

› **LIXIL ESG Databook 2023**



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● About the Data

LIXIL Corporation has received a third-party assurance from Deloitte Tohmatsu Sustainability Co., Ltd. for FYE2023 environmental and human resource performance data marked with a ★ icon. Past data has been updated due to changes in the scope of data collection for FYE2023. For details, please refer to environmental performance data and scope (p 3-10) and human resource performance data and scope (p11-18). Items with restricted scope are displayed on a case-by-case basis.

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1. Environmental Medium-Term Targets

Climate Change Mitigation and Adaptation		FYE2019		FYE2020		FYE2021		FYE2022		FYE2023	
Scope 1 and 2 carbon emissions reduction rate (vs. FYE2019) Target: Reduce by 50.4% by FYE2031		—	%	5.2	% reduction	18.6	% reduction	17.4	% reduction	29.9	% reduction
Scope 3 carbon emissions reduction rate (vs. FYE2019) Target: Reduce by 30% by FYE2031		—	%	3.3	% reduction	11.7	% reduction	11.9	% reduction	15.2	% reduction
Ratio of energy- and water-saving faucets and water-saving toilets sold *1 Target: 100% by FYE2031	energy- and water-saving faucets *2	—	%	—	%	—	%	91.5	%	92.2	%
	water-saving toilets *3	—	%	—	%	—	%	98.1	%	99.2	%
Ratio of high-performance windows sold for new detached houses *1 Target: 100% by FYE2026		—	%	—	%	—	%	80	%	90	%
Water Sustainability		FYE2019		FYE2020		FYE2021		FYE2022		FYE2023	
Increase in efficient water use at our business sites (vs. FYE2019) Target: Improve by 20% by FYE2031		—	%	2.9	%	9.4	%	6.2	%	16.0	%
Total water savings from energy- and water-saving faucets and water-saving toilets Target: 2 billion m ³ /year by FYE2025		—	billion m ³	—	billion m ³	—	billion m ³	1.3	billion m ³	1.5	billion m ³
Circular Economy		FYE2019		FYE2020		FYE2021		FYE2022		FYE2023	
Waste recycling rates from business sites Target: 90% by FYE2026		71.0	%	74.9	%	75.9	%	78.4	%	88.1	%
Ratio of used recycled aluminum *4 Target: 100% by FYE2031		—	%	—	%	—	%	70	%	74	%

*1 Japan only.

*2 Excluded products not intended for energy- and water-saving faucets, such as those for exclusive use of hot water filling or full-body bathing.

*3 Excluded some products dedicated to apartment complexes.

*4 A6063

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2. Procurement

Amount purchased		FYE2019		FYE2020		FYE2021		FYE2022		FYE2023 ★	
Raw materials	Metals	285,764	t	272,546	t	241,213	t	246,658	t	255,935	t
	Resins	55,402	t	56,644	t	51,060	t	51,166	t	49,196	t
	Wood	134,662	t	147,619	t	127,655	t	132,124	t	122,263	t
	Ceramics	571,053	t	557,263	t	492,748	t	514,137	t	431,960	t
Total		1,046,881	t	1,034,072	t	912,676	t	944,085	t	859,355	t

3. Manufacture / Sales

Energy usage		FYE2019		FYE2020		FYE2021		FYE2022		FYE2023 ★	
Purchased electricity		1,115,515	MWh	1,142,354	MWh	1,091,942	MWh	1,076,323	MWh	1,005,901	MWh
Renewable energy		1,395	MWh	86,935	MWh	139,955	MWh	170,178	MWh	262,280	MWh
Internally generated electricity *1		94,157	MWh	53,346	MWh	12,790	MWh	61,101	MWh	43,844	MWh
Renewable energy		23	MWh	23	MWh	23	MWh	14	MWh	33	MWh
Steam		163	thousand GJ	179	thousand GJ	136	thousand GJ	117	thousand GJ	163	thousand GJ
City gas		197,972	thousand m ³	191,689	thousand m ³	161,695	thousand m ³	182,406	thousand m ³	155,246	thousand m ³
Fuel oil		4,974	thousand L	4,856	thousand L	3,925	thousand L	3,459	thousand L	3,961	thousand L
LPG		19,540	thousand kg	17,383	thousand kg	16,388	thousand kg	16,736	thousand kg	16,408	thousand kg
LNG		14,463	thousand kg	13,639	thousand kg	12,413	thousand kg	12,601	thousand kg	12,517	thousand kg
Kerosene		2,070	thousand L	1,971	thousand L	1,659	thousand L	1,615	thousand L	1,767	thousand L
Gasoline		7,072	thousand L	6,782	thousand L	4,608	thousand L	4,879	thousand L	4,907	thousand L
Diesel		2,861	thousand L	2,727	thousand L	2,454	thousand L	2,399	thousand L	2,342	thousand L
Energy consumption total		22,048	thousand GJ	21,875	thousand GJ	19,788	thousand GJ	20,531	thousand GJ	18,716	thousand GJ
Ratio of renewable energy used		FYE2019		FYE2020		FYE2021		FYE2022		FYE2023	
Ratio of renewable energy used *2		0.1	%	7.3	%	12.7	%	15.0	%	25.0	%

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

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

* Past data updated during the process of aggregating data for FYE2023.

