Time)

We ask that shareholders attending the Shareholders' Meeting online also exercise their voting rights in advance as preparedness against network failures, etc.

For shareholders who have exercised voting rights in advance, but then attend online and exercise voting rights on the day of the Shareholders' Meeting, we will rescind their advance exercise of voting rights and tally their exercise of voting rights on the day of the Shareholders' Meeting.



**We will award a digital gift or QUO card (worth 500 yen) by lottery to shareholders who have validly exercised their voting rights in advance, regardless of their vote for or against of the proposals. For details, please see the enclosed flyer.**

Click here for application methods for the "digital gift" ⇒ <https://youtu.be/Vxj8vOCGMO8>



### Exercise via the Internet

Please access the website for exercising voting rights designated by the Company and follow the on-screen instructions to enter your approval or disapproval on the items by the following voting deadline.

**Voting  
deadline**

**(Must be Completed by)  
5:20 p.m., Wednesday, June 17,  
2026 (Japan time)**



Notes: Handling of voting rights that are exercised multiple times

If voting rights are exercised in duplicate via the Internet and in writing, the voting rights exercised via the Internet, will be deemed to be valid.

If voting rights are exercised multiple times via the Internet, the last votes exercised will be deemed to be valid. Further, if voting rights are exercised in duplicate by personal computer and smartphone, etc., the last votes exercised will be deemed to be valid.

### Exercise in writing (by post)



Please indicate whether you approve or disapprove the items and return it so that we can receive it by the following voting deadline.

**Voting  
deadline**

**(Must Arrive by)  
5:20 p.m., Wednesday, June 17,  
2026 (Japan time)**

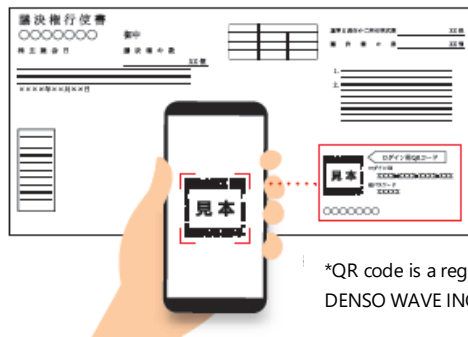
## Exercising Voting Rights in Advance via the Internet

### - Access by reading the QR code -

You can log in to the website for exercising voting right without entering the Login ID and temporary password on the voting form.

1 Please read the QR code on the enclosed voting form.

2 Please enter your vote according to the on-screen instruction.



\*QR code is a registered trademark of DENSO WAVE INCORPORATED



\*Screen image

### - Access by entering login ID and temporary password -

1 Please access the website below for exercising voting rights.

Website for exercising voting rights (Japanese text only)

<https://evote.tr.mufg.jp/>

2 Please enter the "Login ID and Temporary Password" indicated on the voting form and click. Thereafter, please enter your vote according to the on-screen instructions.

\*The screen is an image



Should you have any questions about how to exercise your voting rights via the Internet using a personal computer, smartphone, etc., please contact the following.

Mitsubishi UFJ Trust and Banking Corporation  
Corporate Agency Division Helpdesk

**0120-173-027**  
(available toll-free from 9 a.m. to 9 p.m.)(Japan Time)  
\*the language is available only in Japanese

Institutional investors may use the platform to electronically exercise voting rights for institutional investors operated by ICJ, Inc.



## Ask advance questions

Please send your advance questions by the following submission deadlines.

Submission deadline

5:20 p.m. , Thursday, June 11, 2026 (Japan Time)

\*Advance questions in writing (by post) must arrive at the Company on Thursday, June 11, 2026, by 5:20 p.m. (Japan time)

There are two methods for sending advance questions: via the Internet or in writing (by post). Shareholders attending the Shareholders' Meeting can also send questions at the online attendance screen on the day of the Shareholders' Meeting.

### Transmission of advance question via the Internet

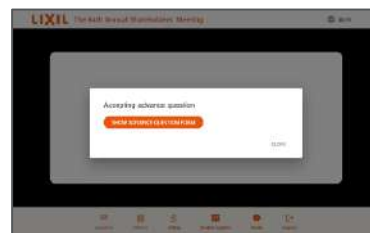
1 Please access the virtual-only shareholders' meeting system (Sharely) at the following address or QR code.

Address

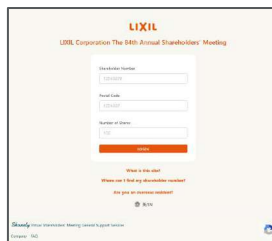
<https://web.sharely.app/login/lixil-84>



3 The following screen will be shown, so please proceed according to the on-screen instructions.



2 Please enter Shareholder Number (8-digit number/half-width characters), Postal code (7-digit-number/half-width characters) and Number of Shares (number/half-width characters), and log in. Number of shares is described as “基準日現在のご所有株式数” on the enclosed voting form.



4 Please enter your question and send. One question (300 characters or less, in Japanese or English only) per transmission, and a total of no more than three transmissions per person will be allowed. Please note that questions will not be able to be submitted via the Internet if the submission is made more than the specified number of times.



### For Advance Questions in Writing (by Post)

In line with the details set forth on the right, please send your questions to the addressee by the submission deadline. Along with your questions, please include your name and shareholder number. Any format is acceptable.

Basic requirements

Addressee

Submission deadline

Advance questions should be no more than 300 characters per question (Japanese or English only), and up to a total of three questions.

Questions must be limited to those concerning the agenda of this Shareholders' Meeting.

To: LIXIL Corporation, Corporate Affairs  
Osaki Garden Tower

1-1 Nishi-Shinagawa 1-chome, Shinagawa-ku, Tokyo 141-0033

Advance questions in writing (by post) must arrive at the Company by 5:20 p.m., Thursday, June 11, 2026 (Japan Time)

Note: Shareholders are responsible for the mailing costs.

# (((▶))) Attending Shareholders' Meeting on the day ( no prior application necessary)

**On the day of the Shareholders' Meeting, you can attend the meeting online by PC, smartphone, etc., watch the deliberations, ask questions in text messages and exercise your voting rights, etc.**

1 On the day of the Shareholders' Meeting, please access the virtual-only shareholders' meeting system (Sharely) at the following address or QR code. Please note that they are different from the URL and QR code for exercising voting rights in advance via the Internet.

Address

<https://web.sharely.app/login/lxil-84>



### <Recommended environment>

<Recommended environment>

We recommend the following environments.

- OS: Windows 10, Windows 11, Mac OS, iOS, Android
- Browser: Google Chrome, Safari (limited to Mac OS and iOS), Microsoft Edge (limited to Windows 10 and Windows 11)

\* The latest versions of both OS and browser are recommended.

We recommend checking the operation in advance with a test viewing if using an environment other than the above. Costs and fees, etc. with respect to the above will be borne by the shareholder. Although no prior application is required, please access the system as early as possible on the day of the Shareholders' Meeting.

<Subtitles>

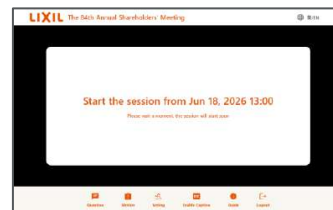
For online streaming, subtitles using AI-based speech recognition will be available. Please be aware that the subtitles may lag behind the actual audio and may not be completely accurate, as they are generated in real-time.

2 Please enter the information on the following "Login Screen" as instructed. Shareholder Number is described as "基準日現在のご所有株式数" on the enclosed voting form. (Screen images may differ from the actual screens depending on your devices and specifications.)

The screenshot shows the LIXIL login interface. Callouts indicate the following fields:

- Shareholder Number (8-digit number/half-width characters)**: Points to the "Shareholder Number" input field.
- Postal Code (7-digit number/no hyphen/half-width characters)**: Points to the "Postal Code" input field.
- Number of Shares (number/ half-width characters)**: Points to the "Number of Shares" input field.
- Select English from here**: Points to the language selection dropdown menu.

(Screen image after logging in)



## Notice

The test viewing is available at the following date and time. Please access Sharely via the above address or QR code to check the operation in advance. \*The test video is available in Japanese only.  
Date and time : Saturday, June 13, 2026 and Sunday, June 14, 2026, 10:00 a. m. to 6:00 p.m.

## Notices (please be sure to confirm)

### 1. Policy for handling questions

Upon implementing a virtual-only Shareholders' Meeting, the Company will handle questions sent by shareholders via the Internet or in writing (by post) according to the following policy.

(1) With regard to advance questions, one question (300 characters or less, in Japanese or English only) per transmission, and a total of no more than three transmissions per person (three questions in total including submissions in writing) will be allowed. Please note that questions will not be able to be submitted via the Internet if the submission is made more than the specified number of times.

The advance questions will be accepted until :

Thursday, June 11, 2026 at 5:20 p.m. (Japan Time)

\*In case where the questions are sent in writing (by post), they must arrive at the Company by the end of the aforementioned time.

(2) When asking questions on the day of the Shareholders' Meeting, shareholders are requested to follow the methods specified by the Chairperson on the said day and ask questions via the Internet. One question (300 characters or less, in Japanese or English only) per transmission, and a total of no more than three transmissions per person will be allowed. Please note that questions will not be able to be submitted more than the specified number of times as in case of the advance questions via the Internet.

(3) With regard to the advance questions or the questions raised on the day of the Shareholders' Meeting, while it is possible that not all those questions may be answered during the Shareholders' Meeting, answers to the questions that have not been answered (except for the questions not related to the purpose of this Shareholders' Meeting) will in principle be posted on the Company's website\* at a later day, provided that the questions related to undisclosed material facts, questions related to the privacy of individuals, and questions including slander, etc. will not be answered. As for advance questions, some questions and answers could be posted on the Company's Website\* before the Shareholders' Meeting.

(4) On the day of the Shareholders' Meeting, in case where questions are sufficiently answered and deliberated in light of the agenda of the Shareholders' Meeting, the Company may break off answering questions.

(5) Duplicate questions from multiple shareholders may be summarized and answered together either on the day of the Shareholders' Meeting or the Company's website\*.

\* The Company's website:

[https://www.lixil.com/en/investor/ir\\_event/meeting.html](https://www.lixil.com/en/investor/ir_event/meeting.html)

### 2. Handling of advance exercise of voting rights

(1) If voting rights are exercised in duplicate via the Internet and in writing (by post), the voting rights exercised via the Internet will be deemed to be valid.

(2) If voting rights are exercised multiple times via the Internet, the last votes exercised will be deemed to be valid. Further, if voting rights are exercised in duplicate by personal computer and smartphone, etc., the last votes exercised will be deemed to be valid.

\*If approval or disapproval for an item is not indicated on the returned Voting Rights Exercise Card, that will be treated as having indicated the intent to approve.

### 3. Handling of exercise of voting rights on the day of the meeting

(1) On the day of the Shareholders' Meeting, voting rights can be exercised up to the time to be specified by the Chairperson.

(2) For shareholders who have exercised voting rights in advance, but then attend the Shareholders' Meeting and exercise voting rights, we will rescind their advance exercise of voting rights and tally their exercise of voting rights on the day of the Shareholders' Meeting. Further, if shareholders who have exercised voting rights in advance attend the Shareholders' Meeting and do not exercise voting rights, we will tally their advance exercise of voting rights.

(3) If a shareholder accesses and logs in using the URL on page 10 of this Notice of Convocation or on page 5 of the Notice of Convocation (Access Notice and Summary Version) for attending the Shareholders' Meeting online on the day of the Shareholders' Meeting without exercising voting rights in advance, but his or her exercise of voting rights cannot be confirmed, such shareholder will be treated as absent.

### 4. Method, etc. of submitting and voting on motions

(1) Motions can be submitted from the "Motion" tab on the online attendance screen from the opening to the close of the Shareholders' Meeting. (Shareholders submitting motions are requested to add a telephone number in case the Company needs to contact the shareholder to confirm the content of the motion.) Only one motion should be submitted at a time (no more than 300 characters; Japanese or English only).

(2) If a motion is submitted and voted on, please cast your vote from the "Motion" tab on the online attendance screen.

(3) Motions may be voted on before the voting of the item for resolution by the Chairperson's authority to put the proceedings in order.

### 5. The communication method used in the proceedings of this Shareholders' Meeting and network failure countermeasures

(1) The method for transmitting and receiving information in the proceedings of this Shareholders' Meeting will be via the Internet.

(2) As the countermeasure to prevent network failure when implementing the virtual-only Shareholders' Meeting, the Company has chosen an operations system that has taken network failure countermeasures such as the preparation of multiple backup lines and measures to mitigate load through server distribution.

(3) In the unlikely event that a network failure occurs, the Company will respond according to the cause, for example by promptly switching to a backup line or switching the image distribution of the operations system, and will also publicize the details of the response on the Company's website\*. Further, the Company will establish a point of contact for inquiries as necessary and publicize that on the Company's website\*.

(4) In readiness for the occurrence of a network failure, the Company has prepared a response manual that sets forth a classification by type of the anticipated network failures and an analysis of the scope of their impact, the method for responding by type, response items, and the internal system, etc., and confusion will be kept to a minimum by swiftly responding in accordance with the situation.

(5) The following responses will be taken in readiness for the case in which this Shareholders' Meeting itself cannot be held or the case in which its proceedings cannot move forward despite having implemented the responses set forth above.

**<Responses in readiness for the case in which a network failure occurs “before the opening” of the Shareholders’ Meeting>**

- If the Shareholders’ Meeting could not be held due to a network failure, the Shareholders’ Meeting will be held at the alternative date and time set forth below.
- Notices on the details will be promptly provided on the Company’s website\*.

**<Responses in readiness for the case in which a network failure occurs “after the opening” of the Shareholders’ Meeting>**

- At the beginning of this Shareholders’ Meeting, a resolution will be submitted to grant the Chairperson the authority to decide to postpone or adjourn the Shareholders’ Meeting in the event the proceedings are significantly impeded due to network failures, etc.
- If the Chairperson decided on the postponement or adjournment of the Shareholders’ Meeting based on the resolution set forth above, the Chairperson will hold a postponed meeting or an adjourned meeting on the alternative date and time set forth below.

**Alternative date and time:**

Friday, June 19, 2026 at 1 p.m. (Japan time)  
(start of online streaming: 12:45 p.m. (Japan time) (scheduled))

- Notices on the details will be promptly provided on the Company’s website\*.

\* The Company’s website:

[https://www.lixil.com/en/investor/ir\\_event/meeting.html](https://www.lixil.com/en/investor/ir_event/meeting.html)



**6. Attendance by proxy**

One other shareholder who holds voting rights may exercise voting rights as a proxy. If attending the Shareholders’ Meeting online by proxy, it will be necessary to submit the following documents, so please send those by the submission deadline below.

Necessary documents: - Power of attorney (bearing the signature or seal of the delegating shareholder)  
- Copy of the Voting Rights Exercise Card of the delegating shareholder and the delegated shareholder

Addressee:

By e-mail: [corporatehoumu@lixil.com](mailto:corporatehoumu@lixil.com)

By post: To: LIXIL Corporation, Corporate Affairs  
Osaki Garden Tower, 1-1 Nishi-Shinagawa 1-chome, Shinagawa-ku, Tokyo 141-0033

Submission deadline: Documents must arrive by 5:20 p.m. on Thursday, June 11, 2026. (Japan Time)

\*If the required documents have not been received by the submission deadline, attendance by proxy will not be permitted.

\*If the required documents are incomplete, attendance by proxy may not be permitted

**7. Other notices**

- (1) The language accommodated at this Shareholders’ Meeting will be Japanese. For shareholder convenience, it will also be possible to view the Shareholders’ Meeting and exercise voting rights in English via simultaneous interpretation, but if there is any discrepancy between the Japanese content and English content, the Japanese content will prevail.
- (2) Shareholders will be responsible for the telecommunications devices and all expenses required to attend this Shareholders’ Meeting.
- (3) The Company has taken reasonable countermeasures regarding network failures as set forth in “5. The communication method used in the proceedings of this Shareholders’ Meeting and network failure countermeasures” above, but it is possible that there will be a disruption, time lag in transmission or receipt, or temporary interruption of distributed images or audio or other network failure due to unavoidable circumstances or impacts such as the shareholder’s telecommunications environment, and shareholders may not be able to attend this Shareholders’ Meeting or exercise their voting rights. The Company will not bear any responsibility for any disadvantage, etc. incurred by shareholders due to such network failures. We thank you for your understanding.
- (4) If the Chairperson determines that the proceedings or the stable operation of the online system may be hindered by repeatedly sending questions or motions, etc. with the same or similar content, or by repeatedly sending questions, etc. containing inappropriate content, etc. at this Shareholders’ Meeting, the Company may forcibly disconnect communication with the shareholder.
- (5) Disclosure to a third party of login information (Shareholder Number, Postal Code, and Number of Shares held) or access information for the telephone conference system for shareholders who have difficulty using the Internet is strictly prohibited.
- (6) The audio or visual recording, photographing, release, or public distribution, etc. of this Shareholders’ Meeting is strictly prohibited.

**Shareholders who have difficulty using the Internet**

■ The teleconference system (in Japanese only; call charges to be borne by the shareholder) will allow you to listen to the proceedings via voice.

■ You will not be able to ask questions, exercise your voting rights, or submit motions at the Shareholders’ Meeting via the teleconference system. Please exercise your voting rights and ask questions in advance in writing (by mail).

■ Shareholders who wish to use the teleconference system are requested to contact the following address for “Logging” by telephone.

