



TOTO

TOTO GROUP

Integrated Report 2026

Financial and Non-Financial Data

10-Year Summary of Selected Financial Data

(million yen)

	FY2016* ² (March 31, 2017)	FY2017* ² (March 31, 2018)	FY2018* ² (March 31, 2019)	FY2019* ² (March 31, 2020)	FY2020* ² (March 31, 2021)
Net sales* ³	566,009	590,959	584,733	595,709	577,840
Cost of sales	348,407	368,148	371,565	383,562	367,242
Cost of sales ratio* ³	61.6%	62.3%	63.5%	64.4%	63.6%
Selling, general and administrative (SG&A) expenses	171,451	171,550	174,354	176,331	170,940
SG&A ratio* ³	30.3%	29.0%	29.8%	29.6%	29.6%
Operating profit* ³	46,150	51,260	38,814	35,816	39,656
Operating margin* ³	8.2%	8.7%	6.6%	6.0%	6.9%
Profit attributable to owners of parent* ³	32,960	36,798	32,380	23,921	26,978
Profit attributable to owners of parent ratio* ³	5.8%	6.2%	5.5%	4.0%	4.7%
Capital investment	34,950	40,341	35,881	35,598	43,731
Depreciation and amortization	18,994	21,357	23,347	25,343	25,231
Research and development (R&D) costs	19,388	20,594	21,528	21,467	22,395
R&D cost ratio* ³	3.4%	3.5%	3.7%	3.6%	3.9%
Total assets	553,996	564,319	574,960	582,482	646,011
Current assets	282,076	277,845	287,630	289,535	326,383
Non-current assets	271,920	286,473	287,329	292,946	319,628
Total liabilities	247,942	222,099	228,301	241,653	272,838
Net assets	306,053	342,219	346,658	340,829	373,173
Operating cash flow	62,604	45,489	14,593	63,843	59,551
Investing cash flow	(35,257)	(36,374)	(26,928)	(36,705)	(42,622)
Financing cash flow	(18,905)	(11,244)	14,562	(20,878)	22,702
Free cash flow* ¹	27,347	9,115	(12,335)	27,138	16,929
Dividends per share (Yen)	68.00	72.00	90.00	90.00	70.00
ROA (Operating profit base)* ³	8.5%	9.2%	6.8%	6.2%	6.5%
ROE (Net profit base)* ³	11.5%	11.7%	9.6%	7.1%	7.7%
ROIC* ⁴	10.2%	10.5%	7.8%	6.7%	7.4%
ROIC after Adjustments* ⁵	9.9%	10.5%	7.5%	6.7%	7.2%
Invested capital* ⁶	330,634	347,690	376,906	367,778	393,583
Equity ratio	53.6%	59.1%	58.9%	57.3%	56.7%
Debt-to-equity (D/E) ratio (Times)	0.11	0.11	0.19	0.19	0.27
Cash on hand (to monthly sales ratio)* ⁷ (Month)	2.3	2.1	2.0	2.1	3.0
EPS* ³ (Yen)	194.9	217.5	191.3	141.3	159.2
BPS (Yen)	1,756.0	1,968.6	2,000.4	1,971.6	2,160.7
Total asset turnover* ³ (Times)	1.04	1.06	1.03	1.03	0.94
(excluding treasury stock/period average)	169,146,109	169,187,042	169,300,355	169,349,269	169,418,598

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

*2 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 FY2016 onward in this report have been revised retroactively.

*3 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.