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

Energy conversion coefficient

Electricity, fuel: Heat value per unit per energy source as specified in the Act on Rational Use of Energy

Steam: Energy conversion coefficient based on the Carbon Footprint Communication Programme Database Ver.1.01

LIXIL Corporation has received a third-party assurance for ESG performance data marked with a ★ icon.

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Scope 1, 2 CO ₂ emissions	FYE2019		FYE2020		FYE2021		FYE2022		FYE2023 ★	
City gas	428	thousand t-CO ₂	416	thousand t-CO ₂	351	thousand t-CO ₂	395	thousand t-CO ₂	337	thousand t-CO ₂
Fuel oil	13	thousand t-CO ₂	13	thousand t-CO ₂	11	thousand t-CO ₂	9	thousand t-CO ₂	11	thousand t-CO ₂
LPG	59	thousand t-CO ₂	52	thousand t-CO ₂	49	thousand t-CO ₂	50	thousand t-CO ₂	49	thousand t-CO ₂
LNG	39	thousand t-CO ₂	37	thousand t-CO ₂	34	thousand t-CO ₂	34	thousand t-CO ₂	34	thousand t-CO ₂
Kerosene	5	thousand t-CO ₂	5	thousand t-CO ₂	4	thousand t-CO ₂	4	thousand t-CO ₂	4	thousand t-CO ₂
Gasoline	16	thousand t-CO ₂	16	thousand t-CO ₂	11	thousand t-CO ₂	11	thousand t-CO ₂	11	thousand t-CO ₂
Diesel	7	thousand t-CO ₂	7	thousand t-CO ₂	6	thousand t-CO ₂	6	thousand t-CO ₂	6	thousand t-CO ₂
Scope 1 total	568	thousand t-CO ₂	545	thousand t-CO ₂	466	thousand t-CO ₂	510	thousand t-CO ₂	452	thousand t-CO ₂
Purchased electricity	555	thousand t-CO ₂	518	thousand t-CO ₂	449	thousand t-CO ₂	419	thousand t-CO ₂	332	thousand t-CO ₂
Steam	10	thousand t-CO ₂	11	thousand t-CO ₂	8	thousand t-CO ₂	7	thousand t-CO ₂	10	thousand t-CO ₂
Scope 2 total	565	thousand t-CO ₂	529	thousand t-CO ₂	457	thousand t-CO ₂	426	thousand t-CO ₂	341	thousand t-CO ₂
Scope 1, 2 total	1,133	thousand t-CO ₂	1,074	thousand t-CO ₂	923	thousand t-CO ₂	936	thousand t-CO ₂	794	thousand t-CO ₂

* Past data updated during the process of aggregating data for FYE2023. (SBTi 1.5°C Certification)

Withdrawal (by source)	FYE2019		FYE2020		FYE2021		FYE2022		FYE2023	
Withdrawal: Total municipal water supplies (or from other water utilities)	6,088	thousand m ³	6,074	thousand m ³	5,150	thousand m ³	5,167	thousand m ³	★4,945	thousand m ³
Potable water (incl. water intake from other companies)	2,453	thousand m ³	2,345	thousand m ³	2,055	thousand m ³	2,033	thousand m ³	★1,801	thousand m ³
Industrial water	3,635	thousand m ³	3,729	thousand m ³	3,095	thousand m ³	3,134	thousand m ³	★3,145	thousand m ³
Withdrawal: Fresh surface water (rivers)	4,835	thousand m ³	4,657	thousand m ³	3,640	thousand m ³	5,555	thousand m ³	★5,155	thousand m ³
Withdrawal: Fresh groundwater	5,753	thousand m ³	5,394	thousand m ³	4,494	thousand m ³	5,024	thousand m ³	★3,989	thousand m ³
Water intake total	16,676	thousand m ³	16,126	thousand m ³	13,283	thousand m ³	15,746	thousand m ³	★14,089	thousand m ³
Discharge	FYE2019		FYE2020		FYE2021		FYE2022		FYE2023	
Discharge	13,910	thousand m ³	13,217	thousand m ³	12,318	thousand m ³	14,741	thousand m ³	★13,128	thousand m ³
Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted	2,343	thousand m ³	2,191	thousand m ³	7,426	thousand m ³	10,579	thousand m ³	9,143	thousand m ³
Total net fresh water consumption	FYE2019		FYE2020		FYE2021		FYE2022		FYE2023	
Total net fresh water consumption *1	14,333	thousand m ³	13,935	thousand m ³	5,857	thousand m ³	5,167	thousand m ³	4,946	thousand m ³
Recycled water	FYE2019		FYE2020		FYE2021		FYE2022		FYE2023	
Recycled water (partly includes circulated water)	937	thousand m ³	875	thousand m ³	790	thousand m ³	778	thousand m ³	★664	thousand m ³

