

TOTO

Life Anew



TOTO GROUP

**Integrated Report
2025**

Financial and Non-Financial Data

10-Year Summary of Selected Financial Data

(million yen)

	FY2015* ³ (March 31, 2016)	FY2016* ³ (March 31, 2017)	FY2017* ³ (March 31, 2018)	FY2018* ³ (March 31, 2019)	FY2019* ³ (March 31, 2020)
Net sales* ⁴	570,716	566,009	590,959	584,733	595,709
Cost of sales	354,187	348,407	368,148	371,565	383,562
Cost of sales ratio* ⁴	62.1%	61.6%	62.3%	63.5%	64.4%
Selling, general and administrative (SG&A) expenses	170,829	171,451	171,550	174,354	176,331
SG&A ratio* ⁴	29.9%	30.3%	29.0%	29.8%	29.6%
Operating profit* ⁴	45,699	46,150	51,260	38,814	35,816
Operating margin* ⁴	8.0%	8.2%	8.7%	6.6%	6.0%
Profit attributable to owners of parent* ⁴	36,360	32,960	36,798	32,380	23,921
Profit attributable to owners of parent ratio* ⁴	6.4%	5.8%	6.2%	5.5%	4.0%
Capital investment	31,240	34,950	40,341	35,881	35,598
Depreciation and amortization	18,397	18,994	21,357	23,347	25,343
Research and development (R&D) costs	19,098	19,388	20,594	21,528	21,467
R&D cost ratio* ⁴	3.3%	3.4%	3.5%	3.7%	3.6%
Total assets	536,265	553,996	564,319	574,960	582,482
Current assets	279,383	282,076	277,845	287,630	289,535
Non-current assets	256,882	271,920	286,473	287,329	292,946
Total liabilities	250,743	247,942	222,099	228,301	241,653
Net assets	285,522	306,053	342,219	346,658	340,829
Operating cash flow	58,695	62,604	45,489	14,593	63,843
Investing cash flow	(29,952)	(35,257)	(36,374)	(26,928)	(36,705)
Financing cash flow	(15,053)	(18,905)	(11,244)	14,562	(20,878)
Free cash flow* ¹	28,742	27,347	9,115	(12,335)	27,138
Dividends per share* ² (Yen)	—	68.00	72.00	90.00	90.00
ROA (Operating profit base)* ⁴	8.7%	8.5%	9.2%	6.8%	6.2%
ROE (Net profit base)* ⁴	13.3%	11.5%	11.7%	9.6%	7.1%
ROIC* ⁵	10.4%	10.2%	10.5%	7.8%	6.7%
ROIC after Adjustments* ⁶	10.2%	9.9%	10.5%	7.5%	6.7%
Invested capital* ⁷	315,052	330,634	347,690	376,906	367,778
Equity ratio	51.5%	53.6%	59.1%	58.9%	57.3%
Debt-to-equity (D/E) ratio (Times)	0.15	0.11	0.11	0.19	0.19
Cash on hand (to monthly sales ratio)* ⁸ (Month)	2.1	2.3	2.1	2.0	2.1
EPS* ^{2, 4} (Yen)	215.8	194.9	217.5	191.3	141.3
BPS* ² (Yen)	1,631.9	1,756.0	1,968.6	2,000.4	1,971.6
Total asset turnover* ⁴ (Times)	1.08	1.04	1.06	1.03	1.03
(excluding treasury stock/period average)	168,480,574	169,146,109	169,187,042	169,300,355	169,349,269

*1 Free cash flow = Operating cash flow + Investing cash flow

*2 We have changed the number of shares constituting one unit to 100 shares from 1,000 shares and also consolidated our shares (consolidated two shares to one share) on October 1, 2015. The amount for the total annual dividends per share in FY2015 is omitted and shown as a dash (—) as the 2nd quarter-end dividends per share and the fiscal year-end dividends per share cannot be simply added. In addition, the amount for the dividends per share are 15.00 yen (before share consolidation) for the 2nd quarter-end dividends and 34.00 yen (after share consolidation) for the fiscal year-end dividends.

*3 Starting from FY2017, the currency conversion method for overseas Group companies' profit and loss was changed from the method using rates on the last day of each term to the method using average rates during each term. In accordance with this change, the figures for FY2015 onward in this report have been revised retroactively.

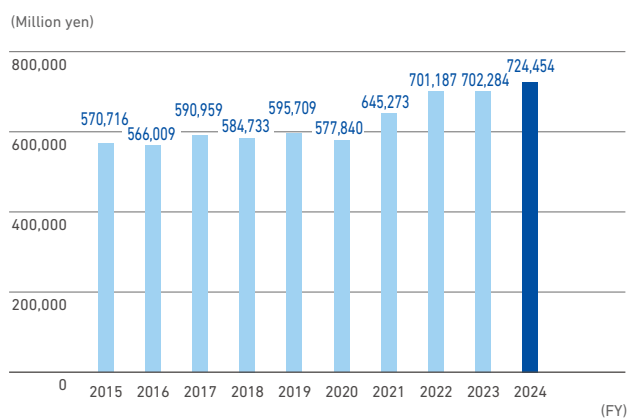
(million yen)

	FY2020* ³ (March 31, 2021)	FY2021* ³ (March 31, 2022)	FY2022* ³ (March 31, 2023)	FY2023* ³ (March 31, 2024)	FY2024* ³ (March 31, 2025)
Net sales* ⁴	577,840	645,273	701,187	702,284	724,454
Cost of sales	367,242	408,382	458,217	463,284	470,386
Cost of sales ratio* ⁴	63.6%	63.3%	65.3%	66.0%	64.9%
Selling, general and administrative (SG&A) expenses	170,940	184,710	193,848	196,233	205,588
SG&A ratio* ⁴	29.6%	28.6%	27.6%	27.9%	28.4%
Operating profit* ⁴	39,656	52,180	49,121	42,766	48,479
Operating margin* ⁴	6.9%	8.1%	7.0%	6.1%	6.7%
Profit attributable to owners of parent* ⁴	26,978	40,131	38,943	37,196	12,168
Profit attributable to owners of parent ratio* ⁴	4.7%	6.2%	5.6%	5.3%	1.7%
Capital investment	43,731	35,101	36,331	58,145	50,698
Depreciation and amortization	25,231	26,939	31,412	34,136	35,018
Research and development (R&D) costs	22,395	24,024	21,539	23,117	25,054
R&D cost ratio* ⁴	3.9%	3.7%	3.1%	3.3%	3.5%
Total assets	646,011	641,025	731,638	790,255	813,924
Current assets	326,383	307,623	359,288	354,030	374,570
Non-current assets	319,628	333,401	372,349	436,224	439,354
Total liabilities	272,838	227,652	270,546	279,699	283,519
Net assets	373,173	413,372	461,092	510,556	530,404
Operating cash flow	59,551	49,356	31,579	76,311	71,381
Investing cash flow	(42,622)	(31,893)	(35,269)	(53,790)	(38,383)
Financing cash flow	22,702	(75,772)	8,779	(18,954)	(19,007)
Free cash flow* ¹	16,929	17,463	(3,690)	22,521	32,998
Dividends per share* ² (Yen)	70.00	95.00	100.00	100.00	100.00
ROA (Operating profit base)* ⁴	6.5%	8.1%	7.2%	5.6%	6.0%
ROE (Net profit base)* ⁴	7.7%	10.4%	9.1%	7.8%	2.4%
ROIC* ⁵	7.4%	8.9%	7.4%	5.9%	4.8%
ROIC after Adjustments* ⁶	7.2%	8.8%	7.5%	5.9%	6.5%
Invested capital* ⁷	393,583	427,591	483,557	530,327	508,501
Equity ratio	56.7%	63.2%	62.0%	63.6%	64.1%
Debt-to-equity (D/E) ratio (Times)	0.27	0.10	0.17	0.15	0.14
Cash on hand (to monthly sales ratio)* ⁸ (Month)	3.0	1.7	1.7	1.8	2.0
EPS* ^{2,4} (Yen)	159.2	236.7	229.7	219.3	71.7
BPS* ² (Yen)	2,160.7	2,391.4	2,674.3	2,962.2	3,077.0
Total asset turnover* ⁴ (Times)	0.94	1.00	1.02	0.92	0.90
(excluding treasury stock/period average)	169,418,598	169,514,672	169,569,793	169,613,552	169,649,722

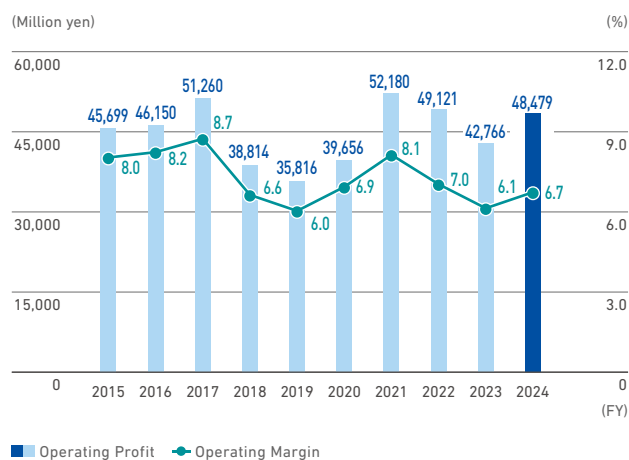
*⁴ We have adopted new accounting standards for revenue recognition from FY2021. In accordance with this change, the figures for FY2020 and earlier in this report have been revised retroactively.*⁵ Operating profit after tax ÷ (Operating capital + Fixed assets)*⁶ Calculated based on an effective tax rate of 30.4%*⁷ Operating capital + Fixed assets*⁸ (Cash and deposits + Short-term securities) ÷ Monthly sales