*4 Operating profit after tax ÷ (Operating capital + Fixed assets)

(million yen)

	FY2021*2 (March 31, 2022)	FY2022*2 (March 31, 2023)	FY2023*2 (March 31, 2024)	FY2024*2 (March 31, 2025)	FY2025*2 (March 31, 2026)
Net sales*3	645,273	701,187	702,284	724,454	737,441
Cost of sales	408,382	458,217	463,284	470,386	474,861
Cost of sales ratio*3	63.3%	65.3%	66.0%	64.9%	64.4%
Selling, general and administrative (SG&A) expenses	184,710	193,848	196,233	205,588	208,820
SG&A ratio*3	28.6%	27.6%	27.9%	28.4%	28.3%
Operating profit*3	52,180	49,121	42,766	48,479	53,759
Operating margin*3	8.1%	7.0%	6.1%	6.7%	7.3%
Profit attributable to owners of parent*3	40,131	38,943	37,196	12,168	40,257
Profit attributable to owners of parent ratio*3	6.2%	5.6%	5.3%	1.7%	5.5%
Capital investment	35,101	36,331	58,145	50,698	43,159
Depreciation and amortization	26,939	31,412	34,136	35,018	34,360
Research and development (R&D) costs	24,024	21,539	23,117	25,054	26,296
R&D cost ratio*3	3.7%	3.1%	3.3%	3.5%	3.6%
Total assets	641,025	731,638	790,255	813,924	827,483
Current assets	307,623	359,288	354,030	374,570	372,102
Non-current assets	333,401	372,349	436,224	439,354	455,380
Total liabilities	227,652	270,546	279,699	283,519	293,568
Net assets	413,372	461,092	510,556	530,404	533,914
Operating cash flow	49,356	31,579	76,311	71,381	71,240
Investing cash flow	(31,893)	(35,269)	(53,790)	(38,383)	(21,816)
Financing cash flow	(75,772)	8,779	(18,954)	(19,007)	(38,555)
Free cash flow*1	17,463	(3,690)	22,521	32,998	49,424
Dividends per share (Yen)	95.00	100.00	100.00	100.00	110.00
ROA (Operating profit base)*3	8.1%	7.2%	5.6%	6.0%	6.6%
ROE (Net profit base)*3	10.4%	9.1%	7.8%	2.4%	7.7%
ROIC*4	8.9%	7.4%	5.9%	4.8%	6.9%
ROIC after Adjustments*5	8.8%	7.5%	5.9%	6.5%	7.4%
Invested capital*6	427,591	483,557	530,327	508,501	503,163
Equity ratio	63.2%	62.0%	63.6%	64.1%	63.8%
Debt-to-equity (D/E) ratio (Times)	0.10	0.17	0.15	0.14	0.14
Cash on hand (to monthly sales ratio)*7 (Month)	1.7	1.7	1.8	2.0	2.2
EPS*3 (Yen)	236.7	229.7	219.3	71.7	243.0
BPS (Yen)	2,391.4	2,674.3	2,962.2	3,077.0	3,211.9
Total asset turnover*3 (Times)	1.00	1.02	0.92	0.90	0.90
(excluding treasury stock/period average)	169,514,672	169,569,793	169,613,552	169,649,722	165,662,358

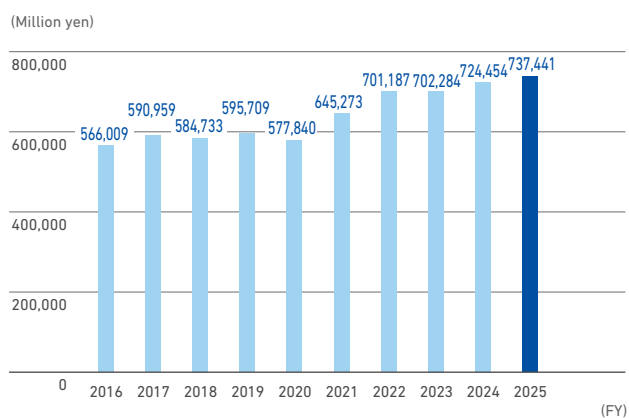
*5 Calculated based on an effective tax rate of 30.4%