*1 (Total net fresh water consumption)=(Withdrawal: Total municipal water supplies (or from other water utilities))+(Withdrawal: Fresh surface water (rivers))+(Withdrawal: Fresh groundwater)− (Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted)

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

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Waste emissions	FYE2019		FYE2020		FYE2021		FYE2022		FYE2023 ★	
Sold as valuables	127,410	t	123,216	t	114,107	t	125,916	t	128,446	t
Recycled	161,784	t	184,779	t	167,655	t	170,675	t	175,053	t
Landfilled or incinerated	118,161	t	103,430	t	89,227	t	81,975	t	41,100	t
Landfilled	—	t	—	t	88,256	t	80,969	t	40,651	t
Incinerated	—	t	—	t	971	t	1,006	t	449	t
Hazardous waste emissions *1	FYE2019		FYE2020		FYE2021		FYE2022		FYE2023 ★	
Sold as valuables	763	t	756	t	715	t	684	t	907	t
Recycled	5,725	t	5,910	t	6,848	t	9,961	t	9,273	t
Landfilled or incinerated	9,952	t	7,123	t	4,981	t	2,540	t	970	t
Landfilled	—	t	—	t	4,826	t	2,455	t	951	t
Incinerated	—	t	—	t	155	t	85	t	20	t
Waste recycling ratio	FYE2019		FYE2020		FYE2021		FYE2022		FYE2023	
Entire group	71.0	%	74.9	%	75.9	%	78.4	%	88.1	%
Japan	97.3	%	97.2	%	97.4	%	97.2	%	97.3	%
Europe	99.4	%	99.2	%	99.6	%	99.7	%	99.0	%
Asia (excluding Japan)	70.5	%	90.8	%	91.5	%	94.7	%	96.8	%
North America	33.4	%	26.5	%	39.3	%	45.8	%	69.0	%

*1 Recycled or landfilled waste that is defined as hazardous by national legislations.

Air pollutant emissions	FYE2019		FYE2020		FYE2021		FYE2022		FYE2023 ★	
NOx	553	t	565	t	463	t	444	t	452	t
SOx	63	t	115	t	60	t	54	t	67	t
Soot and dust	426	t	588	t	567	t	673	t	339	t

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

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4. Logistics

Amount of energy used	FYE2019		FYE2020		FYE2021		FYE2022		FYE2023 ★	
Energy consumption	1,778	thousand GJ	1,780	thousand GJ	1,577	thousand GJ	1,573	thousand GJ	1,487	thousand GJ

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

* Energy consumption=(Weight of goods transported) × (Distance travelled) × (Energy conversion coefficient)

Energy conversion coefficient: Unit fuel consumption and unit calorific value using Improved Tonkilo-method as specified in the Act of Rational Use of Energy (Measures Pertaining to Consigners)

5. Use of Products

CO ₂ emissions reduction attributable to products and services	FYE2019		FYE2020		FYE2021		FYE2022		FYE2023	
CO ₂ emissions reduced *1	63,086	thousand t-CO ₂	66,020	thousand t-CO ₂	65,565	thousand t-CO ₂	67,629	thousand t-CO ₂	59,847	thousand t-CO ₂

*1 An estimated cumulative amount of CO₂ emissions reduced by using LIXIL's eco-conscious products and services, in comparison to the reduction achievable by its conventional products.

