



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

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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.

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Reference Materials for the Shareholders' Meeting

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Key Points for the Exercise of Voting Rights