*6 Operating capital + Fixed assets

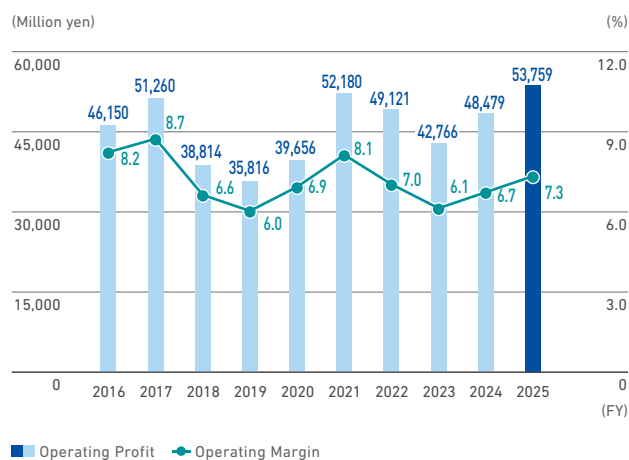
*7 (Cash and deposits + Short-term securities) ÷ Monthly sales

Financial Highlights

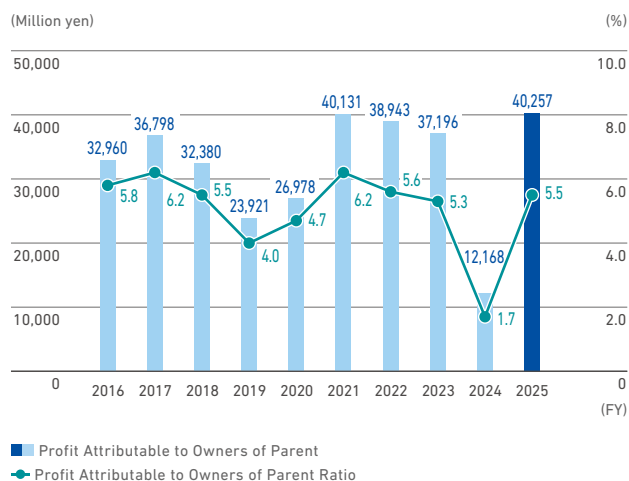
Net Sales



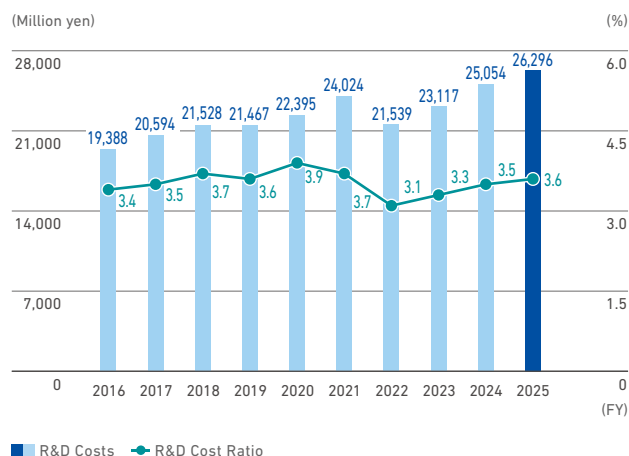
Operating Profit / Operating Margin



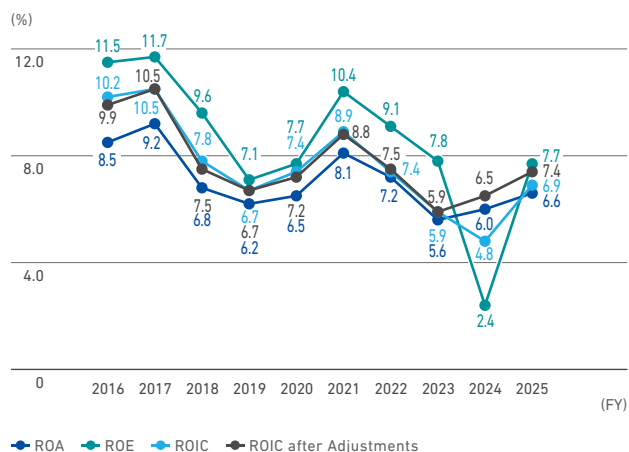
Profit Attributable to Owners of Parent / Profit Attributable to Owners of Parent Ratio