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6. CO₂ Emissions by Scope

Scope1 ^{*1}		FYE2019		FYE2020		FYE2021		FYE2022		FYE2023 ★	
Scope 1 total		568	thousand t-CO ₂	545	thousand t-CO ₂	466	thousand t-CO ₂	510	thousand t-CO ₂	452	thousand t-CO ₂
Scope2 ^{*1}		FYE2019		FYE2020		FYE2021		FYE2022		FYE2023 ★	
Scope 2 total		565	thousand t-CO ₂	529	thousand t-CO ₂	457	thousand t-CO ₂	426	thousand t-CO ₂	341	thousand t-CO ₂
Scope1,2 total		1,133	thousand t-CO ₂	1,074	thousand t-CO ₂	923	thousand t-CO ₂	936	thousand t-CO ₂	794	thousand t-CO ₂
Scope3		FYE2019		FYE2020		FYE2021		FYE2022		FYE2023	
1	Purchased goods & services ^{*1}	3,819	thousand t-CO ₂	3,661	thousand t-CO ₂	3,203	thousand t-CO ₂	3,509	thousand t-CO ₂	★3,618	thousand t-CO ₂
2	Capital goods	201	thousand t-CO ₂	235	thousand t-CO ₂	213	thousand t-CO ₂	200	thousand t-CO ₂	252	thousand t-CO ₂
3	Fuel- and energy-related activities (not included in Scope 1 or 2)	162	thousand t-CO ₂	158	thousand t-CO ₂	191	thousand t-CO ₂	200	thousand t-CO ₂	182	thousand t-CO ₂
4	Upstream transportation & distribution	122	thousand t-CO ₂	122	thousand t-CO ₂	108	thousand t-CO ₂	108	thousand t-CO ₂	★102	thousand t-CO ₂
5	Waste generated operations	308	thousand t-CO ₂	298	thousand t-CO ₂	257	thousand t-CO ₂	238	thousand t-CO ₂	133	thousand t-CO ₂
6	Business travel	8	thousand t-CO ₂	8	thousand t-CO ₂	8	thousand t-CO ₂	7	thousand t-CO ₂	7	thousand t-CO ₂
7	Employee commuting	29	thousand t-CO ₂	29	thousand t-CO ₂	27	thousand t-CO ₂	24	thousand t-CO ₂	24	thousand t-CO ₂
8	Upstream leased assets ^{*2}	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂
9	Downstream transportation & distribution ^{*3}	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂
10	Processing of sold products ^{*3}	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂
11	Use of sold products (energy used directly) ^{*4}	4,009	thousand t-CO ₂	3,917	thousand t-CO ₂	3,633	thousand t-CO ₂	3,404	thousand t-CO ₂	★3,046	thousand t-CO ₂
12	End of life treatment of sold products	522	thousand t-CO ₂	446	thousand t-CO ₂	464	thousand t-CO ₂	396	thousand t-CO ₂	423	thousand t-CO ₂
13	Downstream leased assets ^{*3}	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂
14	Franchises ^{*3}	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂
15	Investments ^{*3}	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂	—	thousand t-CO ₂
Scope 3 total		9,179	thousand t-CO ₂	8,873	thousand t-CO ₂	8,104	thousand t-CO ₂	8,085	thousand t-CO ₂	7,786	thousand t-CO ₂

^{*1} Past data updated during the process of aggregating data for FYE2023.

^{*2} Excluded from the calculation since they are already included in Scope 1 or Scope 2.

^{*3} Excluded from the calculation since they are not or less relevant to our main businesses.

^{*4} LIXIL products that directly and indirectly consume energy were included in the calculation.

Since FYE2023, the method has been changed to include only products that directly consume energy, and past data has been updated.

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

^{*} Calculated based on Corporate Value Chain (Scope 3) Accounting and Reporting Standard (The Greenhouse Gas Protocol) and Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain Version 2.5 (Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry).

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7. Scope1, 2 Emission Intensity per Unit of Output

	FYE2019		FYE2020		FYE2021		FYE2022		FYE2023	
Emission intensity per unit of output	1.477	t-CO ₂ /million yen	1.330	t-CO ₂ /million yen	1.313	t-CO ₂ /million yen	1.231	t-CO ₂ /million yen	1.057	t-CO ₂ /million yen

* Past data updated during the process of aggregating data for FYE2023.

8. Preventing Pollution through Strict Control of Chemical Substances

LIXIL Corporation has set rules on substances that are forbidden or require strict control for use in products and/or during production processes. We manage and monitor our factories in compliance with the Soil Contamination Countermeasures Act and other environmental laws and regulations to ensure the soil and waterways around our manufacturing facilities are not affected by our operations.

