

LIXIL Sanitation and Hygiene Impact: FYE2026 Annual Report

Reporting period: April 2025–March 2026 (FYE2026)



As of the close of FYE2025 (March 31, 2025), LIXIL reported reaching approximately 82 million people with improved sanitation and hygiene. During FYE2026, LIXIL accelerated efforts to close the remaining gap to our 100 million goal through targeted sales, expanded partnerships, and a systematic review of historical data in collaboration with partners worldwide.

In February 2026, we announced that LIXIL had surpassed its target of reaching 100 million people with improved sanitation and hygiene by December 2025. The announcement, detailed results, and acknowledgement of our partners critical to achieving impact globally is [here](#). In Q4 of FYE2026, we carefully validated our data and partner reporting, confirming that we reached approximately 103 million people by December 2025:

CUMULATIVE RESULTS AS OF DECEMBER 2025	As of FYE2025	FYE2026 Q1-Q3	Total
Total Shipped Volume	9,445,084	611,861	10,056,945
Cumulative Impact [people reached]	86,235,701	22,383,027	108,618,728
<i>5% Loss</i>	-4,311,785	-1,119,151	-5,430,936
Cumulative Loss-adjusted Impact [people reached]	81,923,916	21,263,876	103,187,792

FYE2026 Annual Report: In line with our commitment to transparency, this report serves as the full fiscal year summary for FYE2026 (1 April 2025–31 March 2026), updating the previously reported results through December 2025 to include Q4 results (January–March 2026).

Through Q4, in addition to verifying our results, the SATO business continued to drive impact through additional sales and donations from January through March of 2026. In FYE2026, approximately 24.6 million additional people were accounted for in household and non-household settings: nearly 20.5 million from more than 947,500 SATO units shipped during FYE2026 and over 4.1 million resulting from updates to use cases based on

partner reporting. Together, these reports bring LIXIL's cumulative reach through March 2026 to an estimated 106.6 million people from nearly 10.4 million units shipped across 60 countries and territories.¹²

CUMULATIVE RESULTS AS OF MARCH 2026 <i>December 2025 and Q4</i>	As of FYE2026 Q3 (December 2025)	FYE2026 Q4 (March 2026)	Total
Total Shipped Volume	10,056,945	335,707	10,392,652
Cumulative Impact [people reached]	108,618,728	3,565,141	112,183,870
5% Loss	-5,430,936	-178,257	-5,609,193
Cumulative Loss-adjusted Impact [people reached]	103,187,792	3,386,884	106,574,676

CUMULATIVE RESULTS AS OF MARCH 2026 <i>As of FYE2025 and FYE2026</i>	As of FYE2025	FYE2026	Total
Total Shipped Volume	9,445,084	947,568	10,392,652
Cumulative Impact [people reached]	86,235,701	25,948,169	112,183,870
5% Loss	-4,311,785	-1,297,408	-5,609,193
Cumulative Loss-adjusted Impact [people reached]	81,923,916	24,650,760	106,574,676

Overall, nearly half (45%) of our impact is from the households reached with sanitation and hygiene solutions, representing approximately 50.5 million people.³ As our business grew, the reach into institutions and communities greatly expanded our impact, with 61.7 million (55%) coming through non-household settings including schools, healthcare facilities, community and public toilets, refugee camps or internally displaced settlements, and time-bound, high-use public facilities. Our impact reflects the evolution of SATO's business model from an early focus on household sanitation to an expanded portfolio serving diverse needs at scale. A detailed breakdown of our volume and adjustments is provided in Annex 1.

CUMULATIVE IMPACT BY APPLICATION

Application	As of FYE2025	FYE2026	Total
Households (or Unknown)	47,136,485	3,365,924	50,502,409
Non-Households	30,985,216	22,582,245	53,567,461
Time-Bound, High-Use Public Facilities	8,114,000	0	8,114,000
Cumulative Impact [people reached]	86,235,701	25,948,169	112,183,870
5% Loss	-4,311,785	-1,297,408	-5,609,193
Cumulative Loss-adjusted Impact [people reached]	81,923,916	24,650,760	106,574,676

¹ Results are preliminary and subject to minor change based on latent partner reporting received in Q1 of FYE2027, in line with our [Impact Methodology](#).