For inquirers

**Logging:**

**Mitsubishi UFJ Trust and Banking Corporation**  
**0120-858-696**

Tuesday, May 26, 2026 - Thursday, June 18, 2026, 9:00 a.m. to 5:00 p.m. (Japan time) (weekdays only, until the close of the Shareholders’ Meeting). Language is only Japanese.

**Operation after logging in and viewing the streaming:**

**Sharely Co., Ltd.**  
**03-6683-7661**

Thursday, June 18, 2026 at noon (Japan Time) to the close of the Shareholders’ Meeting. Language is only Japanese.

**Reference Materials for the Shareholders' Meeting**

# Reference Materials for the Shareholders' Meeting

## Item: Election of Eleven (11) Directors

The term of office for all 10 incumbent Directors will expire at the close of this Shareholders' Meeting. Therefore, based on the decision of the Nomination Committee, the Company proposes to elect eleven (11) Directors. The Company has decided to increase the number of Directors by one (1), and proposes eleven (11) Director candidates to ensure the appropriate balance between continuity and transformation during this transitional period of the management structure. All of the eight (8) Outside Director candidates satisfy the Independence Criteria for Outside Directors prescribed by the Company (page 26).

Candidate Number <b>1</b>	<b>Kinya Seto</b> (June 25, 1960 (65 years old)) Male Reappointment Executive [Years of service as Director of the Company at the end of this Shareholders' Meeting: 10 years]	<p>Number of shares of the Company owned: 696,169 shares</p> <p>Number of other listed companies with concurrent positions: 1</p> <p>Attendance at the Board of Directors' Meetings: 15/15 (100.0%)</p>
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### Brief personal profile, position and responsibility in the Company and other important concurrently-held positions

Apr. 1983	Joined Sumitomo Corporation
May 1997	Representative Director and President, Iron Dynamics Process International LLC (USA)
Jun. 2001	Representative Director and President (Director, Representative Executive Officer and President from Mar. 2006), Sumitomo Grainger Inc. (currently MonotaRO Co., Ltd.)
Aug. 2011	Representative Director and President, K-engine Corp.
Mar. 2012	Director, Representative Executive Officer and Chair, MonotaRO Co., Ltd.
Oct. 2013	Senior Vice President in charge of Online Business, W. W. Grainger, Inc. (USA)
Dec. 2013	CEO, GWW UK Online Ltd. (UK) (currently Grainger Global Online Business, Ltd.)
Mar. 2014	Director and Chairman, MonotaRO Co., Ltd. (part-time from 2016)
Jan. 2016	Representative Executive Officer and COO of the Company
Jan. 2016	Representative Director, President and CEO of LIXIL Corporation
Jun. 2016	Director, Representative Executive Officer, President, and CEO of the Company (incumbent. Director of the Company from Apr. 2019 to Jun. 2019)
Jun. 2019	Representative Director, Chairman of LIXIL Corporation
Apr. 2020	Representative Director, Chairman, President and CEO of LIXIL Corporation
Jan. 2024	Director, MonotaRO Co., Ltd.
Mar. 2024	Honorary Advisor, MonotaRO Co., Ltd. (incumbent)


### Reason for nominating the candidate as a candidate for Director

Mr. Seto possesses abundant experience and broad knowledge as a manager at numerous companies, and since assuming the position of Representative Executive Officer of the Company, in line with the "LIXIL Playbook," which sets out our management direction, has taken measures for structural reform and to improve profitability, and shown strong leadership. He has widely overseen the business operations of LIXIL and its group companies (the "Group"), and has contributed to improving the effectiveness of the Board of Directors in both supervision and execution by fulfilling his duty of explanation to the Board of Directors while participating in important decision-making processes as Director. He is expected to continue to fulfill the role of connecting the Board of Directors with the executive side as a Director who concurrently serves as Representative Executive Officer, President, and Chief Executive Officer. Accordingly, the Company has appointed him as a candidate for Director.

### Message from the candidate for Director

Despite the housing equipment slump in international markets and a significant decline in new housing starts in Japan, we achieved our core earnings targets through the expanded sales of high-value-added products in Europe, robust growth in the Middle East and India, and the expansion of the renovation business in Japan.

Furthermore, by completing the structural reforms of our U.S. business, it is now on track to turn around. Although we expect the external environment to remain challenging this fiscal year due to factors such as instability in Iran, we will accelerate our evolution into a business structure capable of generating profit in any external environment, ensuring our path toward sustainable growth.

Candidate Number <b>2</b> 	<b>Yugo Kanazawa</b> (June 20, 1976 (49 years old)) Male <div style="display: flex; gap: 10px; margin-top: 10px;"> <span style="background-color: #6aa84f; color: white; padding: 2px 5px; font-size: 8px;">New appointment</span> <span style="background-color: #cccccc; color: #666; padding: 2px 5px; font-size: 8px;">Executive</span> </div>	Number of shares of the Company owned: 48,518 shares Number of other listed companies with concurrent positions: 0
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**Brief personal profile, position and responsibility in the Company and other important concurrently-held positions**

- Apr. 1999      Joined Sumitomo Corporation
- Mar. 2010      Executive Officer, General Manager of Planning and Development Department, MonotaRO Co., Ltd.
- Nov. 2010      President, Zoro Tools, Inc. (currently Zoro Inc., USA)
- Mar. 2013      Executive Vice President, General Manager of Overseas Business Division, MonotaRO Co., Ltd.
- Jan. 2014      Vice President, W.W. Grainger, Inc. (USA)
- Aug. 2016      Executive Vice President, Chief Digital Officer of the Company
- Sep. 2016      Executive Vice President, Digital and Business Strategy, and Chief Digital Officer of the Company
- Jun. 2017      Executive Officer, Executive Vice President, Marketing, Digital, and Chief Digital Officer of the Company
- Oct. 2018      Executive Officer, Executive Vice President, Marketing, Digital, and IT, Chief Digital Officer, Chief Information Officer of the Company
- Apr. 2025      Executive Officer, Executive Vice President, Chief Digital Officer, Digital and CX of the Company
- Apr. 2026      Representative Executive Officer, Executive Vice President, and COO and Human Resources, Digital, and CX of the Company (incumbent)


**Reason for nominating the candidate as a candidate for Director**

Mr. Kanazawa has deep knowledge of digital technologies and digital transformation, with a proven track record in the Group’s marketing and customer experience strategies as Chief Digital Officer (CDO). He has contributed to building a stable growth trajectory through the introduction of sales methods utilizing digital technology and the review of core systems, and also led initiatives such as developing the work-from-home environment and utilizing AI in sales activities. As the Group transitions to a new growth phase, in his role as Representative Executive Officer, Executive Vice President, and COO from April 2026, he has been leading the restructuring of business processes, further improving employee experience, driving innovation, and accelerating decision-making in line with the “LIXIL Playbook” and the medium- to long-term direction. He is expected to contribute to improving the effectiveness of the Board of Directors and to fulfill the role of connecting the Board of Directors with the executive side as a Director who concurrently serves as Representative Executive Officer, Executive Vice President and COO. Accordingly, the Company has appointed him as a candidate for a newly appointed Director.

**Message from the candidate for Director**

Having been appointed as the newly established COO, I have assumed a new role in Human Resources in addition to my responsibilities in the IT and digital fields. As the challenges facing LIXIL become increasingly complex and the pace of change continues to accelerate, I am convinced that integrating the power of our “people” with the potential of “digital” at a higher level than ever before is essential for our sustainable growth.

My goal is to build a resilient LIXIL where every employee can realize their full potential by proactively leveraging AI agents. These agents are powerful partners that enable us to focus on more creative, human-centric, and high-value work. By mastering these technologies, we will maximize individual capabilities and enhance the speed and agility of the organization as a whole

Candidate Number <b>3</b> 	<b>Mariko Fujita</b> (April 20, 1971 (55 years old)) Female <div style="display: flex; gap: 10px; margin-top: 10px;"> <span style="background-color: #6b8e23; color: white; padding: 2px 5px;">New appointment</span> <span style="background-color: #ccc; padding: 2px 5px;">Executive</span> </div>	Number of shares of the Company owned: 10,000 shares Number of other listed companies with concurrent positions: 0
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**Brief personal profile, position and responsibility in the Company and other important concurrently-held positions**

- Apr. 1996      Joined Andersen Consulting Japan (currently Accenture Japan Ltd)
- Oct. 1999      Finance Specialist, Government Business unit, Andersen Consulting Japan (currently Accenture Japan Ltd)
- Sep. 2001      Corporate Planning Manager, RS Components Japan
- Apr. 2004      eCommerce Business Manager, RS Components Japan
- Feb. 2006      Japan HQ FP&A Manager, GE Money Japan
- Jan. 2012      FP&A Productivity Leader/ RHQ Senior Finance Manager, Asia Pacific regional HQ, GE Capital
- Mar. 2014      Finance Manager for Softlines business, Amazon Japan
- Jul. 2015      Head of Finance, Volvo Financial Service Japan (currently Isuzu Leasing Services Ltd.)
- May 2019      Vice President, Financial Control and Planning, UD Trucks
- Sep. 2022      Leader, LWT-J Business Accounting of the Company
- Jan. 2024      Senior Vice President, Deputy CFO of the Company
- Apr. 2024      Executive Officer, Executive Vice President, Finance, Treasury, M&A, IR, and CFO of the Company
- Sep. 2024      Executive Officer, Executive Vice President, Finance, Treasury, IR, and CFO of the Company
- Apr. 2025      Executive Officer, Executive Vice President, CFO, Finance, Treasury, IR, and Risk Management of the Company (incumbent)


**Reason for nominating the candidate as a candidate for Director**

Ms. Fujita has abundant knowledge of finance and accounting, having served as finance manager at several foreign-affiliated companies, as well as a proven track record that includes large-scale M&A between foreign and Japanese companies and the post-merger integration (PMI) process. After joining the Company, she served as LIXIL Water TechnologyJapan (LWT-J) Business Accounting Division Leader, and since 2024, has taken on expanded responsibilities as CFO, overseeing the accounting and finance aspects of the entire Group and leading the development of a robust financial structure. Under the new executive structure implemented in April 2026, she has been executing operations in close cooperation with the CEO and COO. She is expected to contribute to improving the effectiveness of the Board of Directors and to fulfill the role of connecting the Board of Directors with the executive side as a Director who concurrently serves as Executive Officer and CFO. Accordingly, the Company has appointed her as a candidate for a newly appointed Director.

**Message from the candidate for Director**

The fiscal year ended March 2026 was a year of steady progress toward realizing the "LIXIL Playbook" as we focused on the specific initiatives through our "Medium-Term Roadmap," despite an environment where expanding geopolitical risks and political instability worldwide led to continued uncertainty, with no signs of abatement in challenges such as further surges in raw material costs, logistics disruptions, and currency fluctuations.

Moving forward, we will continue to address these challenges with agility. At the same time, we will further accelerate our long-standing strategies, including launching differentiated products as well as optimizing and streamlining our business portfolio, as we strive to increase corporate value and ensure stable shareholder returns.

Candidate Number <h1 style="color: orange;">4</h1> 	<h2 style="color: orange;">Jun Aoki</h2> <p>(April 30, 1957 (69 years old)) Male</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; padding: 2px;">Reappointment</div> <div style="border: 1px solid gray; padding: 2px; background-color: orange; color: white;">Outside</div> </div> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; padding: 2px; background-color: brown;">Independent</div> <div style="border: 1px solid gray; padding: 2px; background-color: cyan; color: white;">Non-executive</div> </div> <p>[Years of service as Director of the Company at the end of this Shareholders' Meeting: 3 years]</p>	<p style="color: orange;">Number of shares of the Company owned: 3,074 shares</p> <p style="color: orange;">Number of other listed companies with concurrent positions: 1</p> <p style="color: orange;">Attendance at the Board of Directors' Meetings: 15/15 (100.0%)</p> <p style="color: orange;">Attendance at Committee Meetings:</p> <p>Nomination Committee: 13/13 (100.0%)</p> <p>Compensation Committee: 12/12 (100.0%)</p>
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### Brief personal profile, position and responsibility in the Company and other important concurrently-held positions

Apr. 1980	Joined Maki and Associates
Apr. 1991	Associate Consultant, McKinsey & Company Inc. Japan Office
Jul. 1993	Engagement Manager, McKinsey & Company Inc. Japan Office
Jul. 1995	Senior Engagement Manager, McKinsey & Company Inc. Japan Office
Feb. 1999	CEO, BNP Paribas Cardif Japan
Nov. 2011	Head of International Human Resources, BNP Paribas Cardif (France)
Nov. 2014	Corporate Advisor, Shiseido Company, Limited
Apr. 2015	Corporate Officer, Chief People Officer, Department Director, Human Resources Department, Shiseido Company, Limited
Jan. 2016	Responsible for China Business Innovation Project, Executive and External Relations, Shiseido Company, Limited Chairman, Shiseido Liyuan Cosmetics Co., Ltd.
Jan. 2017	Corporate Executive Officer, Chief Creative Officer, Responsible for Advertising and Design, Shiseido Company, Limited
Mar. 2017	Director, Shiseido Company, Limited
Jan. 2018	Representative Director, Responsible for Human Resources, Executive and External Relations, and Corporate Culture, Shiseido Company, Limited
Jan. 2019	Director, Chief People Officer, Chief Social Value Creation Officer, Assisting the CEO in general corporate management, Responsible for Human Resources, Social Value Creation, Facility Management, Shiseido Company, Limited
Jan. 2020	Corporate Executive Officer, Chief Social Value Creation Officer, Shiseido Company, Limited, Responsible for Facility Management, Global Professional Business, Shiseido Parlour Co., Ltd., Shiseido Beauty Salon Co., Ltd., Shiseido Child Foundation, KODOMOLOGY CO., LTD.
Jan. 2022	Representative Director, JunpuManpan Inc. (incumbent)
Jun. 2023	Director (Outside Director), Member of Nomination Committee and Compensation Committee of the Company
Jun. 2023	Outside Director, FIDEA Holdings Co. Ltd. (incumbent)
Jun. 2024	Director (Outside Director), Chairperson of Compensation Committee, and Member of Nomination Committee of the Company (incumbent)

### Reason for nominating the candidate as a candidate for Outside Director and outline of expectations


As a first-class architect, Mr. Aoki has extensive industry experience and knowledge concerning urban planning, buildings, and building materials, etc. Moreover, in addition to being central to human resources and organizational innovations and contributing to the enhancement of human resources development, corporate culture reforms, and promotion of diversity as the Chief People Officer of a listed company, he has management experience at a listed company with global business. At the Company, he has used his expertise on personnel and organizational management in particular to provide important perspectives on the discovery of issues and understanding of risks, etc. and proactively comment at Board of Directors' Meetings, and has led the establishment of the executive compensation system as Chairperson of the Compensation Committee. Furthermore, as a member of the Nomination Committee, he has made comments that contribute to a highly transparent process for determining candidates for directors and executive officers. As Outside Director of the Company, he is expected to continue to contribute to the improvement of the effectiveness of the Board of Directors and the committees. Accordingly, the Company has appointed him as a candidate for Outside Director.

### Reason for judging independence

Mr. Aoki was a Corporate Executive Officer at Shiseido Company, Limited, but left office in December 2021. The Shiseido group has had a business relationship with the Group in the last fiscal year involving the sale and purchase of products, etc.; however, such transactions accounted for 0.00002% of the Group's sales revenue in the last fiscal year, and therefore neither is a major business partner for the other. Furthermore, as he meets both the requirements for an independent officer prescribed by the stock exchange and the Independence Criteria for Outside Directors prescribed by the Company (page 26) as well, he is determined to have a high level of independence from the Company. If his appointment is approved, the Company plans to continue to notify each domestic stock exchange of him as an Independent Officer.

### Message from the candidate for Outside Director

The world will never go back to how it was before. In this new era where the very meaning of "global" has changed, structural transformation is called for also in the household furnishings and building materials industry. While aiming for a short-term recovery in performance, we must not neglect medium- to long-term growth investments. It is essential that we integrate the shift from flow to stock with the Impact Strategy, the selection of regional markets and product categories with brand strategies, and the AI transformation with human capital strategies. Drawing on my experience in corporate and organizational transformation, I will fulfill my responsibilities as Outside Director by supporting the activities of the Board of Directors and the executive team.