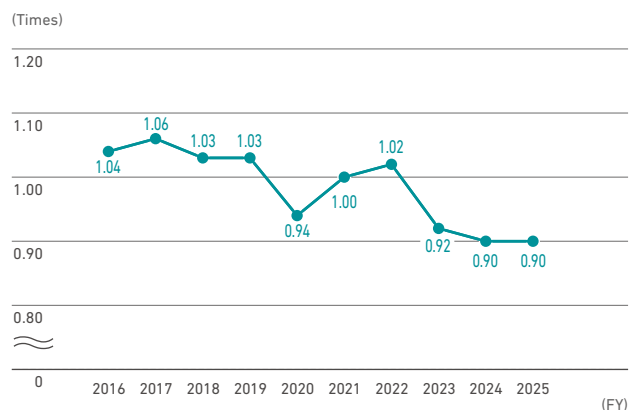
R&D Costs / R&D Cost Ratio



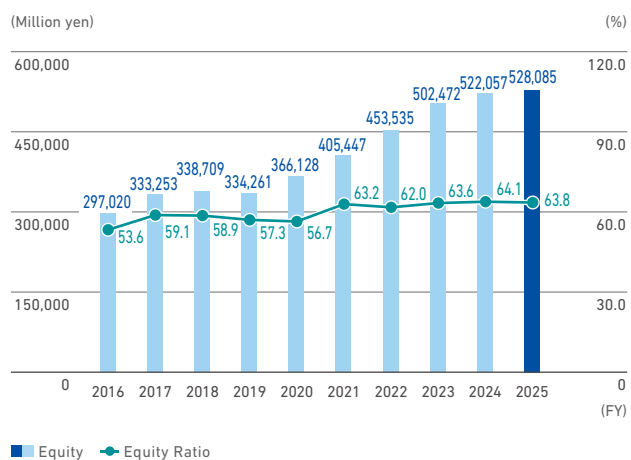
ROA (Operating Profit Base) / ROE (Net Profit Base) / ROIC (Operating Profit after Tax ÷ [Operating Capital + Fixed Assets]) / ROIC after Adjustments