² All impact figures throughout this report are rounded to the nearest whole number. Totals may not sum exactly due to rounding.

³ Figures represent cumulative impact prior to adjustment for loss; percentage breakdowns remain the same.

Importantly, for LIXIL, achieving our target is not an endpoint, but a foundation for expanded impact as we deepen our commitment to underserved markets and continue to innovate and build robust ecosystems for the communities that need safe sanitation and hygiene solutions most. **In April 2026, LIXIL renewed its commitment to global sanitation and hygiene, announcing our target to reach a further 100 million people by FYE2031 directly and indirectly.**⁴ LIXIL will continue to expand access, strengthen market systems, advance new technologies, and accelerate progress toward our purpose: making better homes a reality for everyone, everywhere.

CONTACT POINT: For questions on LIXIL's Impact Methodology or reporting, please contact pr_global@lixil.com.

⁴ A revised methodology building on the June 2024 framework is under development and review and will be released with the first impact report of FYE27, expected by December 2026. The new methodology will continue to capture the direct impact of the SATO business, and reflect the reach and impact of our work in building markets and strengthening ecosystems alongside partners.

IMPACT CALCULATION DETAIL: EXPLANATION OF FYE2026 RESULTS

LIXIL's current approach to calculating impact is grounded in our [June 2024 methodology](#), which incorporates: (1) actual volume sales and donations of relevant sanitation and hygiene products, (2) use-case specific multipliers to convert from volume to impact (reach) based on use case (e.g., household, school, refugee camp), (3) validated partner reporting where available, and (4) a 5% down-adjustment to the total impact to account for potential loss or breakage.

In FYE2026, the increase in our cumulative impact - prior to adjustment for loss - (D) of approximately 25.9 million people, is derived from the adjusted volume (A), and by incorporating partner-reported adjustments on use cases (B). The adjusted volume (A) is the total volume of units shipped, minus any units that were shipped as part of a set (e.g., a SATO Pan and V-Trap) or accessories (e.g., adapters) that would not count towards impact. In FYE2026, 947,568 units were shipped and of these, 21,253 were sets or accessories, resulting in an adjusted volume of 926,315 units. In Column (B) in the table below, you can see that we learned from partners that, in FYE2026 120,000 units previously classified as households were actually used in community/public settings, refugee camps, healthcare facilities, or schools. The resulting volume for impact (C) is then used to calculate the increase in cumulative impact to be reported (D) and adjusted for loss, in line with our methodology.

FYE2026 VOLUME ADJUSTMENTS AND IMPACT BY APPLICATION

Application	FYE2026 Sales Adjusted Volume (A)	Additional Impact Adjustments (B)	FYE2026 Volume for Impact (C)	FYE2026 Increase in Cumulative Impact To Be Reported (D)
Households (or Unknown)	790,540	-120,000	670,540	3,365,924
Community and/or Public	1,500	1,360	2,860	285,124
Time-Bound, High-Use Public Facilities	0	0	0	0
Refugee Camps	9,080	89,847	98,927	4,119,562
Healthcare Facilities	21,952	-201	21,751	5,435,481
Schools	103,001	28,736	131,737	12,725,798
Sample/Demo	142	-456	-314	0
Shared	100	714	814	16,280
Total	926,315	0	926,315	25,948,169
5% Loss				-1,297,408
Loss-adjusted Total Impact [people reached]				24,650,760

FYE2026 results include nearly 10.9 million people with improved sanitation, and approximately 13.8 million people with improved hand hygiene, after adjusting for loss. We report impact separately for hand hygiene and for sanitation, and with contribution of each use case to LIXIL's overall reach. Hygiene denotes impact resulting from sales or donations of the SATO Tap handwashing station; the Sanitation category results from multiple SATO products such as the SATO Pan and Stool, as well as connection systems such as the I-Trap and V-Trap. Due to their unique nature, time-bound, high-use public facilities are further called out separately as a sub-category highlighted for the first time in our [FYE2025 reporting](#). There were no reported instances of these

types of facilities in FYE2026. The table below includes units shipped in FYE2026 as well as adjustments made based on partner reporting received within 30 days of the reporting timeframe.