Financial Highlights

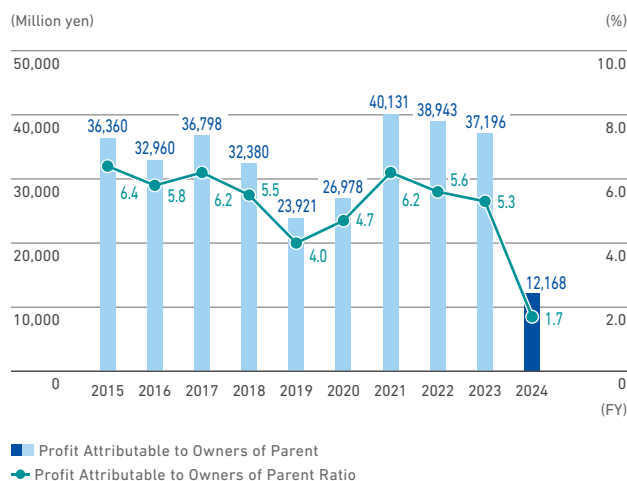
Net Sales



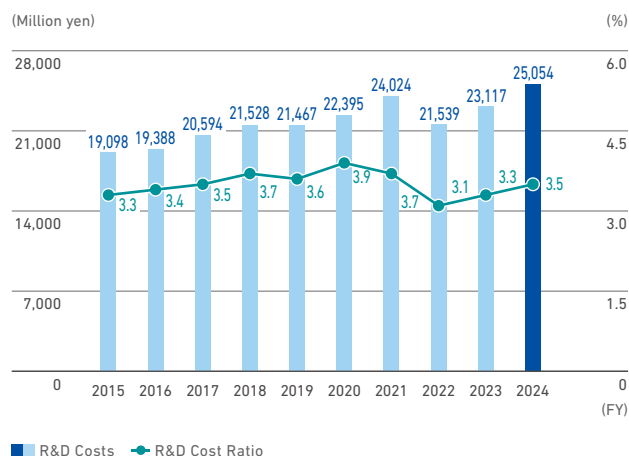
Operating Profit / Operating Margin



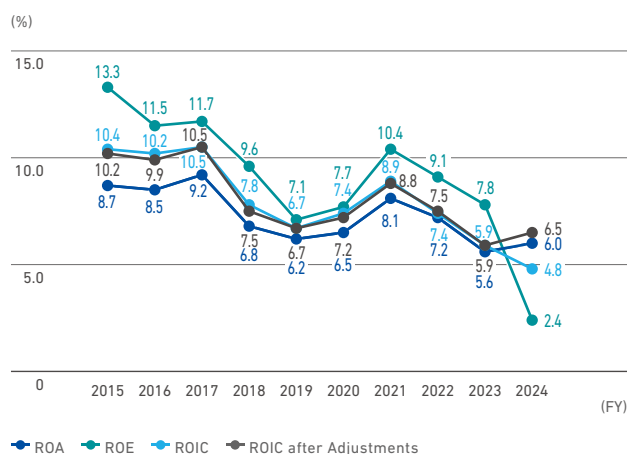
Profit Attributable to Owners of Parent / Profit Attributable to Owners of Parent Ratio



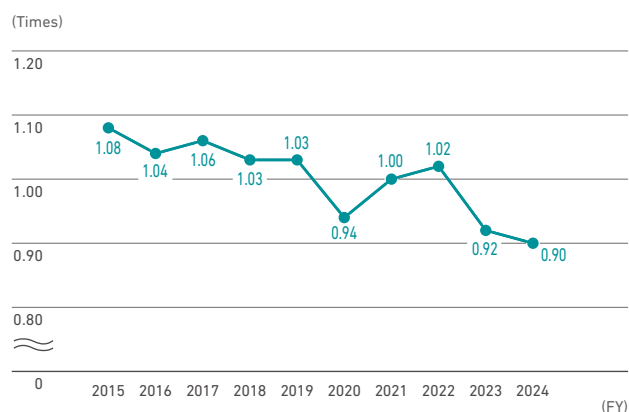
R&D Costs / R&D Cost Ratio



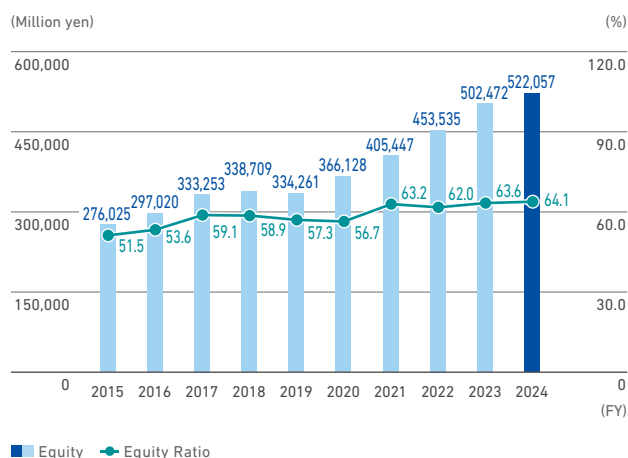
ROA (Operating Profit Base) / ROE (Net Profit Base) / ROIC (Operating Profit after Tax ÷ [Operating Capital + Fixed Assets]) / ROIC after Adjustments



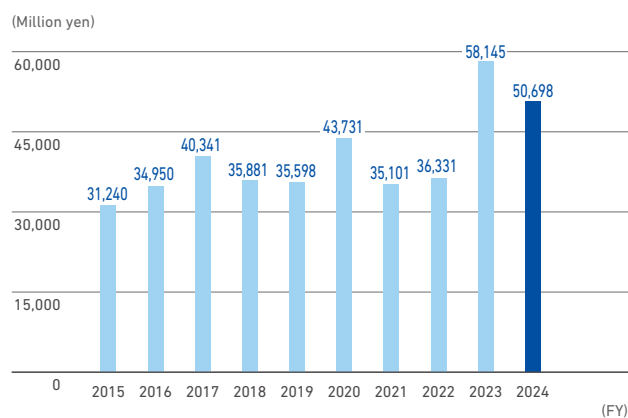
Total Asset Turnover



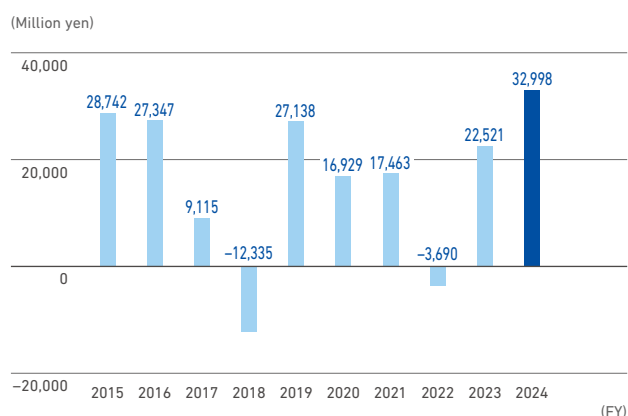
Equity / Equity Ratio



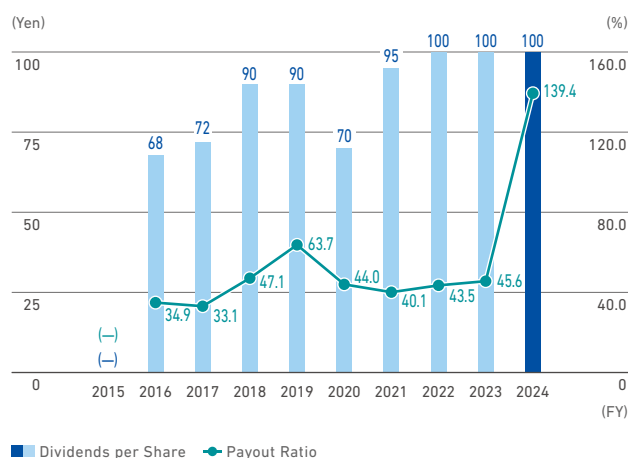
Capital Investment



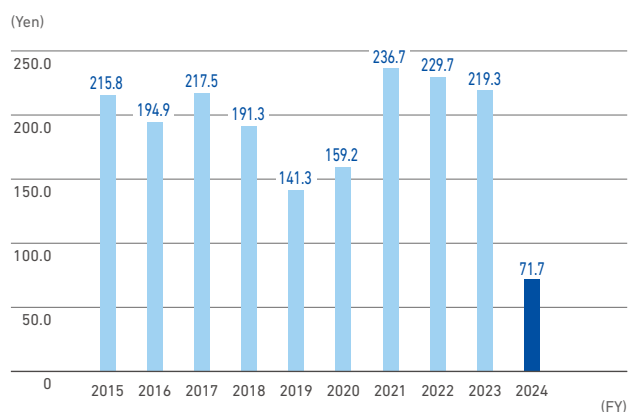
Free Cash Flow



Dividends per Share*1 / Payout Ratio*1



EPS



Total Shareholder Returns (including TSR dividend)*2

	Past year	Past three years		Past five years		Past ten years	
		Cumulative	Annual interest rate	Cumulative	Annual interest rate	Cumulative	Annual interest rate
TOTO	93.5%	84.9%	94.7%	121.2%	103.9%	132.8%	102.9%
TOPIX	98.5%	147.2%	113.8%	213.4%	116.4%	217.4%	108.1%

*1 We have changed the number of shares constituting one unit to 100 shares from 1,000 shares and also consolidated our shares (consolidated two shares to one share) on October 1, 2015. The amount for the total annual dividends per share in FY2015 is omitted and shown as a dash (-) as the 2nd quarter-end dividends per share and the fiscal year-end dividends per share cannot be simply added. In addition, the amount for the dividends per share are 15.00 yen (before share consolidation) for the 2nd quarter-end dividends and 34.00 yen (after share consolidation) for the fiscal year-end dividends.

*2 This calculation is based on return on investment that takes into account the dividend and stock price as of March 31, 2025.

NON-FINANCIAL DATA

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Report Policy

Boundary	TOTO LTD. and all 48 of its consolidated subsidiary companies in Japan and overseas. However, with respect to data for which the boundary of calculation is different, notes are described individually.
Period covered by this report	FY2024 (Japan: April 1, 2024 to March 31, 2025 / Overseas: January 1, 2024 to December 31, 2024)
Per unit of sales	As noted on page 2 in note4, net sales figures from FY2015 to FY2020 have been retroactively revised due to the adoption of new accounting standards for revenue recognition. However, as the impact on each environmental performance data per unit of sales is insignificant, the figures per unit of sales have not been retroactively revised.
Independent assurance	The Environmental Performance Data and Social Performance Data indicated with <input checked="" type="checkbox"/> for FY2024 have been assured by KPMG AZSA Sustainability Co., Ltd. However “per unit of sales” of each data is not covered.”