Candidate Number <b>5</b> 	<b>Shigeki Ishizuka</b> (November 14, 1958 (67 years old)) Male <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid black; padding: 2px;">Reappointment</div> <div style="border: 1px solid black; padding: 2px; background-color: #f46d43; color: white;">Outside</div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid black; padding: 2px;">Independent</div> <div style="border: 1px solid black; padding: 2px; background-color: #00a0e3; color: white;">Non-executive</div> </div> [Years of service as Director of the Company at the end of this Shareholders' Meeting: 3 years]	Number of shares of the Company owned: 3,074 shares Number of other listed companies with concurrent positions: 1 Attendance at the Board of Directors' Meetings: 15/15 (100.0%) Attendance at Committee Meetings: Audit Committee: 14/14 (100.0%) Compensation Committee: 12/12 (100.0%)
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### Brief personal profile, position and responsibility in the Company and other important concurrently-held positions

- Apr. 1981      Joined Sony Corporation (currently, Sony Group Corporation)
- Aug. 2004      Managing Director, Corporate Executive, Sony EMCS Corporation (currently, Sony Global Manufacturing & Operations Corporation)
- Jun. 2007      SVP, Corporate Executive, Sony Corporation (currently, Sony Group Corporation)
- Apr. 2015      EVP, Corporate Executive Officer, Sony Corporation (currently, Sony Group Corporation)
- Apr. 2017      Representative Director and President, Sony Imaging Products & Solutions Inc. (currently, Sony Corporation)
- Jun. 2018      Senior EVP, Sony Corporation (currently, Sony Group Corporation)
- Apr. 2020      Representative Director and President, CEO, Sony Electronics Corporation (currently, Sony Corporation)
- Jun. 2020      Vice Chairman, Representative Corporate Executive Officer, Sony Corporation (currently, Sony Group Corporation)
- Apr. 2021      Director, Sony Corporation
- Jun. 2021      Outside Director, Marubeni Corporation (incumbent)
- Jun. 2022      Vice Chairman, Sony Group Corporation (resigned in March 2023)
- Jun. 2023      Director (Outside Director), and Member of Audit Committee of the Company
- Jun. 2024      Director (Outside Director), Member of Audit Committee and Compensation Committee of the Company (incumbent)

### Reason for nominating the candidate as a candidate for Outside Director and outline of expectations


In addition to having management experience at a listed company with global business, with a background in engineering, Mr. Ishizuka has deep knowledge of information security, IT and digital technology, manufacturing technology, quality management, and marketing etc. At the Company, he has used his management experience and extensive knowledge of manufacturing and technology development to proactively comment at Board of Directors' Meetings, and as the chairperson of opinion exchange meetings for Outside Directors, has led discussions on important management policies, oversight of impact strategies, and key matters to be considered by the Board of Directors. Furthermore, as a member of the Compensation Committee, he has made comments that have contributed to the establishment of a highly transparent executive compensation system. As Outside Director of the Company, he is expected to continue to contribute to the improvement of the effectiveness of the Board of Directors and the committees. Accordingly, the Company has appointed him as a candidate for Outside Director.

### Reason for judging independence

Mr. Ishizuka was Vice-Chairman of Sony Group Corporation, but he left office in March 2023. The Group had a business relationship with the Sony group in the last fiscal year involving repairs of digital devices and other repairs, etc.; however, such transactions accounted for 0.00001% of the Sony group's sales for the last fiscal year, and for 0.0001% of the Group's revenue for the last fiscal year, and therefore, neither is a major business partner for the other. Furthermore, as he meets both the requirements for an independent officer prescribed by the stock exchange and the Independence Criteria for Outside Directors prescribed by the Company (page 26) as well, he is determined to have a high level of independence from the Company. If his appointment is approved, the Company plans to continue to notify each domestic stock exchange of him as an Independent Officer.

### Message from the candidate for Outside Director

In this increasingly uncertain domestic and international business environment, I feel that the Company's ability to respond flexibly and the speed of reforms are becoming more important than ever. I have been monitoring the implementation status of the "medium-term roadmap" that was formulated last year, and going forward, with an acute awareness that improving corporate value in the medium- to long-term is our most important theme, I intend to contribute once again to making the Board of Directors more effective by utilizing the free and active discussions that take place at the opinion exchange meetings for Outside Directors, which I chair.

Candidate Number  <b>6</b>  	<b>Hiroshi Ishino</b> (April 10, 1951 (75 years old)) Male  <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 2px;">Reappointment</div> <div style="border: 1px solid black; padding: 2px; background-color: orange;">Outside</div> </div> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 2px;">Independent</div> <div style="border: 1px solid black; padding: 2px; background-color: cyan;">Non-executive</div> </div> [Years of service as Director of the Company at the end of this Shareholders' Meeting: 1 year]	Number of shares of the Company owned: 3,074 shares  Number of other listed companies with concurrent positions: 3  Attendance at the Board of Directors' Meetings: 12/12 (100.0%) *Appointed in June 2025  Attendance at Committee Meetings: Nomination Committee: 11/11 (100.0%) * Appointed in June 2025 Audit Committee: 9/9 (100.0%) * Appointed in June 2025
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## Brief personal profile, position and responsibility in the Company and other important concurrently-held positions

Apr. 1975	Joined Mitsubishi Corporation
Mar. 2003	Joined Kansai Paint Co., Ltd.
Jun. 2006	Director, Deputy General Manager, International Affairs, Kansai Paint Co., Ltd
Jun. 2008	Managing Director, Sales, Coatings Business, Kansai Paint Co., Ltd.
Apr. 2010	Senior Managing Director, Sales, Kansai Paint Co., Ltd.
Jun. 2011	Director, Senior Managing Executive Officer, Sales, International Affairs and Procurement, Kansai Paint Co., Ltd.
Jun. 2012	Representative Director, Senior Managing Executive Officer, International Affairs and Procurement, Kansai Paint Co., Ltd.
Apr. 2013	Representative Director and President, Kansai paint Co., Ltd.
Jun. 2019	Senior Corporate Advisor, Kansai Paint Co., Ltd.
Jul. 2020	Outside Director, Nippon Sheet Glass Company, Limited (incumbent) (*scheduled to retire in June, 2026)
Jun. 2023	Honorary Advisor, Kansai Paint Co.,Ltd. (incumbent)
Jun 2025	Director (Outside Director), Member of Nomination Committee and Audit Committee of the Company (incumbent)
Jun 2025	Outside Director, Olympus Corporation (incumbent)

## Reason for nominating the candidate as a candidate for Outside Director and outline of expectations


In addition to his experience in overseas business at a major trading company, Mr. Ishino has extensive experience and knowledge in business operations, from manufacturing to sales and marketing, and risk management at a listed manufacturer that operates globally. He also has experience serving as representative director and president of that company, as well as chairman of the board of directors of another listed manufacturing company. At the Company, he has used such experience and knowledge to proactively comment at Board of Directors' Meetings, as well as to make comments that contribute to a highly transparent process for determining candidates for directors and executive officers as a member of the Nomination Committee, and to provide important perspectives on the understanding of risks, etc. and make comments that improve supervisory functions as a member of the Audit Committee. As Outside Director of the Company, he is expected to continue to contribute to the improvement of the effectiveness of the Board of Directors and the committees. Accordingly, the Company has appointed him as a candidate for Outside Director.

## Reason for judging independence

Mr. Ishino was Representative Director of Kansai Paint Co., Ltd., but left office in June 2019. The Group has had a business relationship with the Kansai Paint group in the last fiscal year involving purchase and repair of products; however, such transactions accounted for 0.09% of the Kansai Paint group's sales for the last fiscal year, and for 0.001% of the Group's revenue for the last fiscal year, and therefore, neither is a major business partner for the other. Furthermore, as he meets both the requirements for an independent officer prescribed by the stock exchange and the Independence Criteria for Outside Directors prescribed by the Company (page 26) as well, he is determined to have a high level of independence from the Company. If his appointment is approved, the Company plans to continue to notify each domestic stock exchange of him as an Independent Officer.

## Message from the candidate for Outside Director

In my first year as an Outside Director, while deepening my understanding of the Company's internal structure, I discussed the structural factors contributing to low profitability in Audit Committee and Board of Directors meetings, and supported the creation of a path to rejuvenating the management team in Nomination Committee meetings. I also focused on fostering momentum for developing the next generation of executive candidates, deepened my understanding of new product development, manufacturing, and sales through visits to domestic factories and research and development departments and interviews with executives, and provided advice. Going forward, I will make recommendations considering risks, with a focus on improving profit margins.

<p>Candidate Number</p> <p style="font-size: 2em; color: orange; text-align: center;">7</p> 	<p><b>Ryusuke Ohori</b></p> <p>(October 31, 1964 (61 years old)) Male</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: #cccccc;">Reappointment</td> <td style="background-color: #ff6600;">Outside</td> </tr> <tr> <td style="background-color: #808080;">Independent</td> <td style="background-color: #00aaff;">Non-executive</td> </tr> </table> <p>[Years of service as Director of the Company at the end of this Shareholders' Meeting: 2 years]</p>	Reappointment	Outside	Independent	Non-executive	<p>Number of shares of the Company owned: 3,074 shares</p> <p>Number of other listed companies with concurrent positions: None</p> <p>Attendance at the Board of Directors' Meetings: 15/15 (100.0%)</p> <p>Attendance at Committee Meetings:</p> <p>Nomination Committee: 13/13 (100.0%)</p> <p>Audit Committee: 14/14 (100.0%)</p>
Reappointment	Outside					
Independent	Non-executive					

### Brief personal profile, position and responsibility in the Company and other important concurrently-held positions

- Apr. 1987      Joined Nomura Securities Co., Ltd. (currently, Nomura Holdings, Inc.) (left in May 1996)
- May 1996      Joined JP Morgan's Asset Management Division (currently, JP Morgan Asset Management (Japan) Limited.)
- Jan. 2001      Head of Investment Research, JP Morgan Asset Management Department (currently, JP Morgan Asset Management (Japan) Limited.)
- Jan. 2009      Head of JPM Investment Department and Chief Investment Officer for Japanese Equities, JP Morgan Asset Management (Japan) Limited. (left in March 2017)
- Oct. 2017      Director, Institutional Investors Collective Engagement Forum (incumbent)
- Jun. 2020      Outside Director, Maeda Road Construction Co., Ltd (\*scheduled to retire in June 2026)
- Jun. 2024      Director (Outside Director), Member of Nomination Committee and Audit Committee of the Company
- Jun. 2025      Director (Outside Director), Chairperson of Audit Committee, and Member of Nomination Committee of the Company (incumbent)

### Reason for nominating the candidate as a candidate for Outside Director and outline of expectations


Mr. Ohori has abundant experience as an analyst at a major financial institution and investment officer at an overseas asset management company, as well as broad knowledge of finance and accounting, market analysis, and risk management, etc. He also has broad knowledge of information disclosure at companies, having acted as executive director of an organization that promotes dialogue between investors and companies, and having served on a research committee for information disclosure organized by a government institution. At the Company, he has used such experience and knowledge to proactively comment at Board of Directors' Meetings and, as the chairperson of the Audit Committee, he has been leading the development of the Group's audit system both domestically and internationally. As a member of the Nomination Committee, he has made comments that contribute to a highly transparent process for determining candidates for directors and executive officers. As Outside Director of the Company, he is expected to continue to contribute to the improvement of the effectiveness of the Board of Directors and the committees. Accordingly, the Company has appointed him as a candidate for Outside Director.

### Reason for judging independence

Mr. Ohori was an operating officer of JPMorgan Asset Management (Japan) Limited, and retired in March 2017. Since there were no transactions between the company and the Group in the most recent fiscal year, it is not a major business partner. Furthermore, as he meets both the requirements for an independent officer prescribed by the stock exchanges and the Independence Criteria for Outside Directors prescribed by the Company (see page 26) as well, we have determined that he is independent of the Company. Although he worked for the Company's managing underwriter (not its lead managing underwriter), Nomura Securities Co., Ltd., until May 1996, 30 years have elapsed since his resignation and therefore it is determined that there would be no effect on his independence. If his appointment is approved, the Company plans to continue to notify each domestic stock exchange of him as an Independent Officer.

### Message from the candidate for Outside Director

As uncertainty in the domestic and international business environment increases and the Company's management structure undergoes a period of significant transformation, the supervisory function that Outside Directors must fulfill is becoming even more important. As an advocate for the interests of minority shareholders, I will work hard to give special attention to reducing the cost of capital, which is sometimes played down among the factors that determine corporate value (profitability, growth, and cost of capital).

Candidate Number <b>8</b> 	<h2 style="margin: 0;">Shiho Konno</h2> <p style="margin: 0;">(June 28, 1963 (62 years old)) Female</p> <div style="display: flex; justify-content: space-around; margin: 5px 0;"> <div style="border: 1px solid gray; padding: 2px;">Reappointment</div> <div style="border: 1px solid gray; padding: 2px; background-color: #f47920; color: white;">Outside</div> </div> <div style="display: flex; justify-content: space-around; margin: 5px 0;"> <div style="border: 1px solid gray; padding: 2px;">Independent</div> <div style="border: 1px solid gray; padding: 2px; background-color: #00a0c9; color: white;">Non-executive</div> </div> <p style="margin: 0;">[Years of service as Director of the Company at the end of this Shareholders' Meeting: 5 years]</p>	<p style="margin: 0;">Number of shares of the Company owned: 3,074 shares</p> <p style="margin: 0;">Number of other listed companies with concurrent positions: 1</p> <p style="margin: 0;">Attendance at the Board of Directors' Meetings: 15/15 (100.0%)</p> <p style="margin: 0;">Attendance at Committee Meetings:</p> <p style="margin: 0;">Audit Committee: 13/14 (92.8%)</p>
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### Brief personal profile, position and responsibility in the Company and other important concurrently-held positions

Apr. 1991	Registered as attorney-at-law
Jun. 2005	Corporate Auditor, Yahoo Japan Corporation (currently LY Corporation)
Mar. 2008	Corporate Auditor, Advanced Softmaterials Inc. (currently ASM Inc.)
Apr. 2009	Professor, Waseda Law School, Waseda University
Jun. 2014	Member, Committee on Realization of Gender-Equal Society of Japan Federation of Bar Associations (incumbent)
Aug. 2014	Auditor, Japan Corporate Governance Network
Mar. 2015	Attorney-at-law at Shiho Konno Habataki Law Office (incumbent)
Jun. 2015	Outside Director, Watami Co., Ltd.
Jun. 2016	Leader, Project Team for Female Lawyers Outside Officers of Committee on Realization of a Gender-Equal Society of Japan Federation of Bar Associations (incumbent)
Jun. 2016	Outside Director, Kakaku.com, Inc.
Nov. 2016	Member, Project Team for Examination of Guideline for Outside Directors of Judicial System Research Committee of Japan Federation of Bar Associations (incumbent)
Jun. 2017	Outside Director, Alfresa Holdings Corporation
Jun. 2018	Outside Auditor, Shinsei Bank, Limited (currently SBI Shinsei Bank, Limited.)
Jun. 2018	Outside Director, Monex Group, Inc.
Jun. 2021	Director (Outside Director) and Member of Audit Committee of the Company
Jun. 2022	Director (Outside Director), Member of Nomination Committee and Member of Audit Committee of the Company
Jun. 2023	Director (Outside Director) and Member of Audit Committee of the Company (incumbent)
Sep. 2024	Outside Director, Mercari, Inc. (incumbent)

### Reason for nominating the candidate as a candidate for Outside Director and outline of expectations


As a lawyer who is a legal expert, Ms. Konno has deep knowledge of corporate governance and diversity and inclusion gained through her experience as an outside director and outside auditor of a number of listed companies and her experience promoting gender equality in public institutions, etc. At the Company, she has contributed to improving supervisory functions by using this experience and knowledge to proactively comment at Board of Directors' Meetings, as well as by providing important perspectives on the discovery of issues and understanding of risks, etc., particularly by utilizing her expertise in legal and compliance matters as a member of the Audit Committee. Although she has not been involved in company management other than by serving as an outside director, based on the aforementioned expert knowledge and experience gained at private companies and public institutions, the Company believes that she will be able to continue performing her duties as Outside Director of the Company. As Outside Director of the Company, she is expected to continue to contribute to the improvement of the effectiveness of the Board of Directors and the committees. Accordingly, the Company has appointed her as a candidate for Outside Director.

### Reason for judging independence

Ms. Konno is an attorney-at-law at Shiho Konno Habataki Law Office. The law firm has no business relationship with the Group, and so is not a major business partner. Furthermore, as she meets both the requirements for an independent officer prescribed by the stock exchange and the Independence Criteria for Outside Directors prescribed by the Company (page 26) as well, she is determined to have a high level of independence from the Company. If her appointment is approved, the Company plans to continue to notify each domestic stock exchange of her as an Independent Officer.

### Message from the candidate for Outside Director

With geopolitical risks and other factors becoming increasingly complex, and with the business and social environments becoming more unpredictable, I have endeavored to supervise and advise the executive team to ensure they are taking timely and appropriate measures, based on my experience as an officer at other companies, my legal practice, and my experience in organizational management. Furthermore, drawing on my legal background, as a member of the Audit Committee I have performed my duties with a particular focus on risk management during both normal times and emergencies. I will continue to devote myself to contributing to the improvement of the Company's corporate value.

Candidate Number <b>9</b> 	<b>Mayumi Tamura</b> (May 22, 1960 (66 years old)) Female <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span style="border: 1px solid black; padding: 2px;">Reappointment</span> <span style="border: 1px solid black; padding: 2px; background-color: #e67e22; color: white;">Outside</span> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span style="border: 1px solid black; padding: 2px; background-color: #8e6c59; color: white;">Independent</span> <span style="border: 1px solid black; padding: 2px; background-color: #2980b9; color: white;">Non-executive</span> </div> [Years of service as Director of the Company at the end of this Shareholders' Meeting: 4 years]	Number of shares of the Company owned: 3,074 shares Number of other listed companies with concurrent positions: 1 Attendance at the Board of Directors' Meetings: 15/15 (100.0%) Attendance at Committee Meetings: Audit Committee: 14/14 (100.0%)
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### Brief personal profile, position and responsibility in the Company and other important concurrently-held positions

Apr. 1983	Joined Sony Corporation (currently Sony Group Corporation)
Sep. 1991	Joined JOHNSON COMPANY, LIMITED
Jul. 2002	Executive Officer, Johnson Diversey Co., Ltd. (currently CxS Corporation)
Dec. 2004	CFO, adidas Japan K.K.
Jun. 2007	Executive Officer, Senior Vice President, and CFO, The SEIYU, Ltd.
May. 2010	Executive Officer, Senior Vice President, and CFO, Walmart Japan Holdings G.K. (currently Seiyu Co., Ltd.)
Jun. 2015	Executive Officer, Senior Vice President, and CFO, Seiyu GK (currently Seiyu Co., Ltd.)
Jun. 2017	Outside Corporate Auditor, Honda Motor Co., Ltd.
Jun. 2017	Outside Director and Audit and Supervisory Committee Member, Honda Motor Co., Ltd.
Jun. 2017	Outside Director, Hitachi High-Technologies Corporation (currently Hitachi High-Tech Corporation)
Jun. 2019	Outside Director, Shimizu Corporation (incumbent)
Mar. 2022	Outside Audit & Supervisory Board Member, Kyowa Kirin Co., Ltd.
Jun. 2022	Director (Outside Director) and Member of Audit Committee of the Company (incumbent)

### Reason for nominating the candidate as a candidate for Outside Director and outline of expectations


Ms. Tamura has served as CFO at the Japanese entities of multiple global companies, has been involved in management planning and M&A, and also has deep knowledge of finance and accounting. She has served as outside director and outside auditor of a number of listed companies, and also has knowledge of corporate governance and diversity and inclusion. At the Company, she has contributed to improving supervisory functions by using this experience and knowledge to proactively comment at Board of Directors' Meetings, as well as by providing important perspectives on the discovery of issues and understanding of risks, etc., particularly by using her finance and accounting expertise as a member of the Audit Committee. As Outside Director of the Company, she is expected to continue to contribute to the improvement of the effectiveness of the Board of Directors and the committees. Accordingly, the Company has appointed her as a candidate for Outside Director.