9. Environmental Law Violations

	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023
Number of environmental law violations	0	0	0	0	0
Total amount of fines/penalties from the above	0	0	0	0	0
Environmental liability	0	0	0	0	0

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

10. ISO Certification

	FYE2019		FYE2020		FYE2021		FYE2022		FYE2023	
ISO Certification Acquisition Rate	91.3	%	91.3	%	94.8	%	93.7	%	94.7	%

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

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› Scope of Data Collection

In principle, environmental performance data covers LIXIL Corporation and its consolidated subsidiaries as of March 31, 2023, with the exclusion of some of the consolidated subsidiaries considering their business size and content. With regard to non-consolidated subsidiaries, subsidiaries operating in buildings owned and managed by LIXIL's operating company are treated as being part of LIXIL. Major production plants of non-consolidated companies are also included in the scope. Therefore, the scope of environmental performance data differs from the scope of the consolidated financial report. Where the scope of data is different from those stated above, details are specified in the footnotes.

* Excluded the period from FYE2019 to FYE2022.

Scope of past data collection: Past data has been updated due to the divestment of the companies below in the period from FYE2019 to FYE2022 Permasteelisa Group, LIXIL VIVA Corporation, LIXIL Suzuki Shutter Corporation, LIXIL Suzuki (Hong Kong) Company, Ltd., Kawashima Selkon Textiles Co.,Ltd., JAPAN HOME SHIELD CORPORATION, LIXIL Korea Inc.

* Excluded FYE2023

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

Procurement, Logistics, and Product Usage Data

Procurement:

The scope of data calculation covers all raw materials, parts, and packaging materials used for products, which are managed by each procurement or related department of LIXIL Water Technology and LIXIL Housing Technology, excluding production facilities and office supplies.

Logistics:

The scope of data calculation covers only the LIXIL transports which are designated as the specified consigner by the Act on the Rational Use of Energy.

Products usage:

The scope of data calculation covers each brand's products manufactured by LIXIL Water Technology, LIXIL Housing Technology, LIXIL Building Technology, and Housing & Services Business.

Calculation of CO₂ emissions

Scope 1 and 2: CO₂ emissions = (Electricity & Fuel consumption) × (CO₂ emission factor)
 Purchased electricity (Japan): CO₂ emission factors determined by each power utility, Purchased electricity (outside Japan): CO₂ emission factor of each country from CO₂ EMISSIONS FROM FUEL COMBUSTION 2022 EDITION (IEA)

Fuel: CO₂ emission factor under the Act on Promotion of Global Warming Countermeasures "Greenhouse Gas Calculation, Reporting, and Publication Program"

Scope3 Category1: CO₂ emissions = (Amount of purchased raw materials*¹) × (CO₂ conversion coefficient*²) + (Cost of purchasing parts & materials) × (CO₂ conversion coefficient*³)

*1 Some raw materials are calculated from the purchase price

*2 Conversion coefficient calculated from LCI database IDEA v2

*3 Emissions intensity from Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain Version 3.3

Scope3 Category4: CO₂ emissions = (Weight of goods transported) × (Distance travelled) × (Energy conversion coefficient) × (CO₂ emission factor)

Energy conversion coefficient: Unit fuel consumption and unit calorific value using Improved Tonkilo-method as specified in the Act of Rational Use of Energy (Measures Pertaining to Consigners)
 CO₂ emission factor: Unit calorific value per fuel x emission factor x 44/12 as specified in the Act of Rational Use of Energy (Measures Pertaining to Consigners)

Scope3 Category11: CO₂ emissions = (Electricity, Fuel & Water consumption per each product) × (Amount of sales) × (CO₂ conversion coefficient*⁴)

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

- Electricity: 0.433 kg CO₂/kWh (Act on Promotion of Global Warming Countermeasures (Emission factors by power generator, national average coefficient))
- City gas: 2.23 kg CO₂/m³ (Japan Valve Manufacturers' Association)
- Water: 0.49 kg CO₂/m³ (Japan Sanitary Equipment Industry Association) as of March 2023

Coefficients for other brands' products are set by each brand or region of sales

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1. Number of Employees by Type of Employment ★

				Number	Ratio	
Japan	Directly employed	Permanent staff * ¹	Male	14,881	25.3%	
			Female	5,632	9.6%	
			Total	20,513	34.8%	
		Non-permanent staff * ²	Male	1,002	1.7%	
			Female	2,616	4.4%	
			Total	3,618	6.1%	
		Male total			15,883	27.0%
		Female total			8,248	14.0%
		Directly employed total			24,131	40.9%
		Indirectly employed * ³			3,309	5.6%
Japan total			27,440	46.6%		
Outside Japan	Directly employed	Permanent staff * ¹	Male	21,274	36.1%	
			Female	9,303	15.8%	
			Total	30,577	51.9%	
		Non-permanent staff * ²	Male	555	0.9%	
			Female	361	0.6%	
			Total	916	1.6%	
		Male total			21,829	37.0%
		Female total			9,664	16.4%
		Directly employed total			31,493	53.4%
		Group grand total			58,933	100%