WILL2030 Social and Environmental Value Indicators

The TOTO Group aims to provide comfortable and healthy lifestyles for all by helping to realize a sustainable society and achieving carbon neutrality by 2050. Through these efforts, we will contribute to the United Nations (UN) Sustainable Development Goals (SDGs).

Goals	Main Initiatives	Indicators	Cat.	Results for FY2024	Targets for FY2026 ^{*3}	SDGs
Cleanliness and comfort; wellness and the environment	Rolling out clean, comfortable, and eco-friendly products	Percentage of sustainable products	◆	78%	80%	
Cleanliness and comfort; wellness	<ul style="list-style-type: none"> Realize cleanliness and comfort throughout the world Pursue ease of use for everyone 	Global expansion of clean and comfortable toilets		82%	79%	
		Percentage of toilets with built-in TORNADO FLUSH shipped		82%	79%	
		Number of WASHLET units shipped		3.06 million units	3.50 million units	
Environment	<ul style="list-style-type: none"> Protect our limited water resources and connect with the future Undertake initiatives to fight global warming and coexist with the earth 	Alleviating water stress through the widespread adoption of water-saving products	◆	0.93 billion m ³	1.14 billion m ³	
		Achieving carbon neutrality	◆	246 thousand tons	229 thousand tons	
		CO ₂ emissions from business sites (Scope 1 and 2)	◆	0.340 tons / million yen	0.269 tons / million yen	
		CO ₂ emissions per unit of sales	◆	2.81 million tons	3.60 million tons	
Relationships	<ul style="list-style-type: none"> Build deep, long-lasting relationships with customers 	Improved customer satisfaction	◆	95.1 pt	94.8 pt	
		Showroom satisfaction (Japan)	◆	81.9 pt	78.2 pt	
	<ul style="list-style-type: none"> Offer cultural support and contribute to society for the next generation 	Promotion of social contribution activities rooted in local communities		143.9%	100% or more	
		Employee satisfaction (Japan)	◆	77.8 pt	77.4 pt	
	<ul style="list-style-type: none"> Create and share joy in work together 	Realizing employee-friendly working environments		21.2%	21.5%	
		Percentage of female managers (Japan)		72.6%	85.0%	

Updated according to actual results finalized at the end of June 2025

◆ WILL2030 long-term goals

*1 Reduction effect when compared with the case where products from 2005 continue to be used

*2 Scope: Japan, Americas, Europe, Mainland China, Taiwan Region, India, Thailand, Vietnam

*3 Announced in April 2024

12th Global Environmental Action Plan

The Global Environmental Action Plan is an action plan established in response to the environmental issues identified under WILL2030.

Goals	Scope	Base Year	Results for FY2024	Targets for FY2026 ^{*2}
Avoided Emissions of water during product use ^{*1}	Japan/Overseas	—	0.93 billion m ³	1.14 billion m ³
Avoided Emissions during product use ^{*1}	Japan/Overseas	—	2.81 million tons	3.60 million tons
CO ₂ emissions from business sites (Scope 1 and 2)	Japan/Overseas	—	246 thousand tons	229 thousand tons
CO ₂ emissions per unit of sales	Japan/Overseas	—	0.340 tons / million yen	0.269 tons / million yen
Ratio of renewable energy power	Japan/Overseas	—	36.6%	60%
Total amount of water withdrawals	Japan/Overseas	—	1.78 million m ³	2.38 million m ³
Rate of improvement for total amount of water withdrawals	Japan/Overseas	—	29%	15%
Reduction of fuel used for transportation per unit	Japan	Compared to FY2021	15.3% or more	15.3% or more
Reduction rate of the use of packaging materials	Japan	Compared to FY2021	1.89% or more	2.6% or more
Reduction rate of waste at the production sites (reduction of production output intensity)	Japan	Based on FY2023	8.3%	1.5%
Recycling rate at the production sites	Japan	—	99.1%	99% or more
	Overseas	—	98.9%	99% or more
Usage rate of legal and recycled materials for wood-based materials used in products	Japan	—	100%	100%
	Overseas	—	100%	100%
	Total	—	100%	100%
Violations of related environmental laws	Japan	—	0 cases	0 cases
	Overseas	—	0 cases	0 cases
	Total	—	0 cases	0 cases

*1 Reduction effect when compared with the case where products from 2005 continue to be used

*2 Announced in June 2024

Environmental Performance Data

GHG Emissions

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)	
Scope 1+2+3	thousand tons CO ₂	19,839	19,990	18,433	16,760	16,785 ^{*1}	
Scope 1+2	thousand tons CO ₂	307	352	267	254	246	
Scope 1	thousand tons CO ₂	167	188	168	141	129	☑
(per unit of sales)	t-CO ₂ /million yen	0.29	0.29	0.24	0.20	0.18	
Direct GHG emissions from non-energy processes	thousand tons CO ₂	4.2	5.1	4.5	4.0	4.6	
Scope 2	thousand tons CO ₂	140	164	99	113	117	☑
(per unit of sales)	t-CO ₂ /million yen	0.24	0.25	0.14	0.16	0.16	
Scope 3	thousand tons CO ₂	19,532	19,638	18,166	16,506	16,539 ^{*1}	
(per unit of sales)	t-CO ₂ /million yen	33.8	30.4	25.9	23.5	22.8	
Category 1	thousand tons CO ₂	—	750	751	619	550 ^{*1}	
Category 2	thousand tons CO ₂	—	168	175	78	140	
Category 3	thousand tons CO ₂	—	45	47	41	40	
Category 4	thousand tons CO ₂	—	130	62	51	46	
Category 5	thousand tons CO ₂	—	17	9	10 ^{*2}	10	
Category 6	thousand tons CO ₂	—	5	5	5	5	
Category 7	thousand tons CO ₂	—	15	15	15	14	
Category 8	thousand tons CO ₂	—	—	—	—	—	
Category 9	thousand tons CO ₂	—	52	52	47	45	
Category 10	thousand tons CO ₂	—	—	—	—	—	
Category 11	thousand tons CO ₂	18,562	18,426	17,019	15,612	15,661 ^{*1}	☑
Of which, direct emission ^{*3}	thousand tons CO ₂	—	—	—	—	4,092	☑
Category 12	thousand tons CO ₂	—	30	31	29	29	
Category 13	thousand tons CO ₂	—	—	—	—	—	
Category 14	thousand tons CO ₂	—	—	—	—	—	
Category 15	thousand tons CO ₂	—	—	—	—	—	

*1 To improve calculation accuracy, the scope of aggregation has been revised starting from fiscal year 2024.

*2 The figures for FY2023 have been revised.

*3 CO₂ emissions of products that directly consume energy

Inherent Limitations with the Measurement and Evaluation of Environmental Performance Data

The quantitative results for greenhouse gas (GHG) emissions listed in the data book and other materials are subject to uncertainties pertaining to the measurement of activity data and the determination of emission factors. The results are also impacted by scientific uncertainties related to the determination of global warming potentials. Accordingly, the reported GHG emissions may vary materially when different calculation methods, activity data, emission coefficients, and assumptions are used within an acceptable range.

Energy Consumption

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)	
Quantity of energy consumption	MWh	1,198,805	1,350,455	1,224,689	1,061,083	982,734	✓
(per unit of sales)	MWh/million yen	2.07	2.09	1.75	1.51	1.36	
Quantity of non-renewable energy consumption	MWh	1,151,624	1,291,489	1,058,595	940,222	863,952	✓
(per unit of sales)	MWh/million yen	1.99	2.00	1.51	1.34	1.19	
Quantity of fuel consumption	MWh	851,679	963,366	859,726	724,761	651,673	✓
(per unit of sales)	MWh/million yen	1.47	1.49	1.23	1.03	0.90	
Quantity of electric power consumption	MWh	291,868	315,155	189,117	208,011	205,825	✓
(per unit of sales)	MWh/million yen	0.50	0.49	0.27	0.30	0.28	
Quantity of other types of energy consumption	MWh	8,077	12,969	9,752	7,451	6,454	✓
(per unit of sales)	KWh/million yen	13.98	20.10	13.91	10.61	8.91	
Quantity of renewable energy consumption	MWh	47,181	58,966	166,094	120,861	118,781	✓
(per unit of sales)	KWh/million yen	81.22	91.38	236.88	172.10	163.96	
Rate of renewable energy use	%	3.9	4.4	13.6	11.4	12.1	
Ratio of renewable energy power	%	13.9	15.8	46.8	36.8	36.6	
Energy cost	million yen	7,774	10,093	12,897	11,557	11,343	

Preserving Water Resources

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)	
Total amount of water withdrawals	thousand m ³	2,631	2,675	2,407	2,017	1,785	✓
(per unit of sales)	m ³ /million yen	4.53	4.15	3.43	2.87	2.46	
Surface water	thousand m ³	—	—	—	—	—	
Groundwater	thousand m ³	387	463	426	419	354	
Sea water	thousand m ³	—	—	—	—	—	
Water from production	thousand m ³	—	—	—	—	—	
Water from third parties	thousand m ³	2,244	2,212	1,981	1,598	1,431	
Total amount of water discharges	thousand m ³	1,904	1,860	1,642	1,222	1,349	
(per unit of sales)	m ³ /million yen	3.29	2.88	2.34	1.74	1.86	
Surface water	thousand m ³	10	9	11	7	7	
Groundwater	thousand m ³	—	—	—	—	—	
Sea water	thousand m ³	—	—	—	—	—	
Water from third parties	thousand m ³	1,894	1,851	1,631	1,215	1,342	
Amount of water consumption	thousand m ³	727	815	765	795	436	
Amount of recycled water	thousand m ³	1,844	2,163	2,008	1,737	1,765	
Water recycling rate	%	41.2	44.7	45.5	46.3	49.7	