FYE2026 IMPACT BY APPLICATION AND CATEGORY

Application	Hygiene	Sanitation	Total
Households	3,191	3,362,733	3,365,924
Non-Households	14,485,427	8,096,818	22,582,245
Time-Bound, High-Use Public Facilities	0	0	0
Total	14,488,618	11,459,551	25,948,169
5% Loss	-724,431	-572,978	-1,297,408
Loss-adjusted Total Impact [people reached]	13,764,187	10,886,574	24,650,760

CREATING SUSTAINABLE MARKETS WITH HOUSEHOLDS AND INSTITUTIONS

LIXIL continues to prioritize scalable, market-based business models to address the global sanitation and hygiene challenge. When consumers choose to invest in sanitation and hygiene products themselves, they are far more likely to maintain and use them consistently—a critical factor in achieving lasting improvements in health and dignity. By developing and sustaining commercial markets for affordable, high-quality products tailored to the needs of low-income consumers, we create local jobs, foster entrepreneurship, and build distribution networks that can continue to serve communities long into the future.

Alongside continued growth in commercial sales, LIXIL leverages strategic donations to expand access in institutional settings such as schools and healthcare facilities where market dynamics differ. This balanced approach maximizes our impact by reaching large numbers of users over time while ensuring that donations complement—rather than compete with—local retail markets and the commercial demand that sustains them. In this way, every donation serves a dual purpose: providing immediate access to safe sanitation while also building awareness and demand that strengthens the broader market ecosystem. In FYE2026:

- 863,022 of the total 947,568 SATO units shipped were commercially sold (91%) with the majority sold in markets where LIXIL has invested in local manufacturing and distribution partnerships (e.g., Kenya, Uganda, Tanzania, India, Bangladesh, among others). LIXIL’s established SATO supply chains, supported by ongoing investments in retail activation, consumer marketing, and professional sales training aim to deepen market penetration, build lasting distribution networks, and ensure that safe sanitation and hygiene solutions are accessible, aspirational, and affordable for all.
- 84,546 SATO units were donated or seeded to partners, of which 50,628 units (60%) were directed to schools and 21,952 units (26%) to healthcare facilities, totaling 86% of donated units. For example:
 - In Rwanda, LIXIL supported its partner’s programs and local government sanitation objectives by seeding 15,000 SATO Pans and 15,000 SATO Taps in early childhood development schools across the country to accelerate school upgrades and stimulate local markets. In the Philippines, LIXIL’s partner facilitated the distribution of 5,300 SATO Taps to local schools.
 - In Angola, in close collaboration with UNICEF who in turn coordinated with local partners, LIXIL provided 11,500 SATO Taps for installation in healthcare facilities.

PARTNER-REPORTED IMPACT ADJUSTMENTS

A major improvement in our [Impact Methodology](#) (June 2024) is to incorporate partner-reported information to more accurately reflect the impact. Partner reporting and analysis is an ongoing, collaborative effort: As we approached our 100 million target, LIXIL worked closely with partners worldwide to validate and document impact through systematic data-sharing, deeper engagement with in-country sales teams, and thorough review of historical records. In the event partner reporting was missing, lacked detail, or LIXIL had other reason to believe some units remained undistributed, further analysis was conducted and documented to ensure impact adjustments were made to reflect the most reasonable, conservative impact based on the multipliers in the Impact Methodology or derived from the additional analysis. This collaborative verification process reflects our commitment to accuracy and our recognition that partners on the ground have the most reliable information about how our products are ultimately used.

