

82nd Annual Shareholders' Meeting Explanation of Questions Received in Advance

Our shareholders have submitted numerous questions in advance of the LIXIL Corporation 82nd Annual Shareholders' Meeting (scheduled for Wednesday, June 19, 2024).

To ensure that all shareholders have an equal opportunity to ask questions during the Shareholders' Meeting, certain inquiries that can be addressed in advance will be addressed in this document in consideration of the time constraints, etc. of the shareholders.

- The questions have been summarized and the responses have focused on the key points, in order to ensure ease of understanding of the information disclosed.
- Any questions sent to the Company before the Shareholders' Meeting (received by the Company by Friday, June 14, 2024, at 17:20) that are not covered in this document will be answered at the meeting itself. The Q&A session on the day of the Shareholders' Meeting will also be made available at a later date on the Company's website as a video and a document summarizing the Q&A session.
- Due to preparation reasons, answers to questions received in advance will be provided in Japanese only. The document summarizing the questions and answers to be posted on the Company's website after the Shareholders' Meeting will be posted in both English and Japanese.

Q1. Resale of former INAX shower toilets with rear-washing nozzle with turbo mode

Thank you for choosing and using our products.

As you have suggested, since the enactment of the Energy Conservation Act, each company has been shifting their offerings to energy-saving products with reduced water discharge. In this context, the Company launched the *Shower Toilet KA Series* and *Shower Toilet KB Series* equipped with the "Rear-washing Nozzle with Turbo Mode" (maximum water discharge volume of 1.0 L/minute) in 2022. This product uses improved water discharging technology to achieve the same strong washing sensation as previous products, but with less water discharge.

We will continue our efforts to improve washing comfort as well as energy-saving measures.

Q2. In recent years, there has been an increase in the number of "Important Notices" on the Company's website, and an effort to reduce such notices is desired.

Thank you for your valuable feedback.

In addition to implementing consistent quality activities on a daily basis, we have implemented a quality-first organizational structure, which includes placing a quality management division directly under management, and recalls of our products are on the decline. We are reviewing

Thursday, July 4, 2024

our notice page and improving the content of the notices to promote the repair of recalled products that have occurred in the past and to inform customers about defects arising from long-term use and safe usage, etc.

In the event of a major disaster, such as the Noto Peninsula Earthquake of 2024, we offer free repairs and inspections, so the number of notices has also increased due to the recent increase in disasters.

We will continue to actively disseminate information using our website, which is an important point of contact with our customers.

Q3. Measures to prevent employee turnover

We believe that our employees are the driving force behind value creation. In order to facilitate the performance of our talented employees, we advocate for a diverse array of human resource policies, including the "foster meritocracy that accelerates the tackling of challenges and enhances job satisfaction," "realization of flexible work styles that accommodate diverse life stages," "establishment of an inclusive working environment," "support of a career journey that encourages growth," and "realization of well-being." However, we believe there is nothing more important than standing face-to-face with each employee and listening to them. We will continue to enhance employee engagement through LIXIL Voice (employee opinion survey), 1-on-1 communication, and ongoing labor-management dialogue.

Q4. Increase in remuneration (unit price for repairs, etc.) paid to outsourcers and measures to mitigate harassment by customers

- **Increase in remuneration (unit price for repairs, etc.) paid to outsourcers**

As a company, we intend to pay fair compensation for the services provided by our outsourcers, and to ensure that they can operate their businesses sustainably.

In order to facilitate mutual business growth and benefit, we will evaluate remuneration, including the unit price for repairs, in the context of market conditions and management balance.

- **Mitigation of harassment by customers**

We recognize customer harassment as a pressing issue for our group. We have established a specialized organization in regard to the quality for products, construction work, and services where customer harassment occurs. In addition, we intend to collaborate with the customer relations department, legal department, and other relevant departments to establish "Customer Harassment Guidelines" that will be applicable to our entire group, including our affiliates, during the current fiscal year.

In addition to LIXIL's measures, the group companies are also strengthening their own

Thursday, July 4, 2024

initiatives. Through the implementation of these measures, we will establish a system that safeguards the dignity of all group employees and service providers from customer harassment and guarantees fair and equal treatment of customers.

Q5. Defective installation of our exterior products

We apologize for any inconvenience regarding this matter. Since individual questions are not the purpose of this Meeting, we will answer them briefly.

Regarding the manufacturer's warranty regarding installation, the product warranty specifies the exemption if the product is installed in accordance with specifications that differ from those in the installation instructions, it is not covered by the warranty.

However, we believe that the safety and confidence of our customers in the use of our products is important. We acknowledge the importance of providing installers and distributors with information, and will continue to inform them of installation precautions.

The department in charge will continue to work diligently on the details of this matter.

Thank you for your valuable feedback.

End of document