Environmental Performance Data

Waste

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022* ¹ (fiscal year ended March 31, 2023)	FY2023* ² (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)	
Waste generated	thousand tons	128.1	142.5	116.8	94.8	86.2	☑
(per unit of sales)	kg/million yen	220.5	220.8	166.6	135.0	119.0	
Total amount of waste processed	thousand tons	24.8	22.3	14.8	15.0	15.0	☑
(per unit of sales)	kg/million yen	42.7	34.6	21.1	21.4	20.6	
Breakdown: (Amount of landfill waste)	thousand tons	—	—	7.8	8.0	8.1	
(Waste incineration volume with energy recovery)	thousand tons	—	—	6.1	5.9	5.7	
(Waste incineration volume without energy recovery)	thousand tons	—	—	0.9	1.1	1.1	
Recycling amount (not including thermal recycling)	thousand tons	103.3	120.2	102.0	79.8	71.2	☑
(per unit of sales)	kg/million yen	177.8	186.3	145.5	113.6	98.3	
Recycling rate (including thermal recycling)	%	99.5	99.5	99.8	99.8	99.0	
(Japan)	%	99.7	99.9	99.6	99.6	99.2	
(Overseas)	%	99.5	99.3	99.9	99.9	98.9	
Hazardous waste generated	thousand tons	—	—	0.78	0.90	1.11	☑
(per unit of sales)	kg/million yen	0.17	0.31	1.1	1.3	1.5	
Hazardous waste processed	thousand tons	—	—	0.68	0.86	1.05	
(per unit of sales)	kg/million yen	—	—	0.97	1.22	1.45	
Breakdown: (Amount of landfill waste)	thousand tons	—	—	0.59	0.77	0.99	
(Waste incineration volume with energy recovery)	thousand tons	—	—	0.02	0.04	0.06	
(Waste incineration volume without energy recovery)	thousand tons	—	—	0.07	0.05	0.01	
Recycling amount (not including thermal recycling)	thousand tons	—	—	0.10	0.04	0.06	
(per unit of sales)	kg/million yen	—	—	0.14	0.06	0.08	

*1 The calculation method was revised in FY2023. In conjunction with this revision, the results for FY2022 were recalculated.

*2 In fiscal year 2023, some data entry errors (omissions and incorrect classification) were discovered. As a result, the figures have been revised retroactively.

Atmospheric Emissions

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)	
Amount of chemical substance emissions (PRTR Law applicable)	t	22.0	26.8	27.6	22.3	31.5	
(per unit of sales)	kg/million yen	0.04	0.04	0.04	0.03	0.04	
SOx emissions	t	65.4	81.7	86.1	83.6	86.0	☑
(per unit of sales)	kg/million yen	0.11	0.13	0.12	0.12	0.12	
NOx emissions	t	150.5	135.2	128.3	110.8	95.3	☑
(per unit of sales)	kg/million yen	0.26	0.21	0.18	0.16	0.13	
Dust emissions	t	48.7	43.6	41.5	29.4	27.5	☑
(per unit of sales)	kg/million yen	0.08	0.07	0.06	0.04	0.04	
VOC emissions	t	21.9	26.7	27.5	22.2	31.2	
(per unit of sales)	kg/million yen	0.04	0.04	0.04	0.03	0.04	

Raw Materials Used

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Amount of raw materials used	thousand tons	564.0	649.0	572.8	505.1	452.0

Percentage of Legal Wood Materials and Recycled Wood Materials

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Legal Wood Materials	%	6	15	13	15	14
Recycled Wood Materials	%	94	85	87	85	86
Others	%	0	0	0	0	0
Total	%	100	100	100	100	100

Environment Management System

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Percentage of ISO 14001 certification acquisition	%	75.9	73.9	76.6	77.3	73.9

Violations of Related Environmental Laws

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Number of related environmental law violations	cases	0	0	0	0	0
Japan	cases	0	0	0	0	0
Overseas	cases	0	0	0	0	0

* Serious offense with a fine of USD10,000 or more

Social Performance Data

Customers

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Customer satisfaction in after-sales service	points	92.2	93.1	94.0	94.2	95.1
Customer satisfaction surveys (Japan)						
Showroom satisfaction	points	73.4	74.7	75.3	76.5	81.9
Ratio of customers impressed with bath module assembly	%	69.6	70.7	70.5	72.4	72.2
Evaluations on customer response quality	points	76.3	78.8	77.5	79.7	82.3

Quality Management System

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Percentage of ISO 9001 certification acquisition	%	76.4	74.5	77.4	77.6	74.3

Status of Employment

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Group total number of employees	no. of personnel	35,613	36,853	36,188	35,027	34,673
Male	no. of personnel	23,636	24,404	23,746	22,744	22,597
Female	no. of personnel	11,977	12,449	12,442	12,283	12,076
Percentage of female employees	%	33.6	33.8	34.4	35.1	34.8
Full-time employees	no. of personnel	30,839	31,777	31,448	30,853	30,268
Contract employees	no. of personnel	2,927	2,779	2,705	2,530	2,459
Temporary employees	no. of personnel	1,847	2,297	2,035	1,644	1,946
Number of employees (Japan)	no. of personnel	18,124	18,355	18,087	17,726	17,819
Male	no. of personnel	10,869	11,056	10,936	10,677	10,848
Female	no. of personnel	7,255	7,299	7,151	7,049	6,971
Percentage of female employees	%	40.0	39.8	39.5	39.8	39.1
Full-time employees	no. of personnel	13,843	13,903	13,968	14,021	14,057
Contract employees	no. of personnel	2,621	2,395	2,280	2,182	2,093
Temporary employees	no. of personnel	1,660	2,057	1,839	1,523	1,669
Percentage of employees under 30 years old	%	15.5	14.8	14.1	13.8	13.8
Male	%	9.3	9.0	8.7	8.5	8.5
Female	%	6.2	5.7	5.4	5.3	5.2
Percentage of employees between 30 and 49 years old	%	52.4	50.2	47.7	45.1	43.9
Male	%	28.5	27.0	25.6	24.1	23.7
Female	%	23.9	23.2	22.1	20.9	20.2
Percentage of employees 50 years old and over	%	32.2	35.0	38.2	41.1	42.3
Male	%	23.1	24.7	26.6	28.2	28.6
Female	%	9.1	10.3	11.6	12.9	13.8

Social Performance Data

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Number of graduate recruits (Japan)	no. of personnel	212	232	232	240	278
Male	no. of personnel	153	165	168	168	198
Female	no. of personnel	59	67	64	72	80
Percentage of female employees	%	27.8	28.9	27.6	30.0	28.8
Retention status of graduate recruits (non-consolidated)						
Job turnover rate within three years	%	—	—	10.2	15.4	16.0
Recruitment of experienced personnel (non-consolidated)						
Ratio of total recruitment for experienced regular workers	%	71	65	59	54	51
Ratio of recruitment for external experienced regular workers	%	20	7	16	27	28
Average age (non-consolidated)	ages	44 years and two months old	44 years and six months old	44 years and 11 months old	45 years and four months old	44 years and six months old
Average number of years of continuous service (Japan)	years	14.9	15.3	15.8	16.3	16.7
Male	years	16.9	17.2	17.7	18.2	18.5
Female	years	11.9	12.4	12.9	13.4	13.8
Number of employees (Overseas)	no. of personnel	17,489	18,498	18,101	17,301	16,854
Male	no. of personnel	12,767	13,348	12,810	12,067	11,749
Female	no. of personnel	4,722	5,150	5,291	5,234	5,105
Percentage of female employees	%	27.0	27.8	29.2	30.3	30.3
Full-time employees	no. of personnel	16,996	17,874	17,480	16,832	16,211
Contract employees	no. of personnel	306	384	425	348	366
Temporary employees	no. of personnel	187	240	196	121	277
Composition of employees by region						
Japan	%	50.9	49.8	50.0	50.6	51.4
China	%	17.7	18.2	18.3	18.5	17.7
Asia and Oceania	%	27.2	28.0	27.5	26.7	26.7
Americas	%	3.8	3.7	3.9	4.0	3.9
Europe	%	0.4	0.3	0.4	0.3	0.3
Number of foreign employees in the TOTO Group (Japan)	no. of personnel	45	46	48	48	51

Diversity

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Ratio of employees by nationality*						
Japan	%	—	—	—	51.1	50.8
China	%	—	—	—	19.9	17.5
Vietnam	%	—	—	—	12.7	12.4
Thailand	%	—	—	—	7.8	7.5
India	%	—	—	—	4.3	4.4

* The table shows the top five nationalities among our employees, excluding Group companies in the Americas. Figures for FY2023 exclude Group companies both in the Americas and Europe.

Social Performance Data

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)	
Number of managers	no. of personnel	3,792	3,872	3,523	3,691	3,712	
Male	no. of personnel	3,146	3,152	2,767	2,854	2,838	
Female	no. of personnel	646	720	756	837	874	
Percentage of female managers	%	17.0	18.6	21.5	22.7	23.5	☑
General manager level and above	no. of personnel	771	749	767	1,200	1,235	
Male	no. of personnel	739	717	729	1,068	1,093	
Female	no. of personnel	32	32	38	132	142	
Percentage of female employees	%	4.2	4.3	5.0	11.0	11.5	
Section chief level and above	no. of personnel	2,118	2,139	1,793	2,491	2,477	
Male	no. of personnel	1,744	1,722	1,353	1,786	1,745	
Female	no. of personnel	374	417	440	705	732	
Percentage of female employees	%	17.7	19.5	24.5	28.3	29.6	
Number of managers (Japan)	no. of personnel	2,889	2,888	2,560	2,636	2,659	
Male	no. of personnel	2,483	2,439	2,082	2,097	2,095	
Female	no. of personnel	406	449	478	539	564	
Percentage of female managers	%	14.1	15.5	18.7	20.4	21.2	☑
Number of new management appointments	no. of personnel	264	253	212	231	229	
Male	no. of personnel	194	178	140	149	170	
Female	no. of personnel	70	75	72	82	59	
Percentage of female employees	%	26.5	29.6	34.0	35.5	25.8	
Number of managers (Overseas)	no. of personnel	903	984	963	1,055	1,053	
Male	no. of personnel	663	713	685	757	743	
Female	no. of personnel	240	271	278	298	310	
Percentage of female managers	%	26.6	27.5	28.9	28.2	29.4	☑
Employees with disabilities							
Japan	no. of personnel	316	307	314	321	329	
Ratio of employees with disabilities (Japan)	%	2.63	2.53	2.58	2.65	2.70	
Ratio of employees with disabilities (Overseas)	%	0.75	0.76	0.74	0.78	0.75	