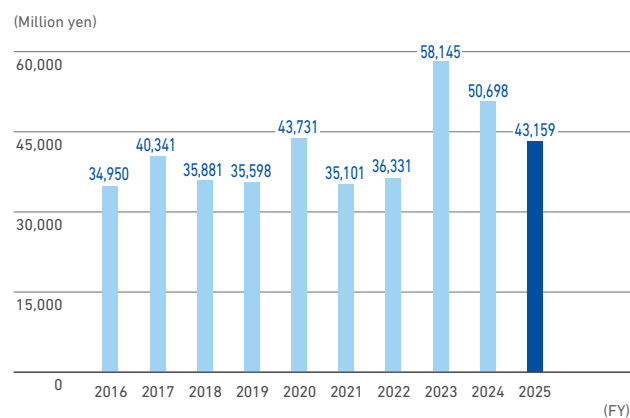
Total Asset Turnover



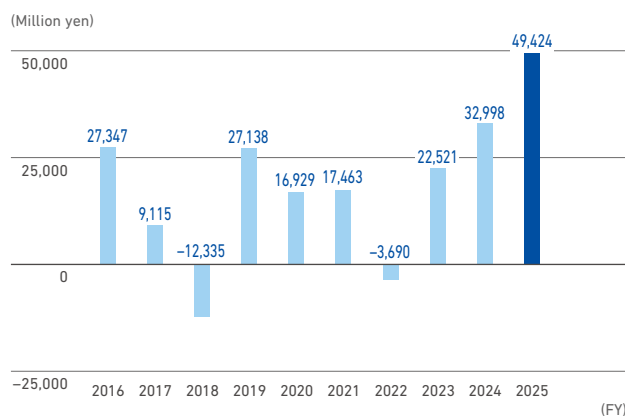
Equity / Equity Ratio



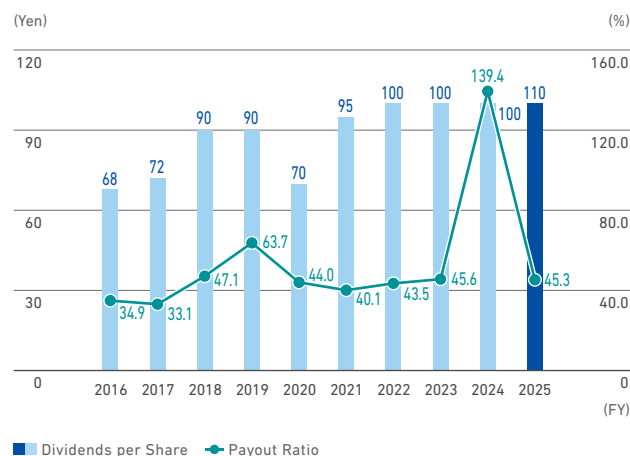
Capital Investment



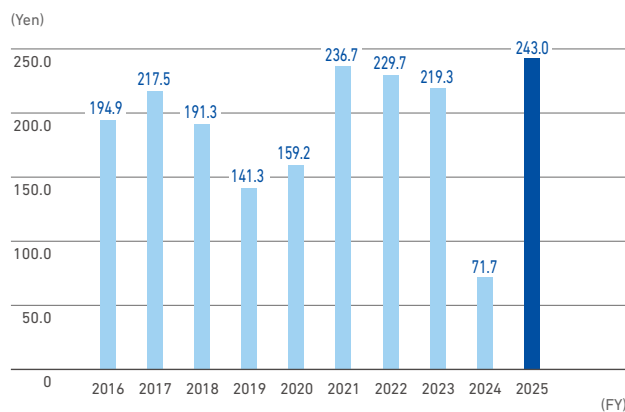
Free Cash Flow



Dividends per Share / Payout Ratio



EPS



Total Shareholder Returns (including TSR dividend)*

(%)

	Past year	Past three years		Past five years		Past ten years	
		Cumulative	Annual interest rate	Cumulative	Annual interest rate	Cumulative	Annual interest rate
TOTO	133.6%	122.2%	106.9%	82.3%	96.2%	170.5%	105.5%
TOPIX	134.6%	187.4%	123.3%	202.2%	115.1%	328.2%	112.6%

* This calculation is based on return on investment that takes into account the dividend and stock price as of March 31, 2026.

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. Furthermore, unless otherwise stated, "TOTO" refers to TOTO LTD. (non-consolidated) and "TOTO Group" refers to TOTO LTD. and its consolidated subsidiary companies.
Period covered by this report	FY2025 (Japan: April 1, 2025 to March 31, 2026 / Overseas: January 1, 2025 to December 31, 2025)
Independent assurance	The Environmental Performance Data and Social Performance Data indicated with ☒ for FY2025 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 FY2025	Targets for FY2026	SDGs
Cleanliness and comfort; wellness and the environment	Rolling out clean, comfortable, and eco-friendly products	Percentage of sustainable products	◆	78%	78%	
Cleanliness and comfort; wellness	- Realize cleanliness and comfort throughout the world - Pursue ease of use for everyone	Global expansion of clean and comfortable toilets		86%	88%	
		Percentage of toilets with built-in TORNADO FLUSH shipped		2.93 million units	3.12 million units	
		Number of WASHLET units shipped		55%	54%	
Environment	Alleviating water stress through the widespread adoption of water-saving products	EWATER+ WASHLET installation percentage				
	- Protect our limited water resources and connect with the future - Undertake initiatives to fight global warming and coexist with the earth	Achieving carbon neutrality	◆	0.90 billion m ³	0.95 billion m ³	
		Avoided Emissions of water during product use* ¹	◆	214 thousand tons	211 thousand tons	
		CO ₂ emissions from business sites (Scope 1 and 2)	◆	0.290 tons / million yen	0.269 tons / million yen	
		CO ₂ emissions per unit of sales		2.75 million tons	3.23 million tons	
Relationships	Build deep, long-lasting relationships with customers	Improved customer satisfaction	◆	95.2 pt	95.0 pt	
		Showroom satisfaction (Japan)	◆	84.4 pt	85.3 pt	
	Offer cultural support and contribute to society for the next generation	Promotion of social contribution activities rooted in local communities		225.7%	100% or more	
		Percentage of employees taking part in volunteer activities, donations offered, etc.		78.6 pt	78.6 pt	
	Create and share joy in work together	Realizing employee-friendly working environments	◆	21.3%	21.5%	
		Employee satisfaction (Japan)		98.5%	85.0% or more	
		Percentage of female managers (Japan)				
		Percentage of childcare leave taken by male employees (Japan)				