### Reason for judging independence

Ms. Tamura was Executive Officer, Senior Vice President, and CFO of Walmart Japan Holdings G.K. (currently Seiyu Co., Ltd.), and left the offices in 2013. That corporate group has had a business relationship with the Group in the last fiscal year involving sale and purchase of products, etc.; however, such transactions accounted for 0.0005% of income of the Group in the last fiscal year, and so is not a major business partner. Furthermore, as Ms. Tamura meets both the requirements for an independent officer prescribed by the stock exchange and the Independence Criteria for Outside Directors prescribed by the Company (page 26) as well, she is determined to have a high level of independence from the Company. If her appointment is approved, the Company plans to continue to notify each domestic stock exchange of her as an Independent Officer.

### Message from the candidate for Outside Director

While the progress of measures aimed at improving performance varies by region, I have been providing supervision and support to ensure steady progress. We are still only part of the way there, but my goal is to steadily improve profit margins through the Company's strengths in product development and the Impact Strategy. In the Audit Committee, I have been auditing cyber risks and compliance measures in the rapidly changing economic environment. Going forward, I will continue to supervise and support the execution of the plan to ensure it is achieved in this challenging environment.

<p>Candidate Number</p> <p style="font-size: 24pt; font-weight: bold; color: #c00000;">10</p> 	<p style="font-size: 24pt; font-weight: bold;">Yuji Nishiura</p> <p>(January 3, 1953 (73 years old)) Male</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #cccccc;">Reappointment</td> <td style="background-color: #c00000; color: white;">Outside</td> </tr> <tr> <td style="background-color: #808080;">Independent</td> <td style="background-color: #00a0e3; color: white;">Non-executive</td> </tr> </table> <p>[Years of service as Director of the Company at the end of this Shareholders' Meeting: 7 years]</p>	Reappointment	Outside	Independent	Non-executive	<p>Number of shares of the Company owned: 3,074 shares</p> <p>Number of other listed companies with concurrent positions: None</p> <p>Attendance at the Board of Directors' Meetings: 15/15 (100.0%)</p> <p>Attendance at Committee Meetings:</p> <p>Nomination Committee: 2/2 (100.0%) *resigned in June 2025</p> <p>Compensation Committee: 2/2 (100.0%) *resigned in June 2025</p>
Reappointment	Outside					
Independent	Non-executive					

### Brief personal profile, position and responsibility in the Company and other important concurrently-held positions

Apr. 1975	Joined The Sumitomo Trust and Banking Co., Ltd. (currently Sumitomo Mitsui Trust Bank, Limited) (left in Jan. 2000)
Feb. 2000	Representative Director and President, Booz Allen Hamilton Inc. (currently PwC Consulting LLC.)
Jan. 2006	Representative in Japan, AlixPartners, LLP.
Jan. 2011	Vice Chair, US Headquarters, AlixPartners, LLP.
Dec. 2012	Director and Chair, AXA Life Insurance, Co., Ltd.
Mar. 2013	Director and Chair, AXA GENERAL INSURANCE COMPANY LIMITED
Jun. 2014	Outside Director, SQUARE ENIX HOLDINGS CO., LTD.
Dec. 2015	Chair and CEO, Sumitomo Mitsui Trust Club Co., Ltd. (resigned in Dec. 2018)
Dec. 2015	Advisor, Sumitomo Mitsui Trust Bank, Limited (resigned in Mar. 2020)
Jun. 2019	Director (Outside Director), Chairperson of Nomination Committee, and Member of Compensation Committee of the Company
Jun. 2024	Director (Outside Director), Chairperson of Board of Directors, Member of Nomination Committee and Compensation Committee of the Company
Jun 2025	Director (Outside Director), Chairperson of the Board of Directors and Governance Committee of the Company (incumbent)

### Reason for nominating the candidate as a candidate for Outside Director and outline of expectations


Mr. Nishiura is a management professional who has been involved in a number of corporate restructuring matters, and has broad and deep knowledge of corporate management including financial analysis, M&A, risk management, and marketing, etc. At the Company, he has used this experience and knowledge to lead discussions at the Board of Directors, which is made up of directors with a wide range of expertise, as Chairperson of the Board of Directors, and drive improvements to the effectiveness of the Board of Directors by properly supervising growth strategies and managing risks. As Outside Director of the Company, he is expected to continue to contribute to the improvement of the effectiveness of the Board of Directors and the committees. Accordingly, the Company has appointed him as a candidate for Outside Director.

### Reason for judging independence

Mr. Nishiura was Director and the Chairperson of AXA Life Insurance, Co., Ltd., and he left office in June 2015. There was no business relationship between said company and the Group in the last fiscal year, and therefore, it is not a major business partner. Further, He was Director and the Chairperson of AXA GENERAL INSURANCE COMPANY LIMITED, and he left office in June 2015. In the last fiscal year, the company did not have any business relationship with the Group, and therefore, it is not a major business partner. He was the Chair and CEO of Sumitomo Mitsui Trust Club Co., Ltd., and he left the company in December 2018. In the last fiscal year, the company did not have any business relationship with the Group, and therefore, it is not a major business partner. Therefore, as each company is not a major business partner and he meets both the requirements for an independent officer prescribed by the stock exchange and the Independence Criteria for Outside Directors prescribed by the Company (page 26), he is determined to have a high level of independence from the Company. And he worked for The Sumitomo Trust and Banking Co., Ltd. (currently Sumitomo Mitsui Trust Bank, Limited) until January 2000, but 26 years have elapsed since his resignation. In addition, he served in position of Advisor for five years at the company from December 2015 to March 2020, however he was not involved in business execution. Therefore, it is determined that there would be no effect on his independence. If his appointment is approved, the Company plans to continue to notify each domestic stock exchange of him as an Independent Officer.

### Message from the candidate for Outside Director

In recent years, we have been working to rebuild our corporate governance, and have been able to build a robust system that has received high praise from outside organizations. However, I promise that we will not rest on our laurels but solidify the foundation of management and continue to evolve. And on that foundation, I will dedicate myself as Outside Director to supervising, supporting, and sometimes pushing for activities that create and build upon diverse values toward realizing better homes and life.

Candidate Number  <b>11</b>  	<b>Mariko Watahiki</b> (May 2, 1955 (71 years old)) Female <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span style="border: 1px solid black; padding: 2px;">Reappointment</span> <span style="background-color: #e67e22; color: white; padding: 2px;">Outside</span> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span style="border: 1px solid black; padding: 2px;">Independent</span> <span style="background-color: #2980b9; color: white; padding: 2px;">Non-executive</span> </div> [Years of service as Director of the Company at the end of this Shareholders' Meeting: 5 years]	Number of shares of the Company owned: 8,074 shares Number of other listed companies with concurrent positions: 1 Attendance at the Board of Directors' Meetings: 15/15 (100.0%) Attendance at Committee Meetings: Nomination Committee: 13/13 (100.0%) Compensation Committee: 12/12 (100.0%)
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### Brief personal profile, position and responsibility in the Company and other important concurrently-held positions

Apr. 1980	Tokyo District Court Assistant Judge
Mar. 2009	Supreme Court Senior Research Officer (Civil Matters)
Mar. 2012	Utsunomiya District Court Chief Judge
Jul. 2014	Yokohama Family Court Chief Judge
Jun. 2015	Tokyo High Court Judge (Presiding Judge)
Apr. 2016	Sapporo High Court Chief Judge
Sep. 2018	Nagoya High Court Chief Judge
Aug. 2020	Registered as attorney-at-law
Aug. 2020	Attorney-at-law at Okamura Law Office (incumbent)
Jun. 2021	Director (Outside Director), Member of Nomination Committee of the Company
Jun. 2021	Outside Director, TOSHIBA CORPORATION
Jun. 2022	Director (Outside Director), Member of Nomination Committee and Compensation Committee of the Company
Jun. 2023	Director (Outside Director), Chairperson of Compensation Committee, and Member of Nomination Committee of the Company
Jun. 2024	Director (Outside Director), Chairperson of Nomination Committee, and Member of Compensation Committee of the Company (incumbent)
Jul. 2024	Outside Director, AIN HOLDINGS INC. (incumbent)

### Reason for nominating the candidate as a candidate for Outside Director and outline of expectations

Ms. Watahiki has a long career as a judge and has been involved in resolving many civil cases as a judge, including corporate legal affairs, and administrative and labor issues. In addition, she has served as the chief judge of several high courts and possesses a high level of expertise in administration and labor issues, as well as a track record and knowledge of being involved in organizational management, including thorough compliance and governance, personnel management and human resource development, and crisis management. After retiring as a judge, Ms. Watahiki served as chairperson, etc. of several private organizations' third-party committees where she contributed to improving compliance and governance. At the Company, she has used this experience and knowledge to proactively comment at Board of Directors' Meetings, and as Chairperson of the Nomination Committee, she has led the planning and promotion of a highly transparent process for determining candidates for directors and executive officers. She has also led the establishment of the officer compensation system, etc. Although she has not been involved in company management other than by serving as an outside director, based on the aforementioned expert knowledge and experience in organizational management, the Company believes that she will be able to continue performing her duties as Outside Director of the Company. As Outside Director of the Company, she is expected to continue to contribute to the improvement of the effectiveness of the Board of Directors and the committees. Accordingly, the Company has appointed her as a candidate for Outside Director.

### Reason for judging independence

Ms. Watahiki is an attorney-at-law at Okamura Law Office. The law firm has no business relationship with the Group, and so is not a major business partner. Furthermore, as she meets both the requirements for an independent officer prescribed by the stock exchange and the Independence Criteria for Outside Directors prescribed by the Company (page 26) as well, she is determined to have a high level of independence from the Company. If her appointment is approved, the Company plans to continue to notify each domestic stock exchange of her as an Independent Officer.

### Message from the candidate for Outside Director

I highly appreciate that the course of action of developing products that contribute to solving social and environmental issues has taken root, and I have commented about the importance of increasing social recognition of LIXIL's stance on this and connecting that with the improvement of corporate value. Furthermore, as chairperson of the Nomination Committee, I focused on formulating plans for Executive Officer generational change and CEO transition, based on the perspective that promoting generational change to the next generation is important for the sustainable improvement of LIXIL's corporate value, and we were able to achieve some results.

(Note)

1. The respective candidates and the Company do not share any special interests.

2. Independent officers

The Company has notified each domestic stock exchange on which the Company is listed of Jun Aoki, Shigeki Ishizuka, Hiroshi Ishino, Ryusuke Ohori, Shiho Konno, Mayumi Tamura, Yuji Nishiura, and Mariko Watahiki as Independent Officers. If the election of them is approved at this Shareholders' Meeting, the Company plans to continue the notification of them as Independent Officers.

Jun Aoki, Shigeki Ishizuka, Hiroshi Ishino, Ryusuke Ohori, Shiho Konno, Mayumi Tamura, Yuji Nishiura, and Mariko Watahiki satisfy the Independence Criteria for Outside Directors prescribed by the Company (page 26).

3. Liability limitation agreement

The Company has set forth in Article 30, Paragraph 2 of its current Articles of Incorporation that the Company may enter into an agreement with each Outside Director which limits the liability for damages of each Outside Director to the Company. Based on this, the Company has executed liability limitation agreements with each of Jun Aoki, Shigeki Ishizuka, Hiroshi Ishino, Ryusuke Ohori, Shiho Konno, Mayumi Tamura, Yuji Nishiura, and Mariko Watahiki. If the election of each of them is approved at this Shareholders' Meeting, the Company plans to continue liability limitation agreements with each of those candidates. The content of such agreements can be summarized as follows:

- If any liability for damages to the Company arises as a result of an Outside Director's negligence in performing his or her duties, such Outside Director shall be liable to the Company up to the higher of 10 million Japanese yen or any amount prescribed by applicable laws and regulations.
- The aforementioned limitation of liability is applicable only if such Outside Director has acted in good faith and has not been grossly negligent in performing his or her duties which have caused the liability.

4. Indemnity agreement

The Company has executed indemnity agreements pursuant to Article 430-2, Paragraph 1 of the Companies Act with each of Kinya Seto, Yugo Kanazawa, Mariko Fujita, Jun Aoki, Shigeki Ishizuka, Hiroshi Ishino, Ryusuke Ohori, Shiho Konno, Mayumi Tamura, Yuji Nishiura, and Mariko Watahiki. In case the election of each of them is approved at this Shareholders' Meeting, the Company will continue the indemnity agreements with each of them.

Under the applicable indemnity agreement, the Company will indemnify the expenses set out in Article 430-2, Paragraph 1, Item 1 of the Companies Act (defense costs such as attorney's fees) to the extent stipulated by law. However, together with setting an upper limit on the amount of indemnification, by providing that the decision to implement indemnification, etc. is carried out through deliberations by the Board of Directors, measures are taken to ensure that the appropriateness of the performance of duties by the indemnified party is not impaired.

5. Officer liability insurance agreement

The Company has entered into an officer liability insurance agreement for main executives including Directors, Executive Officers, Auditors, Executive Vice Presidents and Senior Vice Presidents, etc. of the Company and its subsidiaries with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The Company pays the full amount of the insurance premiums, and there is no substantive payment of insurance premiums by insurees. If the election of the respective candidates is approved at this Shareholders' Meeting, they will become insurees under such agreement. These insurance contracts cover damage that may arise from liabilities relating to the performance of duties of insured officers or from claims pursuing such liability. However, they do contain some exclusions such as betrayals, criminal acts, fraud, violation of laws or regulations knowingly committed by the insuree, and damage arising from insuree unlawfully gaining a private benefit or provision of facilities. The Company plans to renew these insurance agreements during the term of office of such persons.

[Reference] Independence Criteria for Outside Directors of the Company

The Company has established the following criteria to ensure independence of Outside Directors.

1. The Company considers an Outside Director to be independent unless he or she is:
  - (1) a shareholder, or an executive officer of such shareholder (an executive officer means an "Executive Officer" provided in Article 2, Paragraph 3, Item 6 of the Regulation for Enforcement of the Companies Act; the same shall apply hereafter), who holds 10% or more of the voting rights of the Company;
  - (2) an Executive Officer of a company of which the Company holds 10% or more of the voting rights;
  - (3) a business partner whose transactions with the Group exceed an amount of 2% or more of the consolidated gross revenue of either the Group or such business partner in a fiscal year, or an executive officer of such business partner;
  - (4) a financial institution or other major creditor which is essential for the financing arrangements of the Group and on which such financing is irreplaceably dependent, or an executive officer thereof;
  - (5) a member, partner or employee of the audit firm or tax accountant firm which is an accounting auditor or accounting advisor of the Group;
  - (6) a person receiving a donation or subsidy of 10 million yen or more from the Group in a fiscal year, or if the person receiving the donation or subsidy is a corporation, partnership or other organization (the "Juridical Persons, etc."), an executive officer of the Juridical Persons, etc. receiving a donation or subsidy of more than 2% of the consolidated gross revenues of such Juridical Persons, etc. from the Group in a fiscal year;
  - (7) a person receiving monetary payments or other financial assets of 10 million yen or more from the Group as a lawyer, accountant, tax accountant, consultant or other professional advisor, besides the director compensation, or if a person receiving such financial assets is a juridical person, partnership or other organization such as a legal professional corporation, law firm, audit corporation, tax accountant corporation or consulting firm (the "Law Firm, etc."), a person belonging to the Law Firm, etc. receiving monetary payments or other financial assets of more than 2% of the Law Firm, etc.'s annual gross revenues from the Group;
  - (8) a person whose spouse, a relative within the second degree of kinship or a relative who lives with such person corresponds to any of subsections (1) through (7) of this paragraph;
  - (9) a person who corresponded to any of subsections (1) through (8) of this paragraph in the past five years; or
  - (10) an Executive Officer of a company to which an Executive Officer (meaning an Executive Director, Executive Officer, Corporate Officer, Manager or other employees, notwithstanding subsection (1) in this paragraph) of the Group serves as an officer of such company.
2. The Board shall monitor on an ongoing basis whether persons serving as outside directors continue to satisfy the criteria set forth in the preceding paragraph.