Gender Wage Gap in Japan (Average Female Wage/Average Male Wage)

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
All employees	%	—	—	60.5	60.6	61.1
Regular workers	%	—	—	62.6	62.6	62.8
Part-time and fixed-term contract workers	%	—	—	79.2	75.7	76.8

Work-Life Balance (Japan)

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Total employee turnover rate	%	2.3	2.5	2.7	2.7	2.6
Voluntary employee turnover rate	%	1.8	2.1	2.5	2.2	2.3
Working hours						
Average scheduled working hours per year	hours per person	1,903.7	1,901.8	1,901.0	1,907.9	1,898.2
Average hours actually worked per year	hours per person	1,930.7	1,937.8	1,916.0	1,913.8	1,905.5
Average hours of overtime and holiday work per month	hours per person	16.3	18.5	18.1	16.4	16.1
Number of employees with long working hours	no. of personnel	30	23	49	31	8
Number of paid holidays taken	days	17.8	18.2	18.8	19.0	18.4
Percentage of paid holidays taken	%	89.1	91.2	94.3	95.6	92.7
Number of people using reduced working hour and leave systems						
Employees taking childcare leave, etc. (TOTO Group (Japan))	no. of personnel	—	—	—	—	363
Male	no. of personnel	—	—	—	—	188
Female	no. of personnel	—	—	—	—	175
Employees taking childcare leave, etc. (TOTO, non-consolidated)	no. of personnel	160	200	237	247	230
Male	no. of personnel	24	66	96	120	109
Female	no. of personnel	136	134	141	127	121
Percentage of childcare leave taken by female employees (TOTO Group (Japan))	%	—	—	—	—	100
Percentage of childcare leave taken by female employees (TOTO, non-consolidated)	%	100	100	100	100	100
Percentage of childcare leave taken by male employees (TOTO Group (Japan))	%	—	—	57.9	64.7	72.6
Percentage of childcare leave taken by male employees (TOTO, non-consolidated)	%	13.9	37.7	66.7	73.2	83.2
Average number of days of childcare leave taken by male employees (TOTO, non-consolidated)	days	—	—	—	29.3	57.2
Percentage of employees returning to working after childcare leave (TOTO, non-consolidated)	%	96.2	97.4	96.3	97.8	92.3
Reduced working hours for childcare* (TOTO, non-consolidated)	no. of personnel	315	318	310	305	316
Male	no. of personnel	7	6	4	10	10
Female	no. of personnel	308	312	306	295	306
Employees taking nursing care leave (TOTO, non-consolidated)	no. of personnel	3	13	17	10	12
Male	no. of personnel	0	1	1	4	1
Female	no. of personnel	3	12	16	6	11
Reduced working hours for nursing care* (TOTO, non-consolidated)	no. of personnel	11	9	5	9	10
Male	no. of personnel	3	2	0	1	0
Female	no. of personnel	8	7	5	8	10
Telework (TOTO, non-consolidated)	no. of personnel	277	3,554	4,771	5,238	5,669

* Calculated for reduced working hours for childcare and reduced working hours for nursing care as of April 1 of the following year (of each fiscal year).

Social Performance Data

Human Resource Development

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Number of fellows (highest position of R&D specialist) (non-consolidated)	no. of personnel	2	2	2	3	3
Average training time per employee	hours	9.9	10.1	10.3	10.4	10.7
Average training cost per employee	thousand yen	29.6	30.0	31.5	32.7	35.0
Number of participants in management development training	no. of personnel	—	—	108	111	124
Japan	no. of personnel	61	62	90	93	90
Overseas	no. of personnel	—	—	18	18	34
Number of participants in leadership development training (Japan)	no. of personnel	230	230	244	246	236
Number of supervisors carrying out evaluations through multifaceted observations (Japan)	no. of personnel	68	79	74	90	780
Number of participants in training for promoted employees (Japan)	no. of personnel	1,130	1,144	1,137	1,051	1,191

Occupational Safety and Health

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Lost time injury frequency rate						
TOTO Group employees* ¹	no unit	0.16	0.28	0.21	0.20	0.14 <input checked="" type="checkbox"/>
TOTO Group contractors (in-plant cooperative firm)* ²	no unit	0.00	0.46	0.90	0.00	0.15 <input checked="" type="checkbox"/>
Occupational illness frequency rate						
TOTO Group employees	no unit	0.00	0.00	0.00	0.00	0.00 <input checked="" type="checkbox"/>
Number of work-related fatalities						
TOTO Group employees	no. of personnel	0	0	0	0	0 <input checked="" type="checkbox"/>
TOTO Group contractors (in-plant cooperative firm)	no. of personnel	0	0	0	0	0 <input checked="" type="checkbox"/>
Health and safety education	no. of personnel	460	670	494	513	511
Percentage of employees undergoing full medical examinations after regular health check-ups (legally required examinations)	%	100	100	100	100	100
Participation rate for mental health-related training						
Participation rate for mental health self-care training	%	—	—	100	100	100
Participation rate for mental health line care training	%	100	100	100	100	100
Implementation rate for specific healthcare guidance (lifestyle improvement program)* ³	%	95.0	97.3	96.6	97.0	99.9

*1 The frequency rate of lost time injuries in FY2023 was revised.

*2 The frequency rate of lost time injuries in FY2021 and FY2022 was revised.

*3 Figures for the implementation rate for specific healthcare guidance are as of April 2025 for FY2024 since implementation occurs between August of each year and September of the following year.

Labor Unions

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Percentage of employees in labor unions and other organizations	%	87.4	87.8	87.7	87.3	87.0

Employee Satisfaction (Japan)

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
TOTO Group Awareness Survey —overall score	points	74.4	75.2	74.9	75.9	77.8
TOTO Group Awareness Survey —peace of mind and satisfaction indicators	points	—	74.1	73.3	74.6	76.2

Supply Chain Management

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Sustainable procurement activities						
Total number of suppliers	no. of suppliers	1,517	1,397	1,378	1,360	1,305
Number of critical suppliers	no. of suppliers	620	573	620	601	584
Number of suppliers who have participated in the assessment survey	no. of suppliers	722	498	531	518	486
Achievement rate for compliance with the TOTO standards	%	100	100	100	100	100

Social Contribution

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Amount spent on social contribution	billion yen	1.27	1.27	1.24	1.25	1.23
Percentage of employees taking part in volunteer activities, donations offered, etc.*	%	67.0	84.0	91.8	108.1	143.9

* Up to FY2023, ratio of the number of employees who participated in volunteer activities to the total number of employees on a consolidated basis.

TOTO Water Environment Fund

Indicators	Unit	15th (2020–2022)	16th (2021–2023)	17th (2022–2024)	18th (2023–2025)	19th (2024–2026)
Organizations	no. of organizations	10	12	11	13	11
Grant assistance	million yen	26.6	27.5	24.8	27.3	27.6

Involvement in Public Policy

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Donations to political organizations	thousand yen	3,400	2,500	2,700	2,800	1,200

Social Performance Data

Compliance

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Number of legal violations	cases	0	0	0	0	0
Violations of Anti Monopoly Act	cases	0	0	0	0	0
Violations of Anti Corruption Law	cases	0	0	0	0	0
Legal violations related to import and export management	cases	0	0	0	0	0
Number of whistleblowing cases	cases	47	47	62	75	58
Japan	cases	44	44	56	63	50
Overseas	cases	3	3	6	12	8
Compliance with TOTO Group Awareness Survey						
Degree of instillation in the workplace	points	81.8	82.8	83.8	84.2	85.8
Degree of individual awareness	points	90.0	90.8	91.3	91.3	92.1

Respecting Human Rights

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Participation rate for human rights training	%	100	100	100	100	100
Number of cases of litigation and administrative guidance						
Discrimination cases	cases	0	0	0	0	0
Severe child labor	cases	0	0	0	0	0
Severe forced labor	cases	0	0	0	0	0

Directors and Audit & Supervisory Committee Members

Indicators	Unit	FY2020 (fiscal year ended March 31, 2021)	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023 (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)
Directors and Audit & Supervisory Committee members*	no. of personnel	16	16	15	15	14
Number of female employees	no. of personnel	0	0	1	1	2

* Up to FY2021, this displayed directors and Audit & Supervisory Board members.

Calculation Method of WILL2030 Social and Environmental Value Indicators

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Avoided Emissions of water during product use	m ³	Target products are toilets, urinals, water faucets, and bathtubs [Additional information] Other conditions can be viewed on our website: (https://jp.toto.com/assets/files/avoided_emissions_en_2406_document.pdf)	TOTO Group
Avoided Emissions during product use	million tons	Target products are toilets, urinals, water faucets, bathtubs, WASHLET, bathroom dryers, electric water heaters, hand dryers, and washroom heaters [CO ₂ emission coefficients from electricity (Japan)] FY2022 CO ₂ Emissions Report (reported values) from the Electric Power Council for a Low Carbon Society (ELCS) [CO ₂ emission coefficients from electricity (overseas)] "CO ₂ Emissions from Fuel Combustion 2023" published by the International Energy Agency (IEA) [CO ₂ emission coefficients from water (Japan)] Japan Sanitary Equipment Industry Association, "CO ₂ Conversion Coefficients from Water" (disclosed values for 2023) [CO ₂ emission coefficients from water (overseas)] CO ₂ emission coefficients from water in sales areas (figures published in reports and other materials by the Ministry of the Environment and the Ministry of Economy, Trade and Industry of Japan. Some of the figures are based on their neighboring or similar countries.). Reflects changes to electricity coefficients in each area for [CO ₂ emission coefficients from electricity (overseas)] [CO ₂ emission coefficients from gas] "Guidelines for Calculation of Greenhouse Gas Emissions (for calculation of emissions after FY2009 results)" published by the Ministry of the Environment of Japan. [Additional information] Other conditions can be viewed on our website: (https://jp.toto.com/assets/files/avoided_emissions_en_2406_document.pdf)	TOTO Group