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

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

*3 Indirectly employed: Temporary sub-contract staff

* Since each amount in "Ratio" is rounded off, total may not become 100%

2. Number of Employees by Country ★

(Data collected according to location of employment or base region)

Country	Number
Japan	24,131
Thailand	7,984
China	5,161
Mexico	4,803
Vietnam	4,606
Germany	3,337
US	1,775
Portugal	808
India	604
Indonesia	516
South Africa	208
France	151
Singapore	135
Denmark	127
Poland	118
Other countries in Europe	879
Other countries in Asia	159
Other countries in the Americas	109
Other countries in the Near and Middle East & Africa	13
Total	55,624

Scope: Directly hired employees only.

* Other countries in Europe cover Russia.

Other countries in Asia cover Australia.

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3. Number of Employees by Nationality

Nationality	Share in total workforce	Share in all management positions
Japan	42.25%	58.75%
Thailand	13.97%	2.65%
China	9.12%	5.57%
Vietnam	8.81%	1.44%
Mexico	8.73%	2.16%
Others	17.12%	29.43%

Scope: Directly hired employees only.

4. Number of New Hires

	FYE2020			FYE2021			FYE2022			FYE2023		
	Entire group	Japan		Entire group	Japan		Entire group	Japan		Entire group	Japan ★	
		LIXIL Corp. only			LIXIL Corp. only			LIXIL Corp. only			LIXIL Corp. only ★	
Permanent staff	6,236	971	397	3,908	609	401	4,614	487	360	3,614	695	479
new graduates	—	528	320	—	440	323	—	319	246	—	357	281
Non-permanent staff	—	3,138	384	—	388	267	—	344	251	1,605	829	592
Total	—	4,109	781	—	997	668	—	831	611	5,219	1,524	1,071

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

5. Ratio of Positions Filled Internally

	FYE2020	FYE2021	FYE2022	FYE2023
LIXIL Corp. only	59.0%	73.5%	51.7%	60.9%

Scope: Directly hired employees only.

LIXIL Corporation has received a third-party assurance for ESG performance data marked with a ★ icon.

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6. Number of Retirees and Turnover Rate

	FYE2020			FYE2021			FYE2022			FYE2023		
	Entire group	Japan		Entire group	Japan		Entire group	Japan		Entire group	Japan ★	
		LIXIL Corp. only			LIXIL Corp. only			LIXIL Corp. only			LIXIL Corp. only ★	
Permanent staff	—	651	300	—	1,834	1,631	—	748	363	4,433	648	416
Turnover rate*1	11.46%	2.68%	1.75%	11.45%	8.53%	9.81%	8.59%	3.61%	2.26%	8.56%	3.14%	2.57%
Non-permanent staff	—	1,920	356	—	488	346	—	566	426	1,489	573	340
Total	—	2,571	656	—	2,322	1,977	—	1,314	789	5,922	1,221	756

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

The voluntary turnover rate for the entire group for FYE2023 was 8.4%.

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

7. Number and Composition Ratio of Female Managers

	FYE2020		FYE2021		FYE2022		FYE2023 ★	
	Number	Ratio	Number	Ratio	Number	Ratio	Number	Ratio
Entire group	813	14.0%	756	15.0%	884	16.2%	923	17.5%
LIXIL Corp. only	171	5.7%	168	6.0%	191	6.5%	195	7.1%

Scope: Directly hired employees only. Excluding those working at companies divested in FYE2023 and consolidated subsidiaries with 100 or fewer employees in Japan

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

8. Ratio of Female in Each Category

	FYE2020	FYE2021	FYE2022	FYE2023
Total workforce	35.5%	31.0%	31.6%	32.2%
Junior management positions	7.7%	17.7%	12.8%	14.6%
Top management positions	12.8%	15.2%	20.6%	21.9%
Management positions in revenue-generating functions (e.g. sales)	24.9%	17.8%	15.0%	13.8%
STEM-related positions	—	24.7%	25.6%	26.2%

Scope: Directly hired employees only.

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9. Pay Differentials by Gender

	FYE2023		
	All workers	Regular employees	Contract workers
Entire group	77.3%	—	—
★LIXIL Corp. only	57.4%	63.6%	95.9%

* Pay includes base salary, overtime, other allowances and bonus. Regular employees include managers, non-managers, senior employees, and employees assigned from LIXIL to other companies. Employees assigned from other companies to LIXIL are excluded. Contract workers include part-time and temporary employees. Temporary staff hired through agencies are excluded.