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## **Key Points for the Exercise of Voting Rights**

# Election of Director Candidates

## Composition of the Board of Directors after the Annual Shareholders' Meeting in June 2026

In order to realize a composition of the Board of Directors that will contribute to the sustainable growth of the Company, the Nomination Committee has been working to identify the "attitudes and perspectives that all Directors should share" and the "skills that the Board of Directors as a whole should possess," and has been holding discussions towards achieving a composition of the Board of Directors that satisfies these requirements. The Company is now proposing 11 Director candidates, including the new appointment of two Directors, as a result of examinations regarding the composition of the Board of Directors and each Committee in this period of transformation to further advance the business strategy outlined in the "LIXIL Playbook." Hwa Jin Song Montesano will retire at the conclusion of this Shareholders' Meeting.

Candidate Number	Name	Gender	Age (on the date of this Shareholders' Meeting)	Years of service as Director (at the end of this Shareholders' Meeting)	Positions and Responsibilities at the Company (as of May 2026)	Candidate Attribute			Attendance at the Board of Directors Meetings	Number of other listed companies with concurrent positions
1	Kinya Seto	Male	65 years old	10 years	Director Representative Executive Officer and President	Reappointment	Executive	Executive	15/15 (100.0%)	1 (0)
2	Yugo Kanazawa	Male	49 years old	-	Representative Executive Officer and Executive Vice President	New appointment	Executive	Executive	-	0 -
3	Mariko Fujita	Female	55 years old	-	Executive Officer and Executive Vice President	New appointment	Executive	Executive	-	0 -
4	Jun Aoki	Male	69 years old	3 years	Outside Director Chairperson of Compensation Committee, and Member of Nomination Committee	Reappointment	Outside Independent	Non-executive	15/15 (100.0%)	1 (0)
5	Shigeki Ishizuka	Male	67 years old	3 years	Outside Director Member of Audit Committee and Compensation Committee	Reappointment	Outside Independent	Non-executive	15/15 (100.0%)	1 (0)
6	Hiroshi Ishino	Male	75 years old	1 year	Outside Director, Member of Nomination Committee and Audit Committee	Reappointment	Outside Independent	Non-executive	12/12 (100.0%)	3 (0)
7	Ryusuke Ohori	Male	61 years old	2 years	Outside Director Chairperson of Audit Committee, and Member of Nomination Committee	Reappointment	Outside Independent	Non-executive	15/15 (100.0%)	0 (0)
8	Shiho Konno	Female	62 years old	5 years	Outside Director Member of Audit Committee	Reappointment	Outside Independent	Non-executive	15/15 (100.0%)	1 (0)
9	Mayumi Tamura	Female	66 years old	4 years	Outside Director Member of Audit Committee	Reappointment	Outside Independent	Non-executive	15/15 (100.0%)	1 (0)
10	Yuji Nishiura	Male	73 years old	7 years	Outside Director Chairperson of Board of Directors, and Chairperson of Governance Committee	Reappointment	Outside Independent	Non-executive	15/15 (100.0%)	0 (0)
11	Mariko Watahiki	Female	71 years old	5 years	Outside Director Chairperson of Nomination Committee, and Member of Compensation Committee	Reappointment	Outside Independent	Non-executive	15/15 (100.0%)	1 (0)

**Outside** Director candidates as provided for in Article 2, Paragraph 3, Item 7 of the Regulation for Enforcement of the Companies Act.

**Independent** Director candidates who are to be reported as independent officers to each domestic stock exchange on which the Company is listed. Please see each "Reason for Judging Independence" on pages 17 through 24 for the specific reasons that each candidate was judged to be independent.

**Executive** A Director candidate having a position as Executive Officer, Executive Vice President, Senior Vice President, employee, executive director, or other positions as executive of the Company or its subsidiaries.

**Non-executive** A Director candidate not having such position.

## Skill Matrix for Outside Director Candidates (Assessment Process)

The Company defines "Sustainability" and "Risk Management" as fundamental attitudes and perspectives required of all Directors.

In contrast, the "Skill Matrix for the Board of Directors as a whole" identifies specific areas of high expertise where the Nomination Committee has particularly high expectations for each Outside Director. This approach ensures a robust framework for supervising decisive business execution by the management team. Consequently, this matrix focuses exclusively on Outside Directors and does not include the skills of Internal Directors.

The specific skills expected of each individual have been shared with the respective Outside Directors. Through this process, the Nomination Committee identifies priority skills to enhance Board effectiveness and engages in rigorous discussions regarding the definition of requirements and succession planning for future Outside Director candidates.

Skills required for the Board of Directors as a whole									Chairperson of Board of Directors and Constitution of Committees after this Shareholders' Meeting (If all the candidates are elected at this Shareholders' Meeting) ★: Chairperson ●: Member of Committee			
Corporate Management	Global Business	Government Agencies/ Public Policy	Accounting/ Finance/ M&A	Legal/ Compliance	Human Resources Development	Sales/ Marketing	Manufacturing/ Technology/ R&D	IT/ Digital	Chairperson of Board of Directors	Nomination Committee	Audit Committee	Compensation Committee
●	●				●	●	●			●		★
●	●				●	●	●	●				●
●	●	●				●	●			●	●	
		●	●	●	●					●	★	
		●		●	●						●	
●	●		●	●							●	
●		●	●		●	●		●	★			
		●		●	●					★		●

\*The skills listed in the matrix above do not represent all the expertise possessed by each Outside Director.

\*For the experience, etc. that serves as main basis of the identified skills, please refer to page 32.

\*The Governance Committee, a voluntary committee, is composed of all Directors.

## Attitudes, Perspectives, and Skills Required for Directors of the Company

The Nomination Committee has identified the attitudes, perspectives, and skills that are particularly important for the Board of Directors to oversee resolution of the issues defined in the "LIXIL Playbook" and implementation of the Impact Strategy, including both "attitudes and perspectives that all directors should share" and "skills that the Board as a whole should possess." The Company believes that "sustainability" and "risk management" are attitudes and perspectives that all Directors should share, and the other nine skills are those that the Board of Directors as a whole should possess by combining the highly specialized skills of Outside Directors. In selecting Director candidates, the Nomination Committee confirms that each candidate possesses the aforementioned attitudes and perspectives, and discusses the composition of the Board of Directors while considering the balance of highly specialized skills possessed by each Outside Director candidate. Since the attitudes, perspectives, and skills required for the Board of Directors may change depending on the Company's management strategy and the business environment, the Nomination Committee will continue to review as needed and disclose those changes.

### Attitudes and perspectives that all Directors should share, and the reasons why they are deemed necessary

Sustainability	Since all Directors should possess an attitude and perspective that places importance on the global environment and human rights when appropriately supervising the strategic initiatives and Impact Strategy laid out in the "LIXIL Playbook."
Risk management	To accurately discern explicit and potential risks and carry out highly effective supervision to support appropriate risk-taking and decisive decision-making in the execution of management in order to achieve sustainable growth and improve the corporate value of the Company over the medium-to-long term.

### Skills that the Board of Directors as a whole should possess, and the reasons why they are deemed necessary (specified for Outside Directors)

Corporate Management	Carry out highly effective supervision based on a high degree of corporate management experience of whether management is being promoted based on strategies outlined in the "LIXIL Playbook" and appropriate risk-taking with an awareness of profitability and growth based on capital cost, in order to achieve sustainable growth and improve the corporate value of the Company over the medium-to-long term.
Global Business	In global business, which plays a key role for the Company's sustainable growth, carry out highly effective supervision with respect to business strategy leveraging a global brand portfolio and the optimization of management matched to the characteristics of global business.
Government Agencies/ Public Policy	Aim to resolve social issues through the Company's products, services, and business processes, and support governance – the foundation of corporate activities.
Finance/Accounting /M&A	Carry out highly effective supervision with respect to the construction of solid financial foundations, promotion of growth investment (including M&A) based on capital cost, and the formulation of financial strategies that achieve stable returns, aimed at achieving sustainable growth and improving the corporate value of the Company over the medium-to-long term.
Legal/Compliance	Construct and supervise fair and highly transparent governance and compliance systems which are the foundation of achieving sustainable growth and improving the corporate value of the Company over the medium-to-long term.
Human Resources Development	Carry out supervision from the perspective of human capital management with respect to the promotion of the Company's global human resources strategy based on core tenets including incorporating inclusion into the Company's DNA, investing in human resources development, and improving employee experience.
Sales/Marketing	Carry out highly effective supervision with respect to responses to market and customer trends, leveraging a broad brand portfolio, and optimizing business.
Manufacturing/Tec hnology/R&D	Carry out highly effective supervision with respect to the steady implementation of strategies outlined in the "LIXIL Playbook," value creation through innovation, and the improvement of product and service manufacturing, development, and quality.
IT/Digital	Carry out appropriate supervision with respect to the implementation of management strategies that contribute to information security systems, revolutionizing existing business through digital transformation (DX), the development of new business, and improvement of productivity.

## Experience, etc. that serves as main basis of the skills identified for each Outside Director

Jun Aoki	<p><b>Corporate Management:</b> Experience as representative director of Shiseido Company, Limited, experience as founder and CEO at Cardif Life and Non-life Insurance; <b>Global Business:</b> Experience as executive officer as BNP Paribas Cardif; <b>Human Resource Development:</b> Experience as CPO at Shiseido Company, Limited; <b>Sales/Marketing:</b> Experience as Chief Creative Officer (Responsible for Advertising and Design) at Shiseido Company, Limited; <b>Manufacturing/Technology/R&amp;D:</b> First-class architect with knowledge of urban planning, buildings, and building materials, etc.</p>
Shigeki Ishizuka	<p><b>Corporate Management:</b> Experience as Vice Chairman and Representative Corporate Executive Officer at Sony Corporation (currently Sony Group Corporation); <b>Global Business:</b> Experience in business execution at a global company (Sony Global Corporation); <b>Human Resource Development, Sales/Marketing, Manufacturing/Technology/R&amp;D, IT/Digital:</b> Experience as general manager of all electronics businesses at Sony Corporation, including practical experience in technology development and as a manufacturing plant manager.</p>
Hiroshi Ishino	<p><b>Corporate Management:</b> Experience as Representative Director and President at Kansai Paint Co., Ltd.; <b>Global Business, Sales/Marketing:</b> Experience leading global expansion at Kansai Paint Co., Ltd.; <b>Government Agencies/Public Policy:</b> Experience in negotiations with foreign government agencies, etc.; <b>Manufacturing/Technology/R&amp;D:</b> Experience as head of development, manufacturing, and technology for Asian cars at Isuzu Philippines.</p>
Ryusuke Ohori	<p><b>Government Agencies/Public Policy:</b> Experience as a committee member for METI's "Ito Review of Competitiveness and Incentives for Sustainable Growth –Building Favorable Relationships between Companies and Investors–" and other various councils and committees; <b>Finance/Accounting/M&amp;A:</b> Knowledge as Certified Member Analyst of the Securities Analysts Association of Japan, experience as Head of JPM Investment Department and Chief Investment Officer for Japanese Equities at JP Morgan Asset Management (Japan) Limited; <b>Legal/Compliance:</b> Experience as Head of JPM Investment Department and Chief Investment Officer for Japanese Equities at JP Morgan Asset Management (Japan) Limited; <b>Human Resource Development:</b> Experience in training analysts and fund managers as Head of JPM Investment Department at JP Morgan Asset Management (Japan).</p>
Shiho Konno	<p><b>Government Agencies/Public Policy:</b> Experience as member of the National Police Agency's Comprehensive Security Measures Council and member of the Kawasaki City Saiwai Ward Private Sector Utilization Promotion Committee; <b>Legal/Compliance:</b> Experience as Attorney-at-law; <b>Human Resource Development:</b> Experience as a member of the Committee on Realization of Gender-Equal Society of Japan Federation of Bar Associations</p>
Mayumi Tamura	<p><b>Corporate Management:</b> Experience in business plan formulation at multiple global companies (including Johnson Company, Limited); <b>Global Business:</b> Experience in business execution at multiple global companies; <b>Finance/Accounting/M&amp;A:</b> Experience as CFO at a global company (Walmart Japan Holdings G.K.); <b>Legal/Compliance:</b> Experience as auditor at multiple listed companies</p>
Yuji Nishiura	<p><b>Corporate Management, Government Agencies/Public Policy, Finance/Accounting/M&amp;A, Human Resource Development, Sales/Marketing:</b> Experience with numerous corporate restructuring projects as a consultant at AlixPartners, experience as Vice Chairman of that company's U.S. headquarters, and experience as Director and Chair at AXA Life Insurance (Japan); <b>IT/Digital:</b> Experience as an outside director at multiple IT companies</p>
Mariko Watahiki	<p><b>Government Agencies/Public Policy:</b> Experience handling civil cases related to administrative and labor issues; <b>Legal/Compliance:</b> Experience as judge, attorney, and chairperson of multiple third-party committees, etc.; <b>Human Resource Development:</b> Experience in personnel management and talent development as High Court Chief Judge, etc.</p>

# Election process for Director Candidates

At the Company, which is a company with a nominating committee, etc., the Nomination Committee takes the lead in deciding on candidates for Director in accordance with the Nomination Committee Rules, etc. When making such decisions, the Committee discusses the composition of the Board of Directors based on the approach outlined in "Attitudes, Perspectives, and Skills Needed for Directors of the Company" on page 31. The details and process for deliberations concerning the composition of the Board of Directors and selecting Director candidates are as described below.

## Deliberations Regarding Composition of the Board of Directors

- Implementation of an effectiveness evaluation of the Board of Directors pertaining to structure

 Evaluation perspective:

- (i) Total number and ratio of Inside Directors (executive), Inside Directors (non-executive), and Outside Directors
- (ii) Knowledge, experience, and expertise required for the Board of Directors in the skill items, and ensuring diversity and balance
- (iii) Diversity in terms of gender, age range, nationality, length of service, etc.
- (iv) Appropriateness of term of office and timing of replacement of Outside Directors

- Interviews between current Outside Directors and the Nomination Committee Chairperson
- Consideration of the skills required for the Board of Directors of the Company
- Review the skills and balance of current Outside Directors

## Selection Process of candidates for Director

Inside Directors	
Dec 2025	Implementation of opinion exchange sessions by the CEO and the Nomination Committee regarding the composition of Inside Directors
Jan 2026	Deliberations regarding candidates for Inside Directors for the next term and beyond
Feb	Implementation of Interviews between Internal Director candidates and Nomination Committee members
Mar	Decisions on nominations for Directors for the next term

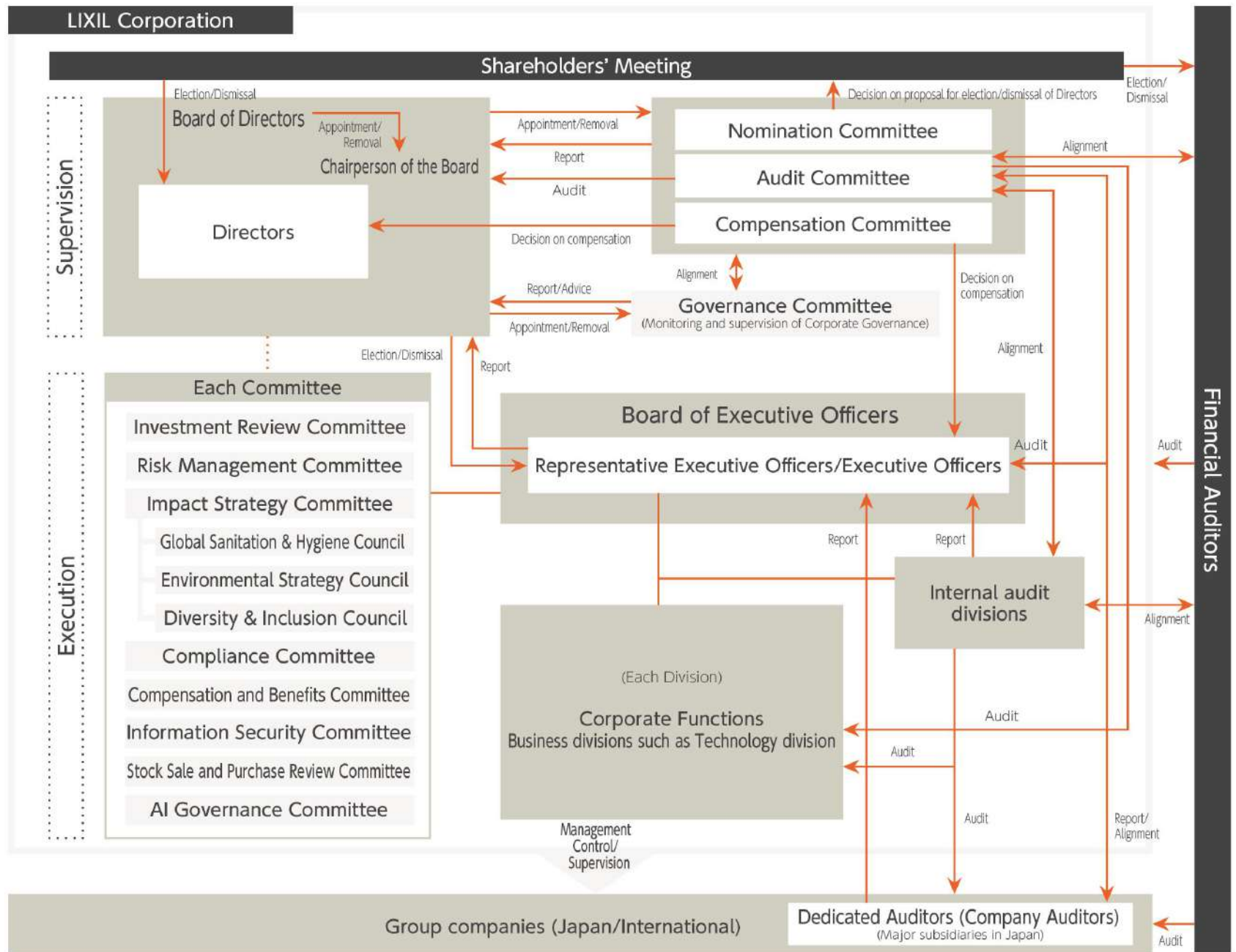
Outside Directors	
Jun 2025	Decision on policy for replacement plan for Outside Directors
Jul	Formulation of search plan for Outside Director candidates, taking into consideration the skills and balance required for the Board of Directors of the Company
Aug	Implementation of Interviews between new candidates and Nomination Committee members
Sep	Implementation of the Company's prescribed process for nominating candidates for Outside Directors (confirmation of independence, etc.)
Jan 2026	Implementation of Interviews between Outside Director candidates and the Nomination Committee Chairperson regarding committee composition, etc.
Mar	Decision on proposed candidates for Director and the proposed committee structure for the next term
May	Deliberation on policy for replacement plan for Outside Directors for next term and beyond