In FYE2026, 94 impact adjustments (affecting over 200,000 units) were made based primarily on partner reports received, significantly improving the accuracy of our cumulative impact totals. In addition, much of the impact adjustments reflected here in FYE2026 results from installations that had already occurred but were only recently verified, underscoring the importance of robust data systems and local collaboration in fully capturing our reach. Below is a sample (not comprehensive) of the impact adjustments in FYE2026:

- Our partner in Kenya reported in June 2025 that 2,000 units donated by LIXIL previously assessed as installed in households were ultimately installed at refugee camps in Dadaab and Kakuma, increasing our estimated impact by 289,340 people.
- In July 2025, LIXIL reviewed new evidence indicating that nearly 75,000 SATO units previously assumed to be used in households were installed in refugee camps in Cox’s Bazar, Bangladesh. This finding was based on sales data from local latrine businesses operating near the camps.
 - Applying our standard refugee camp multiplier of 150 people per unit would have been straightforward and resulted in significantly higher reported impact. However, we recognized this would overestimate reach relative to known population figures and sector data from the camps.
 - Through field visits by SATO staff, outreach to partners familiar with water, sanitation, and hygiene (WASH) operations in Cox's Bazar, and review of publicly available datasets, we revised our approach and selected a more conservative multiplier of 25 people per unit—prioritizing accuracy over inflated figures. After removing the previously counted household impact to avoid double-counting, this resulted in an increase of 1,499,538 people.
- In Rwanda, we updated our records to reflect a LIXIL donation of 38 units via our School Toilet Enhancement Programme (STEP) i.e., the units were installed in schools reflecting 3,602 additional impact, as well as 94,516 additional people were impacted as a result of 997 units installed in schools, reported in May by our partner.
- In line with our goal to historically assess our impact, we made adjustments to our impact in India. LIXIL worked with over 20 local partners to donate more than 420,000 units from FYE2020 through FYE2024, primarily SATO Taps and SATO Pans with V-Traps. The bulk of these donations were made in response to the COVID-19 pandemic, with additional distributions supporting ongoing resilience and recovery efforts.
 - Due to the large-scale distribution and numerous partners involved, often in challenging circumstances, in FYE2026, we sought to further confirm the distribution of these donations through review of historical communications and new partner follow up.

- 303,580 of the units are confirmed by the partner to have reached at least a district level in distribution, and for 115,400 of the total 424,980 donated units, LIXIL has further specific partner-reported detail confirming final distribution to household and non-household settings.
- However, one partner reported that 6,000 of the units donated to them in FYE2024 have not yet been distributed due to programmatic challenges. These units have been removed from our impact calculation, resulting in a down-adjustment of 34,740 impact (previously accounted for use in households).
- Also in India, in FYE2025 and FYE2026, LIXIL initiated a “buy back” scheme, working with local distributors and retailers, to collect unsold SATO stock prior to launching a new manufacturing partnership. As part of our retroactive review, we determined that 42,465 units were removed from circulation during this timeframe; we have accordingly reduced our impact estimate by 245,872 people, as these units would have been designated for use in household settings.

As a reminder, LIXIL’s Impact Methodology seeks to reflect the latest partner-reported data and additionally includes a 5% reduction in our overall impact to account for unknown distribution or other challenges at a global level.

EXPANDED GEOGRAPHIC REACH

In FYE2025, we reported SATO's geographic reach to 46 countries and territories. In FYE2026, working with partners, we expanded to eight new countries: Angola, Burundi, Honduras, Jordan, Namibia, Poland, Solomon Islands, and South Sudan. In addition, we conducted a more comprehensive validation process—cross-referencing manufacturer reports, partner delivery data, and historical donation records—to ensure our reporting accurately reflected all destinations where SATO products had been shipped for the purpose of delivering improved sanitation and hygiene.