Calculation Method of Environmental Performance Data

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Scope 1	thousand tons CO ₂	CO ₂ emissions from the use of fuel + CO ₂ equivalent emissions of 6.5 gases of non-energy origin. [CO ₂ emission coefficients] "Guidelines for Calculation of Greenhouse Gas Emissions (Version 5.0)" published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry of Japan. [Laws and Regulations Referenced] The Greenhouse Gas Protocol and Act on Promotion of Global Warming Countermeasures	TOTO Group
Scope 2	thousand tons CO ₂	CO ₂ emissions from purchased electricity, heat and steam. [CO ₂ emission coefficients from electricity] CO ₂ emission coefficients from electricity purchased based on TOTO Group contracts. [CO ₂ emission coefficients from steam] "Guidelines for Calculation of Greenhouse Gas Emissions (Version 5.0)" published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry of Japan. [Laws and Regulations Referenced] The Greenhouse Gas Protocol and Act on Promotion of Global Warming Countermeasures	TOTO Group
Scope 3 Category 1 (Purchased Goods and Services)	thousand tons CO ₂	Calculated by multiplying the weight of raw materials input into the business activity by the emissions intensity of each type of raw material.	TOTO Group
Scope 3 Category 2 (Capital Goods)	thousand tons CO ₂	The amount of capital investment acquired in the relevant fiscal year is multiplied by the emissions intensity.	TOTO Group
Scope 3 Category 3 (Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2)	thousand tons CO ₂	Calculated by multiplying fuel/energy consumption by emission intensity for each fuel/energy type.	TOTO Group
Scope 3 Category 4 (Upstream Transportation and Distribution)	thousand tons CO ₂	Calculated by multiplying the weight and distance of products and parts transported in the project area by the emission intensity.	TOTO Group
Scope 3 Category 5 (Waste Generated in Operations)	thousand tons CO ₂	Calculated by multiplying the amount of waste generated, excluding valuable materials, by the emissions intensity for each waste type and method.	TOTO Group
Scope 3 Category 6 (Business Travel)	thousand tons CO ₂	Calculated by multiplying the number of employees by the emissions intensity per employee.	TOTO Group

Calculation Method of Environmental Performance Data

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Scope 3 Category 7 (Employee Commuting)	thousand tons CO ₂	Calculated by multiplying the number of employees by the emissions intensity per employee.	TOTO Group
Scope 3 Category 8 (Upstream Leased Assets)	thousand tons CO ₂	Not applicable	—
Scope 3 Category 9 (Downstream Transportation and Distribution)	thousand tons CO ₂	Assuming transportation fuel from outside contractors to customers, etc., and multiplying by emission intensity.	TOTO Group (Japan)
Scope 3 Category 10 (Processing of Sold Products)	thousand tons CO ₂	Not applicable	—
Scope 3 Category 11 (Use of Sold Products)	thousand tons CO ₂	<p>Lifetime*¹ CO₂ emissions*² per unit from major products*³ × Sales quantity.</p> <p>*1 Duration of use by product classification (defined by TOTO)</p> <p>*2 CO₂ emissions from consumption of water and energy based on specifications and usage models (based on reports from the Ministry of the Environment and the Ministry of Economy, Trade and Industry of Japan, the information published by industry associations and research articles, etc.) by sales areas</p> <p>*3 toilets, urinals, water faucets, bathtubs, WASHLET*, bathroom dryers*, electric water heaters*, hand dryers*, and washroom heaters*</p> <p>(* Target of direct emission calculations)</p> <p>[CO₂ emission coefficients from electricity (Japan)] FY2023 CO₂ Emissions Report (reported values) from the Electric Power Council for a Low Carbon Society (ELCS)</p> <p>[CO₂ emission coefficients from electricity (overseas)] "CO₂ Emissions from Fuel Combustion 2024" published by the International Energy Agency (IEA)</p> <p>[CO₂ emission coefficients from water (Japan)] Japan Sanitary Equipment Industry Association, "CO₂ Conversion Coefficients from Water" (disclosed values for 2024)</p> <p>[CO₂ emission coefficients from water (overseas)] CO₂ emission coefficients from water in sales areas (figures published in reports and other materials by the Ministry of the Environment and the Ministry of Economy, Trade and Industry of Japan. Some of the figures are based on their neighboring or similar countries.). Reflects changes to electricity coefficients in each area for [CO₂ emission coefficients from electricity (overseas)]</p> <p>[CO₂ emission coefficients from gas] "Guidelines for Calculation of Greenhouse Gas Emissions (for calculation of emissions after FY2009 results)" published by the Ministry of the Environment of Japan</p>	TOTO Group
Scope 3 Category 12 (End-of-Life Treatment of Sold Products)	thousand tons CO ₂	<p>Calculated by multiplying the weight of products to be disposed of in the relevant fiscal year by the emissions intensity of each type of waste.</p> <p>The weight of products to be disposed of is estimated based on the material composition of major products and the number of units sold.</p>	TOTO Group (Japan)
Scope 3 Category 13 (Downstream Leased Assets)	thousand tons CO ₂	Not applicable	—
Scope 3 Category 14 (Franchises)	thousand tons CO ₂	Not applicable	—
Scope 3 Category 15 (Investments)	thousand tons CO ₂	Not applicable	—
Quantity of energy consumption	MWh	<p>Total quantity of energy consumption of electricity, fuel and heat consumption at offices and factories.</p> <p>[Heating value per unit] "Guidelines for Calculation of Greenhouse Gas Emissions" published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry of Japan</p> <p>[Laws and Regulations Referenced] Act on Rationalization of Energy Use and Shift to Non-fossil Energy</p>	TOTO Group
Quantity of non-renewable energy* consumption	MWh	<p>Total energy consumption of fossil fuels (city gas, natural gas, light oil, etc.) and electricity, steam (and cold/heat), etc., not derived from renewable energy sources out of the total energy consumption.</p> <p>[Laws and Regulations Referenced] Act on Rationalization of Energy Use and Shift to Non-fossil Energy</p> <p>* Energy excluding renewable energy sources as defined in the Act on Special Measures Concerning the Promotion of the Use of Renewable Electric Energy.</p>	TOTO Group
Quantity of fuel consumption (purchased and consumed non-renewable fuel)	MWh	Total quantity of energy consumption of fossil fuels (city gas, natural gas, light oil, etc.) out of total energy consumption.	TOTO Group
Quantity of electric power consumption (purchased non-renewable energy)	MWh	Total quantity of energy consumption of electricity that is not derived from renewable energy sources out of total energy consumption.	TOTO Group
Quantity of other types of energy consumption (purchased non-renewable cold/heat and other energy)	MWh	Total quantity of energy consumption, steam (and cold/heat), etc., not derived from renewable energy sources, out of total energy consumption.	TOTO Group

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Quantity of renewable energy consumption	MWh	Total quantity of renewable energy consumed that was generated at business sites and renewable energy that was purchased from outside the TOTO Group. [Laws and Regulations Referenced] Act on Rationalization of Energy Use and Shift to Non-fossil Energy	TOTO Group
Rate of renewable energy use	%	Quantity of renewable electric power consumed within the quantity of total energy consumption.	TOTO Group
Ratio of renewable energy power	%	Ratio of electricity consumed that is derived from renewable energy sources to total electricity consumed.	TOTO Group
Energy cost	million yen	Total amount of energy purchased that was used at business sites.	TOTO Group
Total amount of water withdrawals	thousand m ³	Total quantity of water intake (municipal water, groundwater, and industrial water) into offices and factories. Municipal water and industrial water: Aggregation of usage amount via invoices from the Waterworks Bureau. Groundwater: Aggregation of measurements by meters managed based on the Measurement Act. [Laws and Regulations Referenced] Environmental Reporting Guidelines (Ministry of the Environment)	TOTO Group
Total amount of water discharges	thousand m ³	Total amount of water discharges from offices and factories.	TOTO Group
Amount of water consumption	thousand m ³	Amount total wastewater deducted from total water withdrawals.	TOTO Group
Amount of recycled water	thousand m ³	Total quantity of reused water in offices and factories.	TOTO Group
Water recycling rate	%	Percentage of recycled water to the combined total of water intake and recycled water amount.	TOTO Group
Waste generated	thousand tons	Total quantity of waste generated in offices and factories (including valuable resources; not including general waste).	TOTO Group
Total amount of waste processed	thousand tons	Total quantity of waste not recycled.	TOTO Group
Amount of landfill waste	thousand tons	Total quantity of landfill waste processed without recycling or incineration among total waste generated.	TOTO Group
Waste incineration volume with energy recovery (thermal recycling)	thousand tons	Waste incineration volume and quantity of waste used as fuel at waste processing facilities with energy recovery among total waste generated.	TOTO Group
Waste incineration volume without energy recovery	thousand tons	Simple waste incineration volume among total waste generated.	TOTO Group
Recycling amount (not including thermal recycling)	thousand tons	Total quantity of recycled waste within the overall waste.	TOTO Group
Recycling rate (including thermal recycling)	%	(Quantity of waste recycled ÷ Quantity of waste generated) × 100. Does not include quantity of waste for which disposal by sanitary landfill is required by laws and regulations in the areas where TOTO factories are located. Also, does not include waste that cannot be recycled due to lack of disposal technology and equipment by waste treatment vendors in the areas where business sites are established.	TOTO Group
Hazardous waste generated	thousand tons	Total quantity of hazardous waste generated designated as such based on the waste-related laws and regulations in each country and region.	TOTO Group
Hazardous waste processed	thousand tons	The total amount of hazardous waste generated that was not recycled.	TOTO Group
Amount of chemical substance emissions (PRTR Law applicable)	t	Amount of chemical substance emission based on the PRTR Law at business sites in Japan.	TOTO Group (Japan)
SOx emissions	t	Total amount of each emissions from facilities in each country subject to regulations regarding soot and smoke emissions.	TOTO Group
NOx emissions	t	This was calculated by multiplying the amount of exhaust gas (actual measured value) by the concentration in exhaust gas (actual measured value).	TOTO Group
Dust emissions	t		TOTO Group
VOC emissions	t	Total air emissions related to the use of volatile organic compounds (VOCs) at business sites in Japan.	TOTO Group (Japan)
Amount of raw materials used	thousand tons	Total amount of raw materials used in business activities. Calculated based on weight composition in major products.	TOTO Group
Percentage of Legal Wood Materials and Recycled Wood Materials	%	Percentage of legal and recycled materials in wood materials and wood products (volume) procured in each fiscal year.	TOTO Group
Percentage of ISO 14001 certification acquisition	%	Percentage of employees at ISO 14001 certificated locations among all employees.	TOTO Group
Number of related environmental law violations	cases	Number of cases where fines/penalties of USD10,000 or more were paid.	TOTO Group