## Corporate Governance System

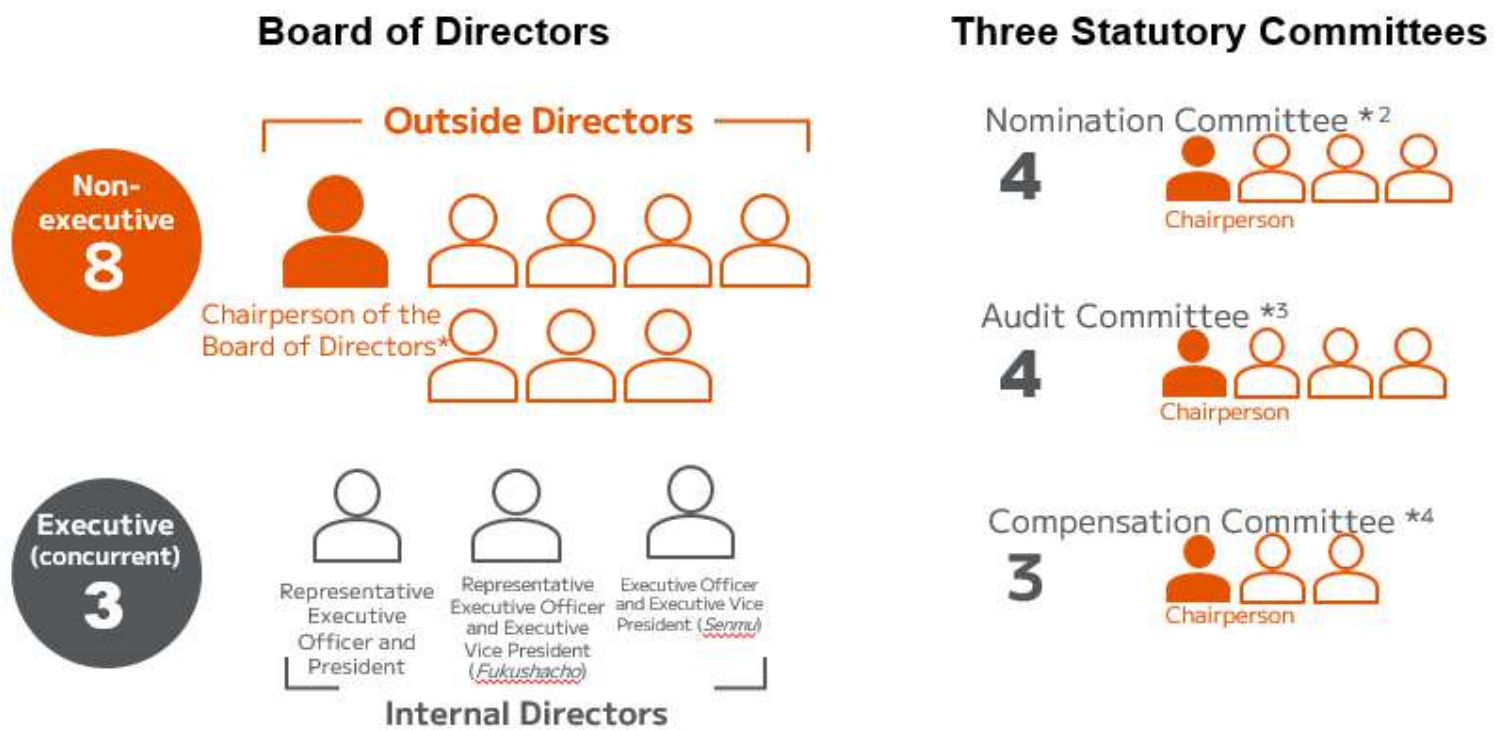
At LIXIL, corporate governance is founded on execution of management by management personnel and oversight of management by the Board of Directors. However, the Board of Directors' role goes beyond resolving important policies and simply supervising management execution. The board facilitates the construction of a framework to establish an environment that supports appropriate risk-taking by the management and to ensure decision-making is transparent, fair, quick, and decisive. During this fiscal term, with a view to contributing to the sustainable improvement of the corporate value of the Company, the Board of Directors has clarified the prioritization of agenda items and focused its supervision on strategic themes that will drive future growth. In addition, as a company with a nominating committee, etc., the Company has established the Nomination Committee, Audit Committee, and Compensation Committee as required by law, as well as the Governance Committee, which is an optional committee, and has clearly defined the roles of each Committee, and has continued working to build a strong corporate governance system.

### Corporate Governance Structure

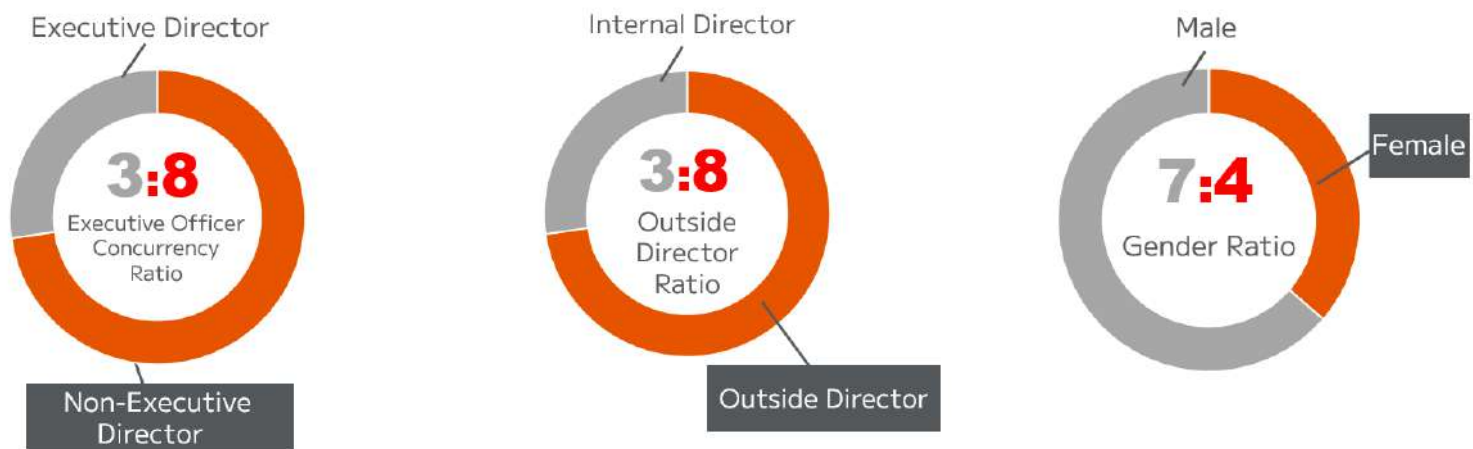
[Corporate Governance Structure of LIXIL Corporation]



# Composition of the Board of Directors and Each Committee if the Proposal Is Approved at this Annual Shareholders' Meeting



\*1 Chairperson of the Board of Directors: Yuji Nishiura  
 \*2 Nomination Committee: Mariko Watahiki (Chairperson), Jun Aoki, Hiroshi Ishino, and Ryusuke Ohori  
 \*3 Audit Committee: Ryusuke Ohori (Chairperson), Hiroshi Ishino, Shiho Konno, and Mayumi Tamura  
 \*4 Compensation Committee: Jun Aoki (Chairperson), Shigeki Ishizuka, and Mariko Watahiki



- POINT 1** The Chairperson of the Board of Directors and the Chairperson of every committee is an **Outside Director**
- POINT 2** Outside Directors: **72.7%**, Directors not concurrently serving as Executive Officers: **72.7%**

- POINT 3** All three statutory committees are composed **solely of Outside Directors**
- POINT 4** All Outside Directors are **independent directors**

# 3 Impact Strategy

Our Impact Strategy outlines three core pillars: Global Sanitation & Hygiene, Water Conservation & Environmental Sustainability, and Diversity & Inclusion. These areas represent the most pressing global issues where we can drive significant impact by leveraging our expertise. Our purpose is to "make better homes a reality for everyone, everywhere." We do this through actions and innovations designated to create positive impact in the world, today and tomorrow.

Commitment	<p><b>LIXIL's Purpose is to make better homes a reality for everyone, everywhere.</b>                  We do this through actions and innovations designed to create positive impact in the world, today and tomorrow.</p>			
Three Strategic Pillars	<p><b>GLOBAL SANITATION &amp; HYGIENE</b>                  Sanitation and Hygiene for All</p> <p>We accelerate the development of sustainable sanitation and hygiene business models and market ecosystems to support a positive impact on local economies, health, and quality of life.</p> 	<p><b>WATER CONSERVATION &amp; ENVIRONMENTAL SUSTAINABILITY</b>                  Zero Carbon and Circular Living</p> <p>We promote the responsible use of energy, water and natural resources. From our operations and throughout our product lifecycle, we minimize our ecological footprint and scale innovation to help our partners and consumers protect the environment today and for generations to come.</p> 	<p><b>DIVERSITY &amp; INCLUSION</b>                  Inclusive for All</p> <p>We promote diversity and inclusion, starting with building an equitable workplace. By leveraging the knowledge and perspectives of our diverse employee base and together with stakeholders, we stimulate innovation and collaboration that enables everyone to live more comfortably and healthily and reach their full potential.</p> 	
Metrics and Targets	<p><b>Global Sanitation &amp; Hygiene</b></p> <p>Reach a further <b>100 million people</b> directly and indirectly with improved sanitation and hygiene by FYE2031.</p>	<p><b>Climate Change</b></p> <ul style="list-style-type: none"> <li>Scope 1 &amp; 2 emissions <b>-50.4%*</b></li> <li>Scope 3 emissions <b>-30%*</b></li> <li>Ratio of energy- and water-saving faucets and toilets sold (Japan) <b>100%</b></li> <li>Ratio of high-performance windows sold for new detached houses (Japan) <b>100%</b></li> </ul>	<p><b>Water Sustainability</b></p> <ul style="list-style-type: none"> <li>Water use efficiency <b>+20%*</b></li> <li>Total water savings from water-saving products <b>2 billion m<sup>3</sup>/year</b></li> </ul> <p><b>Circular Economy</b></p> <ul style="list-style-type: none"> <li>Improved waste recycling rates <b>95%</b></li> <li>Use of recycled aluminum <b>100%</b></li> </ul>	<p><b>Diversity &amp; Inclusion</b></p> <p>By FYE2030</p> <ul style="list-style-type: none"> <li>50:50 for Board &amp; Executive Officers</li> <li>30% female managers across LIXIL</li> </ul> <p>Annual rolling target</p> <ul style="list-style-type: none"> <li>Maintaining gender parity in newly graduate recruitment (Japan)</li> </ul>
Material Issues	<ul style="list-style-type: none"> <li>Environmental Management</li> <li>Climate Change</li> <li>Global Sanitation &amp; Hygiene</li> <li>Cyber Security</li> <li>Circular Economy</li> <li>Human Rights</li> <li>Talent &amp; Development</li> <li>Product Innovation</li> <li>Conservation of Biodiversity</li> <li>Diversity &amp; Inclusion</li> <li>Business Conduct</li> <li>Water Sustainability</li> <li>Workforce Wellbeing</li> </ul>			

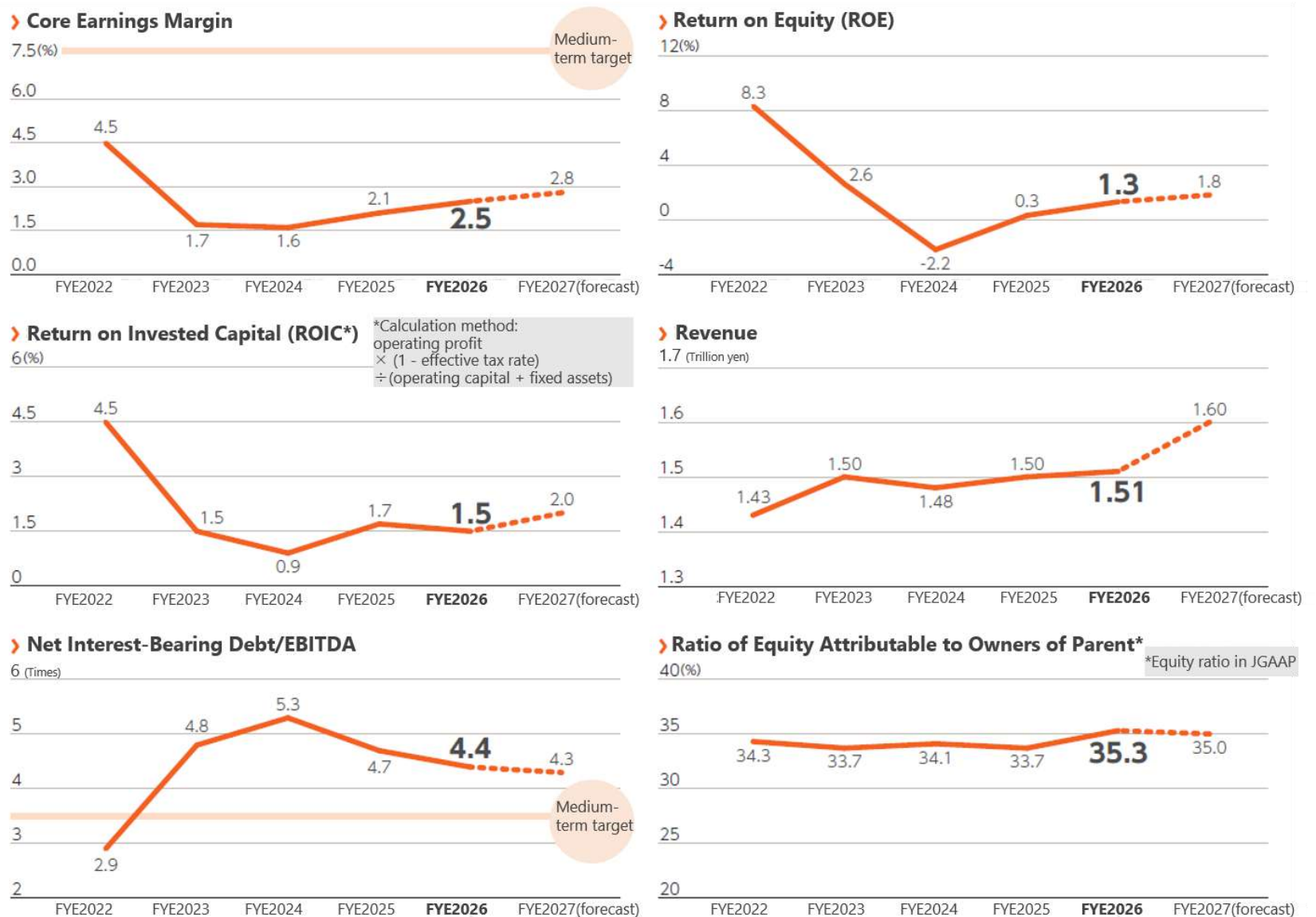
\*1 vs. FYE2019 baseline year (All targets are for FYE2031, unless otherwise noted)

Our impact strategy: [https://www.lixil.com/en/impact/strategy/impact\\_strategy.html](https://www.lixil.com/en/impact/strategy/impact_strategy.html)

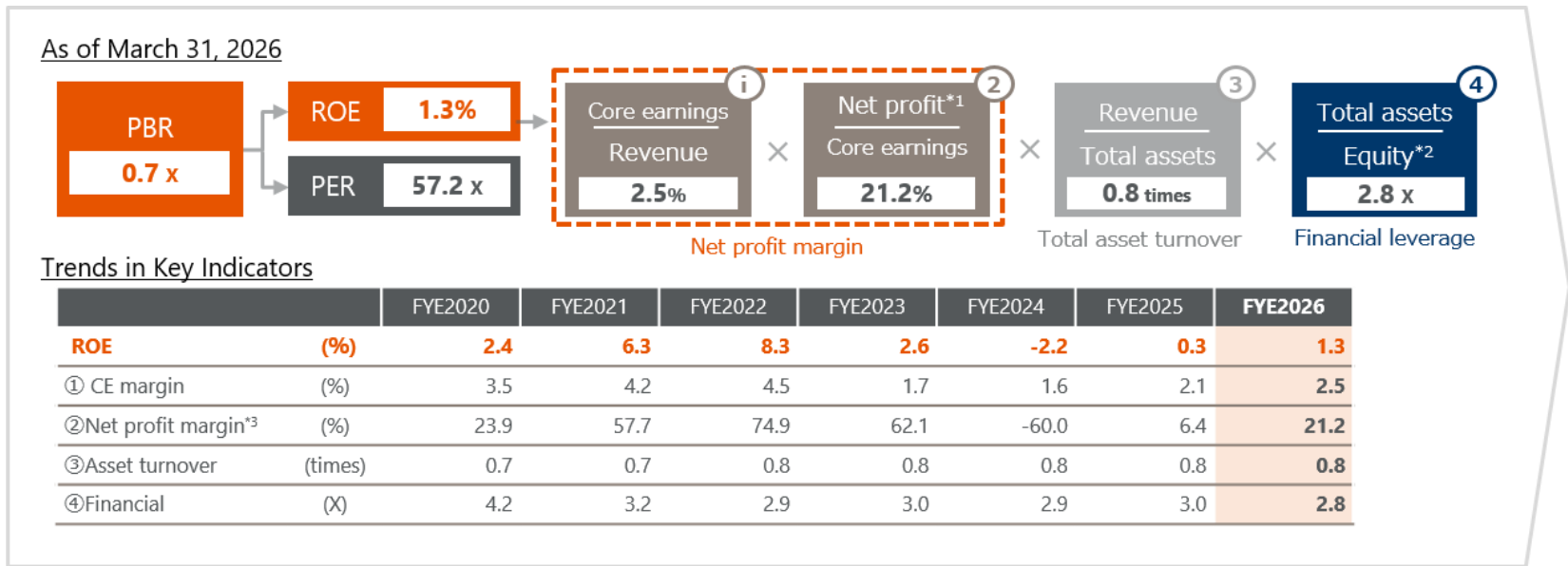
## Financial Indicators

At LIXIL, we are working to become an agile and entrepreneurial company that can achieve high competitiveness and sustainable growth in order to deliver our corporate purpose (LIXIL's Purpose). To achieve this, we are taking steps to transform our operations, including optimizing our business portfolio to strengthen our financial soundness, and actively managing our core businesses to enhance productivity and efficiency, driving synergies to create new growth.