Country or Territory Added in FYE2026	Volume Shipped	Year of First Known Shipment
Angola	11,500	FYE2026
Burundi	111	FYE2026
Congo	3,204	FYE2018
Gaza	19,650	FYE2025
Guatemala	1,600	FYE2024
Guinea	10,000	FYE2025
Honduras	3,181	FYE2026
Jordan	1,500	FYE2026
Lesotho	18,400	FYE2025
Mongolia	51	FYE2024
Namibia	9,600	FYE2026
Poland	20	FYE2026
South Sudan	197	FYE2026
Solomon Islands	15,000	FYE2026
Sudan	3,150	FYE2018

This review reflects our ongoing commitment to data accuracy and transparent reporting. Through this review, we identified seven additional countries or territories that had previously received SATO products for use but had not been reflected in our impact updates. We also removed one country, Djibouti, from the list, as it was incorrectly named as the final destination for a shipment to Ethiopia. This resulted in a *net* increase of 14 to our geographic reach.

With these updates, and as of FYE2026, SATO products have now been shipped for use to a total of 60 countries and territories worldwide. The table above details the 15 new countries or territories identified to which SATO products have been shipped, with eight based on shipments in FYE2026 and seven from previous fiscal years. Further detail on our geographic reach is provided in Annex 2.

NOTE ON INDIRECT IMPACT AND OUR IMPACT FROM OUR UNICEF MaS! PARTNERSHIP

As shared in our [original methodology](#), LIXIL reports the direct and indirect impact from our Make a Splash! (MaS!) Partnership with UNICEF to provide additional insight into LIXIL's efforts to improve access to sanitation and hygiene globally. In the [MaS! Phase III Progress Report](#) (August 2025), we reported reaching an additional 3.5 million people (approximately 1.5 million in direct impact, and 2.0 million in indirect impact) in 2024, bringing our total impact in collaboration with UNICEF to 16.3 million. *The MaS! Phase III Progress Report for 2025–2026 is expected to be released by August 2026.*

MaS! Direct Impact is the result of direct sales of SATO products or other direct provision of toilets or handwashing solutions in the UNICEF-LIXIL Make a Splash! Partnership. Previously, we could not distinguish what proportion of the MaS! Direct Impact was a result of SATO sales (and therefore already included in our units shipped impact analysis, above) or the result of other, directly attributable impact from the MaS! Partnership investment. In the 2024 reported data, we estimate that 528,000 of the 1.5 million of direct impact was attributable to the installation of 88,000 SATO products and is likely already reflected in our analysis above. We estimate an additional 132,000⁵ impact was from 22,000 other product installations, and 840,000 from self-build or other solutions that may include SATO. These are considered additional direct impact from the MaS! partnership and are included in this report but were not counted toward LIXIL's 100 million target, consistent with our current Impact Methodology.

MaS! Indirect impact - the increase in the number of people with improved sanitation and hygiene as a result of systems-strengthening activities such as those taking place outside of MaS! implementation geographies - is determined by UNICEF using their methodology to ensure alignment with the UNICEF-estimated direct impact. An example of indirect impact is in Tanzania, where activities were implemented directly in two MaS! focus districts were later adopted by the national government elsewhere, contributing to indirect impact. In Nigeria, Toilet Business Owners supported in MaS! focus states expanded their businesses into new areas, shifting from direct to indirect impact. Total indirect impact is estimated as 6.2 million through 2024 from our collaboration with UNICEF in MaS!. Indirect impact from this partnership was also not included toward LIXIL's 100 million target by December 2025. As we look ahead to our next 100 million target by FYE2031, both the non-SATO direct impact described in the previous paragraph, in addition to this indirect impact, will count towards our cumulative result.

⁵ Of the 110,000 sanitation and hygiene products installed through Phase III of MaS!, 88,000 were SATO products and the balance of 22,000 were non-SATO. Using the LIXIL Impact Methodology we have assumed these 22,000 units were household-level installations and applied our standard multiplier of six. This provides the most conservative estimate of MaS! direct impact. This impact was not counted towards our 2025 target.