* Information on "Substances Subject to the Total Effluent Control System" and "Substances Subject to the PRTR Law" by business site in Japan can be viewed on our website.
https://jp.toto.com/en/company/csr/environment/clean/risk_attempt/

Calculation Method of Social Performance Data

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Customer satisfaction in after-sales service	points	Proportion of customers rating services as "satisfactory" or better. Scope (Japan, Americas, Europe, Mainland China, Taiwan Region, India, Thailand, and Vietnam) In 2020, the survey did not include India (not implemented due to the lockdown).	TOTO Group
Showroom satisfaction	points	Measure of overall customer satisfaction with recommendations received, attitude during customer service, etc.	TOTO Group (Japan)
Ratio of customers impressed with bath module assembly	%	Percentage of customers rating service representative behavior and workmanship as "excellent."	TOTO Group (Japan)
Evaluations on customer response quality	points	Results of scores given by in-house evaluation specialists regarding the response quality of call center services for customers, with 100 being a perfect score.	TOTO Group (Japan)
Percentage of ISO 9001 certification acquisition	%	Percentage of employees at ISO 9001 certificated locations among all employees.	TOTO Group
Group total number of employees	no. of personnel	Number of full-time/contract/temporary employees in companies of which the parent company is a TOTO Group company. Includes employees seconded to positions outside the Group; does not include employees seconded from outside the Group. Japanese companies calculate data based on March 31, and overseas companies calculate data based on data as of December 31 every fiscal year. At overseas companies, this includes local workers and employees seconded overseas from Japan.	Full-time/contract/temporary employees of the TOTO Group
Percentage of employees (Japan)	%	Figures (proportion) for each age group have been calculated from 2019 as the proportion of employees at the end of each fiscal year.	Full-time/contract employees of the TOTO Group (Japan)
Number of graduate recruits (Japan)	no. of personnel	Number of graduate recruits as of April 1 of the following year (of each fiscal year).	Full-time/contract employees of the TOTO Group (Japan)
Job turnover rate within three years	%	Number of employees who left within three years among total graduate hires who joined on April 1 three fiscal years ago ÷ Total graduate hires who joined on April 1 three fiscal years ago × 100 (%)	Full-time employees of TOTO LTD.
Ratio of recruitment for experienced workers	%	Ratio of total recruitment for experienced regular workers: Records both regular workers that enter the Company as experienced personnel with work experience as a condition for employment and employees who switched from being non-regular workers to regular workers. Ratio of recruitment for external experienced regular workers: Only records regular workers that enter the Company as experienced personnel with work experience as a condition for employment. Experienced personnel refers to people hired other than graduate recruits. This had been calculated since 2019.	Full-time employees of TOTO LTD.
Average age	ages	Average age of employees.	Full-time/contract employees of TOTO LTD.
Average number of years of continuous service	years	Average numbers of continuous service, from the day of entering the Company to the end of the fiscal year.	Full-time/contract employees of the TOTO Group (Japan)
Composition of employees by region	%	Proportion of employees by employment area.	Full-time/contract/temporary employees of the TOTO Group
Number of foreign employees in the TOTO Group (Japan)	no. of personnel	Number of employees who are foreign nationals, excluding those who are seconded overseas from Japan.	Full-time/contract employees of the TOTO Group (Japan)
Ratio of employees by nationality	%	Percentage of employees by nationality. The table shows the top five nationalities among our employees, excluding Group companies in the Americas. Figures for FY2023 exclude Group companies both in the Americas and Europe.	Full-time/contract employees of the TOTO Group

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Number of managers	no. of personnel	<p>The number of managers and positions calculated as managerial posts indicate the level of section chief and above, among full-time and contract employees.</p> <p>Calculated based on data as of April 1 of the following year (of each fiscal year) for Japan and the end of December for overseas companies.</p> <p>Aggregated based on working location. At overseas companies, this includes local workers and employees seconded overseas (number of employees in Japan seconded overseas is as of April 1 of the following year).</p> <p>Figures for the general manager level and above and the section chief level and above are calculated based on results from FY2020 to FY2022 for the TOTO Group (Japan).</p>	Full-time/contract employees of the TOTO Group
Percentage of female managers	%	<p>The number of managers and positions calculated as managerial posts indicate the level of section chief and above, among full-time/contract employees.</p> <p>Calculated based on data as of April 1 of the following year (of each fiscal year) for Japan and the end of December for overseas companies.</p> <p>Aggregated based on working location. At overseas companies, this includes local workers and employees seconded overseas from Japan.</p>	Full-time/contract employees of the TOTO Group
Number of new management appointments	no. of personnel	<p>Number of appointees for the level of section chief and above for April 1 of the following year (of each fiscal year).</p> <p>From 2019, this includes employees seconded overseas.</p>	Full-time/contract employees of the TOTO Group (Japan)
Ratio of employees with disabilities	%	<ul style="list-style-type: none"> Japan: Calculated based on the calculation standard for the mandatory proportion of jobs for people with disabilities established. As of April 1 of the following year (of each fiscal year). Overseas: Calculated for employees with disabilities. 	Full-time/contract employees of the TOTO Group
Gender wage gap in Japan	%	<p>The percentage figure for the difference between wage by gender is acquired by subtracting the average female wage from the average male wage for regular employees, non-regular employees (part-time and fixed contract), and all employees and multiplying by 100.</p> <p>[Laws and Regulations Referenced] Act on the Promotion of Women's Active Engagement in Professional Life</p>	Full-time/contract employees of TOTO LTD.
Total employee turnover rate	%	Calculated for all reasons for resignation.	Full-time employees of the TOTO Group (Japan)
Voluntary employee turnover rate	%	Voluntary employee turnover rate for full-time employees.	Full-time employees of the TOTO Group (Japan)
Average annual scheduled working hours	hours per person	Average annual scheduled working hours per person.	Full-time/contract employees of the TOTO Group (Japan)
Average hours actually worked per year	hours per person	Average hours actually worked per year per person.	Full-time/contract employees of the TOTO Group (Japan)
Average hours of overtime and holiday work per month	hours per person	Monthly average hours of overtime and holiday work per person.	Full-time/contract employees of the TOTO Group (Japan)
Number of employees with long working hours	no. of personnel	Number of employees whose total overtime working hours and holiday working hours exceed 80 hours in a single month or 70 hours for two consecutive months.	Full-time/contract employees of the TOTO Group (Japan)
Number of paid holidays taken	days	Holidays actually taken among paid holidays newly granted to employees every year (excluding carry-over ones)	Full-time/contract employees of the TOTO Group (Japan)
Percentage of paid holidays taken	%	<p>Percentage of paid holidays actually taken among paid holidays newly granted to employees every year (excluding carry-over ones and including accumulated leave and hourly leave)</p> <p>Excludes employees seconded overseas from Japan. From 2021, this excludes employees seconded to companies outside the TOTO Group.</p>	Full-time/contract employees of the TOTO Group (Japan)

Calculation Method of Social Performance Data

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Employees taking childcare leave	no. of personnel	Number of employees at the end of the fiscal year who have begun childcare leave for that fiscal year.	Full-time/contract employees of the TOTO Group (Japan)
Percentage of childcare leave taken by female employees	%	Number of employees taking childcare leave ÷ Number of employees who have given birth × 100. [Laws and Regulations Referenced] Act on Advancement of Measures to Support Raising Next-Generation Children	Full-time/contract employees of the TOTO Group (Japan)
Percentage of childcare leave taken by male employees	%	Number of employees taking childcare leave, etc. ÷ Number of employees whose spouses have given birth × 100. [Laws and Regulations Referenced] Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members Note: From 2022, this is calculated to include employees taking leave for the purpose of childcare Mama/Papa leave in the numerator.	Full-time/contract employees of the TOTO Group (Japan)
Average number of days of childcare leave taken by male employees	days	Number of childcare leave days taken until child reaches the age of two for children born three fiscal years ago ÷ Number of people taking childcare leave. Childcare leave includes holidays taken for the purpose of childcare.	Full-time/contract employees of TOTO LTD.
Percentage of employees returning to work after childcare leave	%	Proportion of employees returning to work each fiscal year within those who planned to return after childcare leave. In the case of multiple childcare leave taken for the same child in the same fiscal year, this is still counted as one person. This includes employees seconded overseas from Japan.	Full-time/contract employees of TOTO LTD.
Employees taking nursing care leave	no. of personnel	Number of employees taking nursing care leave (counted separately when such leave is taken for different nursing care recipients). Calculated based on the year leave started.	Full-time/contract employees of TOTO LTD.
Number of fellows	no. of personnel	Number of fellows (highest position of R&D specialist) as of April 1 of the following year (of each fiscal year).	TOTO LTD.
Average training time per employee	hours per person	Average training time per employee.	TOTO Group
Average training cost per employee	thousand yen	Average training cost per employee.	TOTO Group
Number of participants in management development training	no. of personnel	[Japan] Number of participants in <i>Kei-ei Juku</i> , a selective leadership development program. [Supplement] Initiative for leadership development: Systematically implement training for leadership candidates by holding overseas talent development training at <i>Kei-ei Juku</i> and overseas Group companies. [Overseas] Number of locally hired employees at Group companies completing management training.	TOTO Group
Number of participants in leadership development training	no. of personnel	Number of participants in training for newly appointed section chiefs.	TOTO Group (Japan)
Number of supervisors carrying out evaluations through multifaceted observations	no. of personnel	Number of people receiving multifaceted observations in the training for newly appointed section chiefs. From FY2024, number of people who carried out multifaceted observations in the training for newly appointed department chiefs and section chiefs and training in each department. [Supplement] Implement multifaceted observations aimed at improving management capabilities as a framework for supervisor evaluations through multifaceted observations.	TOTO Group (Japan)
Number of participants in training for promoted employees	no. of personnel	Number of participants in training for promoted employees at time of promotion.	TOTO Group (Japan)