With regards to our medium-term target of core earnings margin of 7.5%, and net interest-bearing debt to EBITDA ratio of 3.5 times or less, our results were 2.5% and 4.4 times respectively in the fiscal year ended March 2026.



# Initiatives to Improve PBR and ROE



- Improving ROE is essential to enhance PBR
  - Asset turnover and financial leverage remain stable
  - The key to improving ROE lies in enhancing core earnings margin and net profit margin
- ✓ **CE margin: Improving profitability of international businesses**
  - ✓ **Net profit margin: Optimizing the tax rate**

### Improving ROE through enhancing profitability

### Improving CE margin

- Strengthening the renovation business in the Japan business
- Turnaround of the Americas business
- Accelerating the development of differentiated products for global markets
- Reducing SG&A (fixed costs) through the utilization of DX and AI

### Improving net profit margin

- Reduction in other expenses as structural reforms run their course
- Optimizing the tax rate by improving the profitability of loss-making subsidiaries

## Policy and Status of Cross Shareholdings

The Company holds shares on a cross shareholding basis in a case where it has been recognized to be necessary in order to facilitate sales or as part of an external business alliance necessary for business activities. Every year, the Company conducts for each stock a comprehensive assessment of matters such as the status of business with that company, the total amount of investment, and whether the benefits and risks associated with such holdings are commensurate with the capital cost, and the content of such assessment is verified by the Board of Directors. The Company re-verifies the holding purpose from time to time in connection with changes to the operating environment of the Group and endeavors to reduce cross shareholdings. Consequently, the Company had cross shareholdings (listed shares) in 40 companies as of the end of March 2026.

### Sales of Cross Shareholdings for the Last Three Years\*

	FYE2024	FYE2025	FYE2026
Number of company's stock sold	Full sale: Shares in three companies	-	Full sale: Shares in four companies Partial sale: Shares in three companies

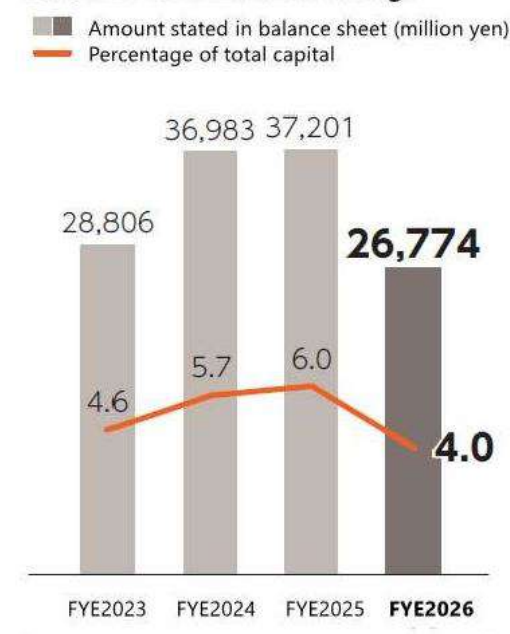
\* Only lists the cross shareholdings of listed shares held by the Company

### Companies with Cross Shareholdings and Amount Stated in the Balance Sheet\*

Classification		FYE2023	FYE2024	FYE2025	FYE2026
Number of companies	Listed shares	47	44	44	40
	Unlisted shares	88	82	79	76
	Total	135	126	123	116
Amount stated in the balance sheet (million yen)	Listed shares	27,236	35,670	35,859	25,119
	Unlisted shares	1,570	1,313	1,342	1,320
	Total	28,806	36,983	37,201	26,439

\*Lists the total strategic shareholdings of the Company

### Trends in Cross Shareholdings



## Board of Directors

Main role	Carries out deliberation on medium- to long-term growth strategies aimed at improving corporate value, decision-making for material matters regarding matters prescribed by laws and regulations and management policies, and supervision of the execution of duties by Directors and Executive Officers from an independent and objective standpoint in order to ensure transparency and fairness in management.				
Composition of members Directors 10	Yuji Nishiura	Chairperson	Shiho Konno	Number of meeting  15 times (Fiscal year ended March 2026)	Attendance rate  100% for all members
	Jun Aoki		Kinya Seto		
	Shigeki Ishizuka		Mayumi Tamura		
	Hiroshi Ishino		Hwa Jin Song Montesano		
	Ryusuke Ohori		Mariko Watahiki		

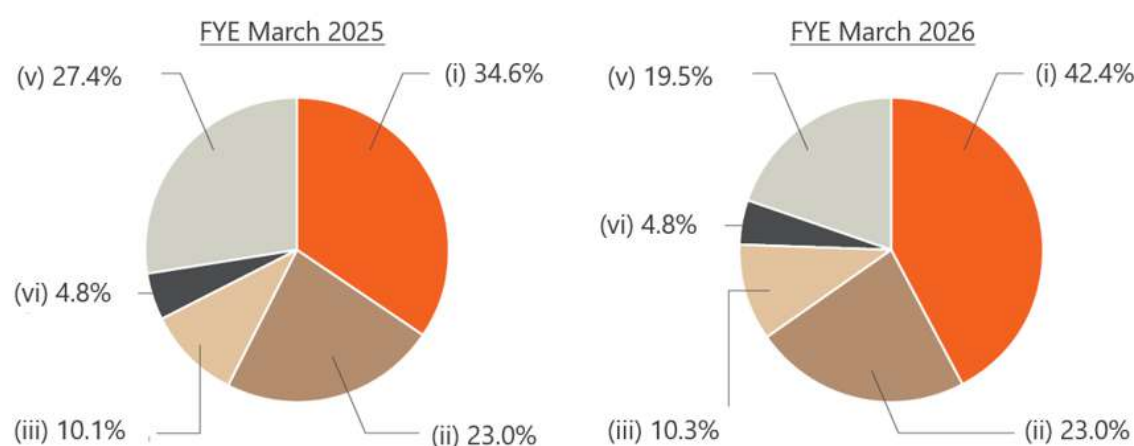
\*Appointed on June 19, 2025. Attended all 12 Board of Directors meetings held after the aforementioned date.

Activities	The Board of Directors appropriately oversaw various measures aimed at achieving current performance targets and sustainably improving corporate value. In particular, this term (FYE March 2026), the Board implemented measures such as clarifying the prioritization of agenda items and allocating more time to strategic themes that will drive future growth, thereby achieving more substantial discussions.
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### Key Supervisory Themes and Main Agenda Items in FYE2026

Key Supervisory Themes	Main Agenda Items
(i) Supervision of Next-Generation Value Creation Drivers	<ul style="list-style-type: none"> <li>• Capital allocation</li> <li>• Overall picture and challenges in human resource management (such as measures to improve employee engagement)</li> <li>• Progress of Impact Strategy</li> <li>• Design/brand strategy</li> <li>• Progress of the "LIXIL Playbook" for each business (confirmed in monthly executive officer reports)</li> </ul>
(ii) Supervision of Growth Strategy and Performance Progress	<ul style="list-style-type: none"> <li>• Single-year performance and progress toward achieving the "Medium-Term Roadmap"</li> <li>• Long-term growth strategy, management vision</li> </ul>
(iii) Supervision of Business Structure Transformation	<ul style="list-style-type: none"> <li>• Progress of Asset Light strategy</li> <li>• Progress of M&amp;A deals</li> </ul>
(iv) Supervision of Major Risks	<ul style="list-style-type: none"> <li>• Status of cyber risk response</li> <li>• Status of initiatives regarding key business risks and company-wide risk management</li> </ul>
(v) Others	<ul style="list-style-type: none"> <li>• Committee reports, reports on IR and SR activities, and agenda items concerning financial results</li> </ul>

### Trends in the Breakdown of the Above Deliberation Time



#### Points

- Deepening of discussions toward improving corporate value in the medium- to long-term
- Optimal balance between long-term strategy and short term performance management
- Narrowing down agenda items and allocating time to strategic themes

## Message from the Chairperson

In the previous year (the Fiscal Year ended March 2026), the Board of Directors was operated with attention given to the following key themes based on the results of the “Board of Directors Effectiveness Evaluation.”

### 1. Focusing on key agenda items

We have made deliberation time more structured and dynamic, allocating more than half of the total deliberation time (70% if emergency additional items are included) to important agenda items such as the progress of management strategies and management plans.

### 2. Further strengthening cooperation between the Board of Directors and each committee

Activity reports from each committee are presented to the Board of Directors on a regular basis. We have also established “Outside Directors Opinion Exchange Meeting” for coordination across committee activities while also enabling free exchange of opinions.

### 3. Strengthening mutual understanding between Directors and Executives

We are deepening mutual understanding not only through activity reports from each Executive Officer to the Board of Directors, but also through activities such as observing Executive Officers' meetings and holding social gatherings.

Regarding the Company’s “Impact Strategy,” which lies at the core of deliberations, despite the challenging business environment, we are steadily continuing to create diverse values that contribute to a richer life. As a Board of Directors, we strive to “motivate” the executive team in implementing necessary measures from a medium- to long-term perspective, rather than being solely focused on short-term results. Overall, I am confident that the Board of Directors and the executive team have been able to maintain an appropriate level of tension while building a strong collaborative relationship aimed at “value creation.” Going forward, we will aim for “sustainable growth” by further enhancing the functionality and efficiency of Board of Directors operations and improving the quality of deliberations.

Board of Directors Chairperson  
Outside Director



Yuji Nishiura

(Chairperson as of May 2026)

# Nomination Committee

Main role	The Nomination Committee performs its statutory role of deciding on the details of proposals submitted to the Shareholders' Meeting concerning the election and dismissal of Directors. The Nomination Committee also plays a role in formulating draft reports for submission to the Board of Directors regarding the Chairperson of the Board of Directors and the Chairpersons and composition of each Committee, as well as draft reports regarding the appointment and dismissal of Executive Officers.			
Composition of members	Outside Directors 4	Chairperson	Number of meetings	Attendance rate
	Mariko Watahiki	Hiroshi Ishino*	13 times (Fiscal Year ended March 2026)	100% for all members
	Jun Aoki	Ryusuke Ohori		

\*Appointed on June 19, 2025. Attended all 11 Nomination Committee meetings held after the aforementioned date.

Activities	The Nomination Committee aims to strengthen oversight by making the decision-making process for the nomination of Directors, etc. more transparent and objective, and is working to enhance the corporate governance system. This fiscal year in particular, the focus was on clarifying the ideal structure of the Board of Directors, further strengthening the executive structure, and promoting generational change.
Selection of candidates for the Board of Directors	<ul style="list-style-type: none"> <li>• Consideration of the composition of the Board of Directors based on the results of the Board of Directors effectiveness evaluation regarding its composition</li> <li>• Review of skills matrix definitions and effective use of the skills matrix: <ul style="list-style-type: none"> <li>- Classification of attitudes, perspectives, and skills (skill items) that are particularly important for the Board of Directors when supervising key policies into (i) attitudes and perspectives that all Directors should share, and (ii) skills that the Board of Directors as a whole should possess*;</li> <li>- With the aim of ensuring the supervision of issue resolution defined in the "LIXIL Playbook" and the execution of the impact strategy, selection of Director candidates while considering the balance of the highly specialized skills and other attributes possessed by Directors</li> </ul> </li> </ul>
CEO transition plan	<ul style="list-style-type: none"> <li>• Formulation of an action plan to ensure a smooth transition of the CEO (in formulating the plan, the CEO and the Nomination Committee held a total of three meetings)</li> <li>• Based on the recognition that a smooth CEO transition is an important role of the Board of Directors in enhancing corporate value in the medium- to long-term, sharing and discussion of the progress of the above-mentioned CEO transition plan at the opinion exchange meeting for Outside Directors</li> </ul>
Reasons for CEO reappointment	<ul style="list-style-type: none"> <li>• Consideration in December each year of whether to reappoint the CEO from the three perspectives of "Company performance and share price trends," "progress of measures," and "internal evaluation" based on the Company's CEO transition plan in addition to matters stipulated in the Company's various regulations</li> <li>• Feedback of evaluation results to the CEO and review during discussions for reappointment for the following term</li> </ul> <p><b>Reasons for CEO reappointment (fiscal year ending March 2027):</b></p> <ul style="list-style-type: none"> <li>• The improvement in profitability of overseas operations and measures such as renovations and environmentally friendly products in Japan demonstrate the progress of the AOP despite the decline in new housing starts.</li> <li>• The approach of integrating environmental strategy with business strategy has received high praise both from within and outside the Company, and further development of the Impact Strategy is expected.</li> <li>• Determination that Mr. Seto is the most suitable person to serve as CEO to promote performance recovery and management system reform in the next term and beyond.</li> </ul>
Next generation of Executive Officers	<ul style="list-style-type: none"> <li>• Regarding the selection and appointment of new Representative Executive Officers and Executive Officers, receipt of proposals from the CEO and interviews in accordance with the Company's various regulations</li> <li>• During interviews with reappointed Executive Officers, confirmation of self-assessments and communication of the Nomination Committee's evaluations and expectations</li> </ul>

\*For details of the skills matrix, please refer to pages 29-32.

## Message from the Chairperson

In the Fiscal Year ended March 2026, the Nomination Committee focused on developing the plan for the transition to the next generation of Executive Officers and the CEO succession plan to achieve a strong recovery in performance despite the challenging business environment. Specifically, in addition to holding numerous discussions with the current CEO, formulating an action plan to facilitate smooth CEO succession, and establishing a system to monitor the progress, we have appointed a new Representative Executive Officer and COO to accelerate the execution and transformation of strategies, as well as a CIO to supervise the Impact Strategy, which is key to improving LIXIL's medium- to long-term corporate value. In reappointing the CEO, we issued a document outlining our review of the Fiscal Year ended March 2026 and expectations for the Fiscal Year ending March 2027, and in the Executive Officer selection process as well, after conducting individual interviews with Executive Officers and reviewing their self-evaluations for the current term, we made the evaluation and expectations of Executive Officers transparent and shared them with the Executive Officers, such as by thoroughly communicating the Nomination Committee's evaluation and expectations for the next term. Regarding the structure of the Board of Directors, to further enhance the supervision of resolving the issues defined in the "LIXIL Playbook" and implementing the Impact Strategy, we redefined the skills matrix and strived to establish a Board of Directors composed of individuals with diverse experience, knowledge, and expertise.

Nomination Committee Chairperson  
Outside Director

Mariko Watahiki

(Chairperson as of May 2026)



# Audit Committee

Main role	The Audit Committee oversees the execution of duties by Directors and Executive Officers, listens to executives in charge and others, participates in important meetings, exchanges views with accounting auditors, and prepares audit reports and proposals for the appointment or dismissal of accounting auditors. The Audit Committee efficiently conducts transparent and highly effective audits, by means including dispatching and posting Corporate Audit (the Internal Audit Group) and Dedicated Auditors to domestic and overseas group companies, receiving reports on a regular basis, and issuing directions.				
Composition of members	Outside Directors 5	Chairperson	(100% attendance)	(93% attendance)	Number of meetings
		Ryusuke Ohori	Shiho Konno		14 times (Fiscal Year ended March 2026)
		Shigeki Ishizuka	Maymi Tamura	(100% attendance)	
		Hiroshi Ishino*		(100% attendance)	

\*Appointed on June 19, 2025. Attended all nine Audit Committee meetings held after the aforementioned date.