* We are replacing the existing system with our new personnel system in a phased manner from April 2022 and aiming to bring about a compensation scheme that reflects job value.

10. Number of Maternity Leave Users

	FYE2020		FYE2021		FYE2022		FYE2023 ★	
	Number	Return to work ratio	Number	Return to work ratio	Number	Return to work ratio	Number	Return to work ratio
Entire group	257	91.8%	175	101.7%	174	101.1%	165	96.4%
LIXIL Corp. only	176	97.2%	140	107.9%	131	104.6%	126	97.6%

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

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

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

11. Number of Childcare Leave Users

	FYE2020		FYE2021		FYE2022		FYE2023 ★	
	New users	Return to work ratio	New users	Return to work ratio	New users	Return to work ratio	New users	Return to work ratio
Male, entire group	11	100.0%	28	100.0%	34	100.0%	50	100.0%
Female, entire group	238	98.2%	186	97.9%	179	99.5%	161	99.5%
Total	249	—	214	—	213	—	211	99.6%

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

* Number of employees who started childcare leave during each fiscal year.

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

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12. Ratio of Male Childcare Leave Users

	FYE2020	FYE2021	FYE2022	FYE2023 ★
LIXIL Corp. only	51%	59%	65%	77%

Scope: Directly hired employees in Japan only.

* In addition to "11. Number of Childcare Leave Users" above, also includes LIXIL's own "Papa's Childcare Leave" paid childcare leave system for male employees. "Papa's Childcare Leave" is a special 10-day paid leave for male employees whose spouse gives birth that can be taken up until the child reaches one year of age.

13. Number of Nursing-Care Leave Users

	FYE2020		FYE2021		FYE2022		FYE2023 ★	
	New users	Return to work ratio	New users	Return to work ratio	New users	Return to work ratio	New users	Return to work ratio
Male, entire group	7	—	4	—	2	—	2	—
Female, entire group	10	—	2	—	4	—	5	—
Total	17	100.0%	6	90.0%	6	100.0%	7	88.9%

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

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

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

14. Number and Composition Ratio of Employees with Disabilities

	FYE2020		FYE2021		FYE2022		FYE2023 ★	
	Number	Ratio	Number	Ratio	Number	Ratio	Number	Ratio
Entire group	823	2.54%	559	2.25%	550	2.32%	567	2.41%
LIXIL Corp. only	458.5	2.33%	453.5	2.32%	442	2.42%	454.5	2.48%

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

* Employee numbers on June 1 of each fiscal year.

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

* The decline in the data for LIXIL and its group companies for FYE2021 is due to the disposal of our shares in LIXIL VIVA CORPORATION, etc.

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15. Average Monthly Overtime Hours per Employee

	FYE2020	FYE2021	FYE2022	FYE2023 ★
	Hours	Hours	Hours	Hours
Entire group	17.5	17.0	16.4	17.0
LIXIL Corp. only	22.9	16.5	15.8	16.4

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

16. Paid Leave Days Taken per Employee

	FYE2020	FYE2021	FYE2022	FYE2023 ★
	Days	Days	Days	Days
Entire group	9.7	9.0	9.8	10.5
LIXIL Corp. only	10.9	9.1	9.9	10.8

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

17. Annual Training Hours and Costs per Employee

	FYE2020		FYE2021		FYE2022		FYE2023	
	Hours	Costs(JPY)	Hours	Costs(JPY)	Hours	Costs(JPY)	Hours	Costs(JPY)
Entire group	11.27	22,223	12.3	21,725	15.9	36,796	19.9	28,279
LIXIL Corp. only	22.9	66,474	21.4	53,331	22.6	57,585	★24.4	★58,580

Scope: Directly hired employees only (Data exclude those working at Japanese consolidated subsidiaries with 100 or fewer employees).

* Training hours include online training such as e-learning.