ANNEX 1: DETAILED VOLUME & IMPACT ADJUSTMENTS AS OF FYE2026

	FYE2020	FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026
Total Shipped Volume	1,167,583	1,253,025	1,374,839	1,014,973	1,122,571	834,271	947,568
Cumulative Volume	3,845,405	5,098,430	6,473,269	7,488,242	8,610,813	9,445,084	10,392,652
Cumulative Reported Impact	31,494,196	41,438,317	55,746,457	60,417,740	67,926,496	81,923,916	106,574,676
Adjusted Volume: Removing double counting and accessories [units]							
Double-counting of I-Traps and V-Traps <i>(Remove where sold with a SATO Pan or Stool)</i>	-51,024	-28,132	0	-33,985	-31,816	-8,037	-7,667
Remaining Accessories (foot rests, adapters, collection boxes)	-138,725	-109,723	-45,313	-72,782	-36,187	-9,942	-13,586
Adjusted Volume	977,834	1,115,170	1,329,526	908,206	1,054,568	816,292	926,315
Adjusted Volume: known use cases [units]							
Households (or Unknown)	861,374	1,268,310	1,037,678	904,942	1,031,658	787,410	670,540
Community and/or Public	0	0	0	0	0	517	2,860
Time-Bound, High-Use Public Facilities	0	0	0	0	0	8,114	0
Refugee Camps	0	2,421	2,300	0	0	8,000	98,927
Healthcare Facilities	0	522	0	0	0	44	21,751
Schools	64,000	5,772	90,000	0	22,260	11,692	131,737
Shared							814
Sample/Demo	0	0	0	0	0	515	-314
Adjusted Impact: [people reached]							
Households (or Unknown)	4,690,912	8,486,796	5,716,200	4,917,140	5,677,953	4,299,761	3,365,924
Community and/or Public	0	0	0	0	0	51,815	285,124
Time-Bound, High-Use Public Facilities	0	0	0	0	0	8,114,000	0
Refugee Camps	0	121,050	345,000	0	2,226,000	1,200,000	4,119,562
Healthcare Facilities	0	1,305,000	0	0	0	11,000	5,435,481
Schools	6,400,000	554,650	9,000,000	0	0	1,057,550	12,725,798
Shared	0	0	0	0	0	0	16,280
Sample/Demo	0	0	0	0	0	0	0
Adjusted Total Impact	11,090,912	10,467,496	15,061,200	4,917,140	7,903,953	14,734,127	25,948,169
Cumulative Adjusted Impact	33,151,785	43,619,281	58,680,481	63,597,621	71,501,574	86,235,701	112,183,870
5% loss	-554,546	-523,375	-753,060	-245,857	-395,198	-736,706	-1,297,408
Loss-adjusted Total Impact	10,536,366	9,944,121	14,308,140	4,671,283	7,508,755	13,997,420	24,650,760
Cumulative Loss-adjusted Impact [people reached]	31,494,196	41,438,317	55,746,457	60,417,740	67,926,496	81,923,916	106,574,676

ANNEX 2: SATO GEOGRAPHIC REACH AS OF FYE2026

Africa (35 Countries or Territories)
Angola*, Benin, Burkina Faso, Burundi*, Cameroon, Comoros, Congo*, Cote d'Ivoire, DRC, Ethiopia, Ghana, Guinea*, Guinea-Bissau, Kenya, Lesotho*, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Namibia*, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Somalia, South Africa, South Sudan*, Sudan*, Tanzania, Togo, Uganda, Zambia
Americas (8 Countries or Territories)
Belize, Bolivia, Brazil, Guatemala*, Haiti, Honduras*, Peru, United States
Asia (16 Countries or Territories)
Bangladesh, Bhutan, Cambodia, Fiji, India, Indonesia, Jordan*, Mongolia*, Myanmar, Nepal, Gaza*, Papua New Guinea, Philippines, Solomon Islands*, Tajikistan, Vietnam
Europe (1 Country or Territory)
Poland*
Total: 60 Countries and Territories *Newly Reported in FYE2026 (15)

Note: Countries to which SATO products have been shipped for the purpose of display or research, i.e., not for use and therefore not counted towards our impact, include: Japan, Netherlands, Sweden, Switzerland, Ukraine, United Kingdom, Uzbekistan (7 countries). In FYE2026, Djibouti was removed from our list following a review of our shipping records and having determined that the final destination for the products was in fact Ethiopia.