Activities	With the aim of strengthening organizational audits, in addition to normal audit activities, the Audit Committee worked to build a higher level of governance and compliance system. Specifically, it undertook a review of the process for reappointing accounting auditors and conducted a comparative study of multiple audit firms. Furthermore, through interviews with executive departments, it confirmed the status of third-party assurance in anticipation of expanding the disclosure of non-financial information, the establishment and operation of the company-wide risk management system, and the response to cyberattacks. Based on these findings, it made recommendations for identifying potential risks and strengthening governance, and worked to improve the effectiveness of internal controls.				
Jul.	Resolved the audit policy and the annual audit plan for the fiscal year ended March 2026 and selected audit members and specified audit members				
Aug.–Oct.	Consented to the auditing compensation for the accounting auditor, and identified challenges of third-party assurance regarding disclosure of ESG information				
Nov.–Mar.	Held Executive Officer (LWT-J) interviews, Executive Officer (LIXIL International) interviews, Asia region compliance status interviews, risk management interviews, internal control (overseas and Japan) interviews, interviews on the progress of information security measures, and interviews on the status of quality control activities				
Apr.–May	Held Executive Officer (LHT) interviews and Executive Officer (Finance) interviews, confirmed the execution of duties of Directors and Executive Officers, resolved on the reappointment of the accounting auditor, evaluated the effectiveness of the internal control system, prepared the audit report				
Periodic meetings	Opinion exchanges with the Representative Executive Officers (4 times over the year), group Dedicator Auditors' meeting (4 times over the year), opinion exchanges with accounting auditor (10 times over the year)				

## Message from the Chairperson

The Audit Committee endeavors to promptly and accurately grasp information through, for example, monthly reports from Corporate Audit and the Compliance Division, regular opinion exchange meetings with Representative Executive Officers and the accounting auditors, and interviews with Executive Officers. In this fiscal year, in addition to reviewing the process for reappointing accounting auditors, we proactively provided advice and instructions for improvement on important issues, such as confirming the status of the response regarding third-party assurance of non-financial information, the status of establishment and operation of the company-wide risk management system, and the status of responses to cyberattacks. Furthermore, we have been able to achieve some success in our efforts to further strengthen governance, including considering on-site inspections of overseas locations as part of our efforts to strengthen audits from a global perspective. Going forward, the Audit Committee will continue to ensure independence and objectivity while making a strong contribution to sustainable growth and the enhancement of corporate value through highly effective audits.



**Ryusuke Ohori**  
(Chairperson as of May 2026)

Audit Committee Chairperson  
Outside Director

\* With respect to accounting auditor matters, and the system to ensure the adequacy of business and the operation status of such system, please see the "Report for the 84th Fiscal Year" posted on the Company's website. ([https://www.lixil.com/en/investor/ir\\_event/meeting.html](https://www.lixil.com/en/investor/ir_event/meeting.html))

# Compensation Committee

Main role	The Compensation Committee decides the policy regarding compensation, etc. (the "Compensation") that Directors and Executive Officers receive from the Company as consideration for their duties and decides individual compensation.				
Composition of members	Outside Directors 3	Jun Aoki <span style="background-color: #ccc; padding: 2px;">Chairperson</span>	Mariko Watahiki	Number of meetings	Attendance rate
		Shigeki Ishizuka	12 times (Fiscal Year ended March 2026)		100% for all members

Activities	To respond to the uncertain global situation and changes in the business environment and achieve the corporate Purpose of "making better homes a reality for everyone, everywhere," the Company is driving transformation based on the fundamental management direction laid out in the "LIXIL Playbook." To provide strong support for this strategy, achieve mid- to long-term corporate value enhancement, and maximize shareholder value, the Compensation Committee has taken the following actions since the 2025 Annual Shareholders' Meeting based on the policy of closely linking the executive compensation system with management strategy. In particular, in order to create an incentive structure in which Executive Officers strongly drive the sustainable improvement of corporate value, the Committee decided to revise the performance-linked compensation system starting from the fiscal year ending March 2027.			
June	<ul style="list-style-type: none"> <li>Resolved on the compensation determination policy for Directors, as well as the individual compensation for FYE2026</li> <li>Resolved on the amount of monetary compensation claims for allotment of shares as the Restricted Stock Compensation for Directors</li> </ul>			
Jul.	<ul style="list-style-type: none"> <li>Deliberated on issues in the overall executive compensation system and formulated an annual plan for the Compensation Committee</li> </ul>			
Aug.–Oct.	<ul style="list-style-type: none"> <li>Deliberated on policies for revising Performance-linked compensation from FYE2027 onwards</li> </ul>			
Nov.	<ul style="list-style-type: none"> <li>Deliberated on the Executive Officer compensation system, compensation levels, and compensation mix in light of benchmark data and advice based on research by external specialized agencies</li> </ul>			
Dec.–Jan.	<ul style="list-style-type: none"> <li>Interviewed the CEO regarding the expected role, assessment, and other related matters of each Executive Officer</li> <li>Deliberated on the compensation determination policy for Executive Officers, as well as the individual Executive Officer compensation for FYE2027</li> </ul>			
Feb.	<ul style="list-style-type: none"> <li>Resolved on the compensation determination policy for Executive Officers, as well as the individual Executive Officer compensation for FYE2027</li> </ul>			
Apr.	<ul style="list-style-type: none"> <li>Deliberated on the estimated payment amount of Performance-linked compensation for Executive Officers for FYE2026, and whether to adjust its calculation method</li> <li>Resolved on the amount of monetary compensation claims for allotment of shares as the Restricted Stock Compensation for Executive Officers</li> </ul>			
May	<ul style="list-style-type: none"> <li>Resolved on the payment amount of Performance-linked compensation for Executive Officers for FYE2026</li> <li>Resolved on the specific figures of business target items for Performance-linked compensation for Executive Officers for FYE2027</li> <li>Deliberated on the compensation determination policy for Directors for FYE2027</li> <li>Confirmed matters to be handed over to the Compensation Committee following the Shareholders' Meeting</li> </ul>			

## Message from the Chairperson

In the Fiscal Year ended March 2026, following the previous year's achievement of "improving the rationality and transparency of the process for determining compensation levels (commensurate with personnel)," our efforts focused on "improving the appropriateness of incentive compensation (commensurate with performance)." In light of the feedback from the shareholders on the day of last year's Shareholders' Meeting and thereafter, we have focused particularly on improving our performance-linked compensation (STI, i.e. short-term incentives) system.

The Company is currently in a period of performance recovery looking to make great strides. In this phase, we have carefully examined our STI calculation results and engaged in extensive consideration based on research of other companies, advice from external specialized agencies, and opinions from our executive team, in order to pursue the advancement of three elements: (1) strengthening the revenue base, (2) continuing medium- to long-term investments, and (3) structural reforms that prioritize capital efficiency. That resulted in a decision to strengthen the link between performance and compensation by changing the weighting of KPIs, the target achievement rate calculation method, the payout rate curve, and additional payments based on individual evaluations.

In the Fiscal Year ending March 2027, in which we face a great deal of uncertainty, we will continue to aim to improve the appropriateness of incentive compensation by pursuing an effective executive compensation system that incentivizes the improvement of corporate value, including improvements to the stock-linked compensation (LTI, i.e. long-term incentive) system.



Compensation Committee Chairperson  
Outside Director

**Jun Aoki**

(Chairperson as of May 2026)

\* With respect to details on the executive compensation system, please see the "Report for the 84th Fiscal Year" posted on the Company's website.

[https://www.lixil.com/en/investor/ir\\_event/meeting.html](https://www.lixil.com/en/investor/ir_event/meeting.html)

# Governance Committee

Main role	The Governance Committee aims to enhance transparency and fairness in management, while also improving corporate value, by considering the perspectives of all stakeholders. To achieve this objective, it discusses various matters, including the implementation of an effectiveness evaluation of the Board of Directors, and makes recommendations to the Board of Directors for the continued enhancement of the Company's corporate governance.				
Composition of members  Directors 10	Yuji Nishiura	Chairperson	Shiho Konno	Number of meetings	
	Jun Aoki		Kinya Seto*	Attendance rate	
	Shigeki Ishizuka		Mayumi Tamura	5 times (Fiscal Year ended March 2026)	
	Hiroshi Ishino*		Hwa Jin Song Montesano*		100% for all members
	Ryusuke Ohori		Mariko Watahiki		

\*Appointed on June 19, 2025. Attended all three Governance Committee meetings held after the aforementioned date.

Activities	The Committee took the lead in following up on key issues related to the Board of Directors Effectiveness Evaluation in the fiscal year ended March 2025 and in planning and executing the the Board of Directors Effectiveness Evaluation for the fiscal year ended March 2026.			
1. Progress on the previous fiscal year's key issues	For the three key issues for the fiscal year ended March 2025, Directors were selected to act as owners for each issue. Each owner implemented various measures as described below. The Governance Committee received progress reports and managed their progress appropriately to ensure steady improvement.			
	Key issues	(i) Focusing on important agenda items	(ii) Further strengthening of collaboration between the Board of Directors and each Committee	(iii) Strengthening mutual understanding between Directors and Executives
	Various Initiatives	Review of operational rules to ensure sufficient deliberation time for agenda items that contribute to supervision of the medium-term roadmap, etc	Addressing information disparities and conducting free discussions through Outside Directors Opinion Exchange Meeting	Creation of continuing opportunities for communication (such as setting up business-related study sessions and networking events)
2. Implementation of the effectiveness evaluation for the current fiscal year and its results	An objective evaluation (distribution of questionnaires to Directors and Executive Officers, and individual interviews with Directors) was implemented by a third-party organization using criteria such as "Board of Directors operations focused on improving corporate value in the medium- to long-term." The results confirmed that the Company's Board of Directors is generally functioning effectively. Steady improvements were made on issues from the fiscal year ended March 2025, and efforts to further solidify and deepen these initiatives will continue.			
3. New key issues for the next fiscal years	Based on the evaluation results for fiscal year ended March 2026 and the deliberations of the Governance Committee, the following three key issues have been newly set for this fiscal year to realize even more improvements in effectiveness, and the Committee will promote measures to address these issues: (i) improving the quality of discussion at the Board of Directors, (ii) advanced and efficient operation of the Board of Directors, and (iii) deepening of discussions on succession planning.			

## Message from the Chairperson

The Company conducts the "Board of Directors Effectiveness Evaluation" every year. The evaluation results are deliberated by the Governance Committee, and key issues are clearly defined. In addition, we aim for steady improvement by establishing a system for addressing each issue. Furthermore, we also conduct a review of the progress of improvements after one year has passed. These deliberations have been conducted with the participation of all Directors since last year.

The Company's governance system is becoming increasingly robust through these cumulative improvements. Although there was a period of instability, we are now earning high praise from external organizations.

However, we will not be content with the status quo. We will examine the current situation through the Governance Committee and continuously make improvements. Furthermore, a revised draft of the "Corporate Governance Code," the first revision in five years, was published in 2026, and we will continue to work on solidifying the governance system as the "foundation of management" while reflecting the intent of the revised draft.

Governance Committee Chairperson  
Outside Director



**Yuji Nishiura**  
(Chairperson as of May 2026)

# Shareholder Letter

## LIXIL'S VALUE CREATION PROCESS

How We Create Value in a Sustainable and Meaningful Way for Our Stakeholders and Society

### 01 LIXIL's Purpose

Make better homes a reality for everyone, everywhere



Outputs	Outcomes
Enhancing corporate value through business activities	Contributing to the resolution of social and environmental issues

#### LIXIL's Impact

Medium-term targets for sustainable growth	Core earnings margin Net interest-bearing debt-to-EBITDA ratio Ratio of equity	7.5% 3.5 times or less 35% or more
D&I targets	50% female directors and executive officers by FYE2030 30% or more female managers by FYE2030	
Social impact targets	Net-zero by 2050 100% ratio of high-performance windows sold by FYE2031* 95% waste recycling ratio by FYE2031 Contribute to reducing water use by 2 billion m <sup>3</sup> annually by FYE2031 Improve access to sanitation for a further 100 million people by FYE2031	

### 02 The Resources We Rely On

**Diverse and Purpose-led People**  
48,073 employees worldwide\* \*Number of persons employed

**Meaningfully Designed Products**  
8 major global in-house design studios

**Global Sales Infrastructure**  
Present in over 150 countries

**Unrivaled Portfolio of Brands**  
Over 70% consumer recognition rate in key markets in each region

**"Monozukuri" Manufacturing Platform**  
75 factories worldwide

**Sustainable Resource Management** \*\*Scope 1 & 2  
46.9% reduction in CO<sub>2</sub> emissions from FYE2019\*

**Financial Foundation**  
Long-term goal of 10% core earnings margin



### The Value We Create 04

Outputs	Outcomes
Enhancing corporate value through business activities	Contributing to the resolution of social and environmental issues

#### LIXIL's Impact

Medium-term targets for sustainable growth	Core earnings margin Net interest-bearing debt-to-EBITDA ratio Ratio of equity attributable to owners of the parent to total assets	7.5% 3.5 times or less 35% or more
D&I targets	50% female directors and executive officers by FYE2030 30% or more female managers by FYE2030	
Social impact targets	Net-zero by 2050 100% ratio of high-performance windows sold by FYE2031* 95% waste recycling ratio by FYE2031 Contribute to reducing water use by 2 billion m <sup>3</sup> annually by FYE2031 Improve access to sanitation for a further 100 million people by FYE2031	



### The Way We Create Value 03



#### The LIXIL Playbook

Strategic Initiatives

Our Foundation

## › LIXIL Playbook Priorities: Progress Update

Over the past year, we have continued to make steady progress on the priorities set out in the LIXIL Playbook. While the external environment has remained challenging, particularly due to inflationary pressures, geopolitical risks and uneven market conditions across regions, the actions we have taken over the past several years are strengthening the foundation of our business. In addition to improving profitability through the expansion of differentiated products in our key markets, we are mapping out a clear pathway toward sustainable growth by nurturing new core businesses.



### ▮ Divest Non-core Businesses and Simplify Organization

We have continued to simplify our organizational structure and portfolio, focusing on areas where we can maximize value. Following the progress of our structural reforms, we completed the transfer of our North American bathing business to American Bath Group in the fiscal year ended March 2026. We have improved the quality of earnings by allocating management resources from business areas with limited differentiation to high-value and high-growth segments.

## **Tackle inflation and supply chain challenges**

While the impact of rising commodity prices and unstable supply chains continues, optimization of our procurement strategies has improved our ability to respond quickly even in highly volatile situations.

Building on lessons learned that overly efficient supply chains are vulnerable to changes when issues such as geopolitical risks surface, we are continuously developing a system that balances supply stability with cost structure optimization. These efforts have allowed us to maintain consistent product availability and minimize the impact of supply uncertainties, even under challenging conditions.

## **Optimize the business in Japan and drive new growth**

Japan remains an important core market and, through years of structural reforms and strategic measures, is now one of our most stable and robust profit generators.

In particular, the renovation business is the driver for achieving future sustainable growth. By prioritizing our focus on renovation early on, we have maintained a solid performance even as new housing starts declined significantly. We aim to further enhance profitability by actively stimulating renovation demand leveraging government subsidies while improving productivity through digital tools and expanding holistic space proposals that integrate products across multiple categories.

## **Grow Global Water Business**

Our international business is steadily returning to a growth trajectory. Profitability has improved through structural reforms and strategic initiatives.

Europe business is leading this recovery; despite continued market headwinds, we are seeing steady sales of the GROHE brand and continued expansion of market share. While the Americas business remains affected by weak demand, we have laid the foundation to improve performance through restructuring and portfolio optimization. We also continue to focus on growth markets, including the Middle East and India.



## Embed Robust Environment Strategy

Our environmental strategy is a core part of the LIXIL Playbook and a source of differentiation for sustainable growth. We operate our business by incorporating an environmental perspective into every aspect, from product development to manufacturing and supply chains.

By building production systems that utilize resources effectively and pursuing circular business models, we can reduce our environmental impact and strengthen our business foundation resilient to external disruption. The importance of these efforts is growing further in a business environment that simultaneously demands both sustainability and supply stability. Starting in the fiscal year ending March 2027, we have established the Chief Impact Officer (CIO) role to further accelerate our initiatives for social and environmental challenges and to pursue both impact creation and business growth.

## Develop New Core

We are continuing to invest in new growth areas that align with our environmental strategy and long-term vision. Products such as “PremiAL,” a circular low-carbon aluminum, and “revia,” made primarily from waste plastic, represent LIXIL’s commitment to developing advanced, environmentally friendly solutions.

At the same time, we are building the next generation of core businesses through innovations such as “bathtope,” a bathroom space equipped with a foldable fabric bath. By fusing technology, design, and sustainability to develop and nurture differentiated products that meet diverse and evolving customer needs, while simultaneously strengthening our existing core, we will achieve sustained growth for LIXIL over the medium-to long-term.



revia Installation Example



PremiAL Manufacturing Process



bathtope

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## To holders of shares less than one unit

Shareholders may request the Company to purchase shares constituting less than one unit that cannot be traded in the securities markets (purchase request) or request the Company to purchase the number of additional shares necessary to make one unit (100 shares) (additional purchase request). For details, please refer to the Company's website (<https://www.lixil.com/en/investor/share/unit.html>) for details.



## Inquiries about stock

- Mitsubishi UFJ Trust and Banking Corporation: 0120-232-711
- \*the language is available only in Japanese.
- LIXIL: 050-1790-5765

### Disclaimer

Statements made in Shareholder Letter with respect to plans, strategies and future performance that are not historical facts are forward-looking statements. LIXIL Corporation cautions that a number of factors could cause actual results to differ materially from those discussed in the forward-looking statements.