Updated according to actual results finalized at the end of June 2026

◆: 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

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 FY2025	Targets for FY2026
Avoided Emissions of water during product use*	Japan/Overseas	—	0.90 billion m ³	0.95 billion m ³
Avoided Emissions during product use*	Japan/Overseas	—	2.75 million tons	3.23 million tons
CO ₂ emissions from business sites (Scope 1 and 2)	Japan/Overseas	—	214 thousand tons	211 thousand tons
CO ₂ emissions per unit of sales	Japan/Overseas	—	0.290 tons / million yen	0.269 tons / million yen
Ratio of renewable energy power	Japan/Overseas	—	36.1%	45%
Total amount of water withdrawals	Japan/Overseas	—	1.64 million m ³	1.90 million m ³
Rate of improvement for total amount of water withdrawals	Japan/Overseas	—	36%	30%
Reduction of fuel used for transportation per unit	Japan	Compared to FY2021	18.3%	15.3% or more
Reduction rate of the use of packaging materials	Japan	Compared to FY2021	2.27%	2.6% or more
Reduction rate of waste at the production sites (reduction of production output intensity)	Japan	Based on FY2023	14.8%	1.5%
Recycling rate at the production sites	Japan	—	99.6%	99% or more
	Overseas	—	94%	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

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

Environmental Performance Data

GHG Emissions

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)	
Scope 1+2+3	thousand tons CO ₂	19,990	18,433	16,760	16,843 ^{*1}	15,300	
Scope 1+2	thousand tons CO ₂	352	267	254	246	214	
Scope 1	thousand tons CO ₂	188	168	141	129	116	☑
(per unit of sales)	t-CO ₂ /million yen	0.29	0.24	0.20	0.18	0.16	
Direct GHG emissions from non-energy processes	thousand tons CO ₂	5.1	4.5	4.0	4.6	4.3	
Scope 2	thousand tons CO ₂	164	99	113	117	99	☑
(per unit of sales)	t-CO ₂ /million yen	0.25	0.14	0.16	0.16	0.13	
Scope 3	thousand tons CO ₂	19,638	18,166	16,506	16,597 ^{*1}	15,086	
(per unit of sales)	t-CO ₂ /million yen	30.4	25.9	23.5	22.9	20.5	
Category 1	thousand tons CO ₂	750	751	619	607	574.8	
Category 2	thousand tons CO ₂	168	175	78	140	120	
Category 3	thousand tons CO ₂	45	47	41	40	39	
Category 4	thousand tons CO ₂	130	62	51	46	43	
Category 5	thousand tons CO ₂	17	9	10	10	9	
Category 6	thousand tons CO ₂	5	5	5	5	4	
Category 7	thousand tons CO ₂	15	15	15	14	14	
Category 8	thousand tons CO ₂	—	—	—	—	—	
Category 9 (Japan)	thousand tons CO ₂	52	52	47	45	43	
Category 10	thousand tons CO ₂	—	—	—	—	—	
Category 11	thousand tons CO ₂	18,426	17,019	15,612	15,661 ^{*1}	14,212	☑
Of which, direct emission ^{*2}	thousand tons CO ₂	—	—	—	4,092	3,831	☑
Category 12 (Japan)	thousand tons CO ₂	30	31	29	29	27	
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 FY2024.