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Lost time injury frequency rate (employees)	no unit	Number of lost time injuries per 1 million hours worked. [Laws and Regulations Referenced] Industrial Safety and Health Act	TOTO Group's business sites that are primarily engaged in manufacturing, research and development, and two equity method affiliate companies (Voreto (Xiamen) Plumbing Technology Co., Ltd. and PT. Surya TOTO Indonesia Tbk.) that are subject to the TOTO Group's management for safety and health
Lost time injury frequency rate (contractors)	no unit		Data covers contractors at TOTO Group in-plant cooperative firm (excluding contractors from cafeteria management, cleaning, and security).
Occupational illness frequency rate	no unit	Number of incidences of illness in the course of employment per 1 million hours worked. (Calculated based on the number of employees applicable to work-related accidents.) Covers occupational illness as defined by the Ministry of Health, Labour and Welfare. * Exception: Heatstroke, burns, back pain, and other sudden illnesses are included in work-related injuries, not occupational illnesses.	TOTO Group's business sites that are primarily engaged in manufacturing, research and development, and two equity method affiliate companies (Voreto (Xiamen) Plumbing Technology Co., Ltd. and PT. Surya TOTO Indonesia Tbk.) that are subject to the TOTO Group's management for safety and health
Number of work-related fatalities (employees)	no. of personnel	Number of deaths caused by work-related accidents.	The manufacturing and research & development sectors of the TOTO Group, and two equity method affiliate companies (Voreto (Xiamen) Plumbing Technology Co., Ltd. and PT. Surya TOTO Indonesia Tbk.) that are subject to the TOTO Group's management for safety and health
Number of work-related fatalities (contractors)	no. of personnel		Data covers contractors at TOTO Group in-plant cooperative firm (excluding contractors from cafeteria management, cleaning, and security).
Health and safety education	no. of personnel	Number of participants in training related to occupational safety and health.	TOTO Group (Japan)
Percentage of employees undergoing full medical examinations after regular health check-ups	%	Percentage of employees eligible for full medical examinations based on the results of regular health check-ups (legally required examinations). [Supplement] Our action plans for health improvement can be found on our website: (https://jp.toto.com/en/company/csr/stakeholder/employees/health/).	TOTO Group (Japan)
Participation rate for mental health-related training	%	<ul style="list-style-type: none"> Mental health self-care training participation rate: Percentage of employees who participate in self-care training. This has been calculated since 2022. Mental health line care training participation rate: Percentage of managers who participate in mental health training. This has been calculated since 2020. [Supplement] Our action plans for maintaining mental health can be found on our website: (https://jp.toto.com/en/company/csr/stakeholder/employees/health/).	TOTO Group (Japan)
Implementation rate for specific healthcare guidance (lifestyle improvement program)	%	Specialist staff (such as public health nurses and nutritionists) provide support (specific healthcare guidance) to employees over 40 years in changing their lifestyle habits based on the results of regular health check-ups. Implementation rate for specific healthcare guidance.	TOTO Group (Japan)

Calculation Method of Social Performance Data

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Percentage of employees in labor unions and other organizations	%	From 2020, this has been calculated by the number of union members as a percentage of total employees (excluding management). Percentage of countries and regions where labor unions and other organizations have been organized. [Supplement] Policies regarding the freedom to associate and organize and the right to collective bargaining: The TOTO Group participates in the United Nations Global Compact and respects the right of employees to associate and to collectively bargain as a method of realizing negotiations between labor and management on issues including the working environment.	TOTO Group
Employee satisfaction	points	<ul style="list-style-type: none"> TOTO Group Awareness Survey—overall score: Calculated as the overall score from the average value of comparable items for three years. TOTO Group Awareness Survey—peace of mind and satisfaction indicators: From 2021, this is calculated based on the average value of items from the questions in the TOTO Group Awareness Survey related to peace of mind and satisfaction. 	Full-time/contract/ temporary employees of the TOTO Group (Japan)
Total number of suppliers	no. of suppliers	Total number of suppliers of production materials.	—
Number of critical suppliers	no. of suppliers	Number of suppliers selected based on the following definitions. <ul style="list-style-type: none"> Suppliers of critical components (raw material, parts, service, etc.) Irreplaceable suppliers Suppliers necessary for achieving management plans Suppliers with large purchase amounts 	—
Number of suppliers who have participated in the assessment survey	no. of suppliers	Number of suppliers who implement a sustainability questionnaire each fiscal year.	—
Achievement rate for compliance with the TOTO standards	%	Rate of suppliers who have cleared standards for compliance items determined by the TOTO Group among all suppliers surveyed each year (includes completion of corrective actions).	—
Amount spent on social contribution	billion yen	Includes cash donations, donated products and services, and management and administrative fees for independent programs, etc.	TOTO Group
Percentage of employees taking part in volunteer activities, donations offered, etc.	%	Ratio of the number of employees who participated in volunteer and donation activities to the total number of employees on a consolidated basis. Up to FY2023, ratio of the number of employees who participated in volunteer activities to the total number of employees on a consolidated basis.	TOTO Group
Organizations	no. of organizations	Number of organizations selected based on Company standards.	—
Grant assistance	million yen	Determined based on matching contribution from TOTO, which is the same amount as the contribution based on relations between each stakeholder (customer, shareholder and employee). In FY2017, as the commemorative event of the 100th anniversary, the amount was increased.	—
Donations to political organizations	thousand yen	Donations, etc., to political funding organizations and political fund management organizations.	TOTO Group (Japan)
Number of legal violations	cases	Number of violations of the Anti-Monopoly Act, Anti-Corruption laws, and export and import related laws and regulations in the previous fiscal year.	TOTO Group
Number of whistleblowing cases	cases	Number of reports to the internal and external reporting office.	TOTO Group
Compliance with TOTO Group Awareness Survey	points	Scores for questions in the awareness survey related to “Degree of instillation in the workplace” and “Degree of individual awareness” of compliance.	Full-time/contract/ temporary employees of the TOTO Group (Japan)
Participation rate for human rights training	%	Participation rate for human rights training.	TOTO Group (Japan)
Discrimination cases	cases	Number of cases of litigation and administrative guidance related to discrimination. [Supplement] Our policy, including nondiscrimination, can be found on our website: (The Idea Concerning the TOTO Group Human Rights Policy https://jp.toto.com/assets/files/huan%20rights_policy_en.pdf).	TOTO Group (Japan)

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Severe child labor and forced labor	cases	<ul style="list-style-type: none"> • Number of cases of litigation and administrative guidance related to child labor. • Number of cases of litigation and administrative guidance related to forced labor. [Supplement] Our policy, including child labor and forced labor, can be found on our website: (The Idea Concerning the TOTO Group Human Rights Policy https://jp.toto.com/assets/files/huan%20rights_policy_en.pdf).	TOTO Group (Japan)
Number of directors and Audit & Supervisory Committee members	no. of personnel	Number of directors and Audit & Supervisory Committee members (including outside directors and Audit & Supervisory Committee members).	TOTO LTD.
Number of women who are directors and Audit & Supervisory Committee members	no. of personnel	Number of women who are directors and Audit & Supervisory Committee members (including outside directors and Audit & Supervisory Committee members).	TOTO LTD.

Assurance Report



Independent Practitioner's Limited Assurance Report

To the President, Representative Director of TOTO LTD.

Report on GHG Emissions Information and Other Selected Key Performance Indicators Included in TOTO GROUP Integrated Report 2025 Financial and Non-Financial Data

Conclusion

We have performed a limited assurance engagement on whether selected environmental and social performance indicators (the "subject matter information" or the "SMI") presented in TOTO GROUP Integrated Report 2025 Financial and Non-Financial Data (the "Data") as of and for the year ended March 31, 2025 have been prepared in accordance with the criteria (the "Criteria"), which are established by TOTO LTD. (the "Company") and are explained on Calculation Method of the Data. The SMI subject to the assurance engagement is indicated in the Data with the symbol "☑".

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Company's SMI as of and for the year ended March 31, 2025 is not prepared, in all material respects, in accordance with the Criteria.

Basis for Conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*, and International Standard on Assurance Engagements (ISAE) 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

Our conclusion on the SMI does not extend to any other information that accompanies or contains the SMI (hereafter referred to as "other information"). We have read the other information but have not performed any procedures with respect to the other information.

Responsibilities for the SMI

Management of the Company are responsible for:

- designing, implementing and maintaining internal controls relevant to the preparation of the SMI that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the SMI and appropriately referring to or describing the criteria used; and
- preparing the SMI in accordance with the Criteria.



Inherent limitations in preparing the SMI

As described in the Data, GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials. Hence, the selection by management of a different but acceptable measurement method, activity data, emission factors, and relevant assumptions or parameters could have resulted in materially different amounts being reported.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the SMI is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the management.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the SMI that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the SMI and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- assessing the suitability of the criteria applied to prepare the SMI;
- conducting interviews with the relevant personnel of the Company to obtain an understanding of the key processes, relevant systems and controls in place over the preparation of the SMI;
- performing analytical procedures including trend analysis;
- identifying and assessing the risks of material misstatements;
- evaluating whether the Company's process for developing estimates as well as its use of data, selection of the methods and assumptions were appropriate;
- performing a site visit at one of the Company's sites which was determined through our risk assessment procedures;
- performing, on a sample basis, recalculation of amounts presented as part of the SMI;
- performing other evidence gathering procedures for selected samples; and
- evaluating whether the SMI was presented in accordance with the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

/s/ Shinnosuke Kayumi

Shinnosuke Kayumi, Engagement Partner

KPMG AZSA Sustainability Co., Ltd.

Osaka Office, Japan

June 25, 2025

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TOTO

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