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18. Occurrence of Work-Related Accidents

LTIFR ^{*1}	FYE2020	FYE2021	FYE2022	FYE2023
Directly and indirectly employed staff	0.44	0.42	0.41	★0.46
Contractors	0.25	0.44	0.08	★0.25
Manufacturing industry average ^{*2}	1.20	1.21	1.31	1.25
Severity rate ^{*3}	FYE2020	FYE2021	FYE2022	FYE2023
Directly and indirectly employed staff	0.012	0.013	0.018	★0.021
Contractors	0.004	0.025	0.002	★0.009
Manufacturing industry average ^{*2}	0.100	0.070	0.060	0.080
OIFR ^{*4}	FYE2020	FYE2021	FYE2022	FYE2023
Directly and indirectly employed staff	0	0	0.007	★0.007
Contractors	0	0	0	★0
Number of work-related fatalities	FYE2020	FYE2021	FYE2022	FYE2023
Directly and indirectly employed staff	0	0	0	★0
Contractors	0	0	0	★0

Scope: Directly and indirectly hired employees and contractors at production and non-production bases in Japan and production bases outside Japan (excluding some bases) across LIXIL Corporation and its group companies. Regarding companies divested in FYE2023, covers the results through the month before the divestment. Excludes GHS Corporation and LIXIL ERA Japan, Corp.

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

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

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

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



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> Scope of Data Collection

The data covers LIXIL Corporation and its major consolidated subsidiaries. Therefore, the scope of coverage for this data book differs from that for the consolidated financial report. In addition, the scope of each data is partially different from the consolidated financial statements, so the data is annotated where it appears.

* For information on principle group companies, see our Integrated Report 2023 (p.93)

PDF [Integrated Report 2023 \(p.93\)](#)

Data collection method and period

The number of employees is calculated on an original registration basis for each company, mostly as of March 31, 2023.



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

	FYE2021	FYE2022	FYE2023
Number of directors	9	10	11
Number of outside directors	6	7	8
Number of female directors	2	3	4
Number of Board of Directors' meetings	17	15	15
Attendance rate at Board of Directors' meetings	98.6	100	99.4

2. Executive Compensation

Please refer to the Corporate Governance Reports for details.

WEB [Corporate Governance Reports](#)

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3. Status of Cross Shareholdings

Sales of Cross Shareholdings for the Last Three Years*

	FYE2021	FYE2022	FYE2023
Number of company's stock sold	Full sale: Shares in five companies	Full sale: Shares in four companies Partial sale: Shares in two companies	Full sale: Shares in two companies Partial sale: Shares in two companies

*Only lists the cross shareholdings of listed shares held by the Company and the former LIXIL Corporation.

Cross Shareholdings and Balance Sheet Amounts*

	FYE2021	FYE2022	FYE2023
Number of cross-held stocks			
Listed	53	49	47
Unlisted	102	98	88
Total	155	147	135
Balance sheet amounts (million JPY)			
Listed	50,317	38,733	27,236
Unlisted	1,330	1,313	1,570
Total	51,647	40,046	28,806
Proportion of total equity (%)	9.3	6.5	4.6

* Total cross shareholdings held by the Company or the former LIXIL Corporation.

4. Reports of Possible Compliance Issues

	FYE2021	FYE2022	FYE2023
Number of reports	343	303	303
Ratio per hundred employees	0.58	0.51	0.52

Scope of coverage: LIXIL Corporation and its group companies.

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5. Contributions and Other Expenditures

LIXIL's Impact strategy stands on a foundational commitment to ethical business practices. We believe that engaging in vigorous and transparent dialogue with government authorities is necessary to shape a sustainable society. As part of this process, we are involved in several industrial and business associations whose missions include engaging with public authorities on behalf of their respective industries, including housing equipment, housing materials, plumbing, and metals. We also comply with Japan's Public Offices Election Act, Political Funds Control Act, and other politics-related laws and regulations. As such, we prohibit contributions to individual politicians as stipulated by law as well as any contributions to specific political organizations or political parties that exceed the totals permitted by law. LIXIL approved contributions and other expenditures as detailed below. In FYE2023, approximately 99% of total global contributions were to industry associations, with that percentage rising to 100% for contributions outside Japan. We make contributions to industry associations to ensure that we have the latest information on laws and international agreements that are relevant to our business. In FYE2023, those associations included the Japan Sanitary Equipment Industry Association (an industry group that promotes the sanitary equipment industry, raises awareness, and conducts investigative research), the Japan Sash Manufacturers Association (an industry group that promotes businesses involved in building exteriors and sashes and other building apertures, raises awareness, and conducts investigative research), and the Japan Business Federation (an economic organization comprising leading Japanese companies and major industry associations). Other expenditures in Japan are spent on participating in seminars and events hosted by politicians and other relevant organizations rather than on contributions to specific political parties or politicians.

	FYE2021	FYE2022	FYE2023
District, regional, and national political activities/candidates	539,096	773,032	1,177,552
Business associations, taxdeductible organizations (think tanks, etc.)	47,156,838	88,008,541	187,473,072
Total (JPY)	47,695,934	88,781,573	188,650,624

Scope of Data Collection: LIXIL Corporation and some overseas subsidiaries.



LIXIL Corporation

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