*2 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	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)	FY2025 (fiscal year ended March 31, 2026)	
Quantity of energy consumption	MWh	1,350,455	1,224,689	1,061,083	982,734	893,300	✓
(per unit of sales)	MWh/million yen	2.09	1.75	1.51	1.36	1.21	
Quantity of non-renewable energy consumption	MWh	1,291,489	1,058,595	940,222	863,952	780,875	✓
(per unit of sales)	MWh/million yen	2.00	1.51	1.34	1.19	1.06	
Quantity of fuel consumption	MWh	963,366	859,726	724,761	651,673	580,734	✓
(per unit of sales)	MWh/million yen	1.49	1.23	1.03	0.90	0.79	
Quantity of electric power consumption	MWh	315,155	189,117	208,011	205,825	196,798	✓
(per unit of sales)	MWh/million yen	0.49	0.27	0.30	0.28	0.27	
Quantity of other types of energy consumption	MWh	12,969	9,752	7,451	6,454	3,344	✓
(per unit of sales)	KWh/million yen	20.10	13.91	10.61	8.91	4.53	
Quantity of renewable energy consumption	MWh	58,966	166,094	120,861	118,781	112,424	✓
(per unit of sales)	KWh/million yen	91.38	236.88	172.10	163.96	152.45	
Rate of renewable energy use	%	4.4	13.6	11.4	12.1	12.6	
Ratio of renewable energy power	%	15.8	46.8	36.8	36.6	36.1	
Energy cost	million yen	10,093	12,897	11,557	11,342	10,684	

Preserving Water Resources

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)	
Total amount of water withdrawals	thousand m ³	2,675	2,407	2,017	1,785	1,642	✓
(per unit of sales)	m ³ /million yen	4.15	3.43	2.87	2.46	2.23	
Surface water	thousand m ³	—	—	—	—	—	
Groundwater	thousand m ³	463	426	419	354	328	
Sea water	thousand m ³	—	—	—	—	—	
Water from production	thousand m ³	—	—	—	—	—	
Water from third parties	thousand m ³	2,212	1,981	1,598	1,431	1,314	
Total amount of water discharges*	thousand m ³	1,850	1,713	1,451	1,363	1,325	
(per unit of sales)	m ³ /million yen	2.87	2.44	2.07	1.88	1.80	
Surface water	thousand m ³	702	668	609	596	622	
Groundwater	thousand m ³	—	—	—	—	—	
Sea water	thousand m ³	33	40	39	49	57	
Water from third parties	thousand m ³	1,115	1,004	803	718	646	
Amount of water consumption*	thousand m ³	825	694	566	422	317	
Amount of recycled water	thousand m ³	2,163	2,008	1,737	1,765	1,494	
Water recycling rate	thousand m ³	44.7	45.5	46.3	49.7	47.6	

* In 2025, we retrospectively revised the figures for wastewater discharge and water consumption following a review of the calculation methodologies applied in prior periods.

Environmental Performance Data

Waste

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)	
Waste generated	thousand tons	142.5	116.8	94.8	86.2	73.8	☑
(per unit of sales)	kg/million yen	220.8	166.6	135.0	119.0	100.1	
Total amount of waste processed	thousand tons	22.3	14.8	15.0	15.0	16.5	☑
(per unit of sales)	kg/million yen	34.6	21.1	21.4	20.6	22.3	
Breakdown: (Amount of landfill waste)	thousand tons	—	7.8	8.0	8.1	8.9	
(Waste incineration volume with energy recovery)	thousand tons	—	6.1	5.9	5.7	6.4	
(Waste incineration volume without energy recovery)	thousand tons	—	0.9	1.1	1.1	1.2	
Recycling amount (not including thermal recycling)	thousand tons	120.2	102.0	79.8	71.2	57.4	☑
(per unit of sales)	kg/million yen	186.3	145.5	113.6	98.3	77.8	
Recycling rate (including thermal recycling)	%	99.5	99.8	99.8	99.0	96.1	
(Japan)	%	99.9	99.6	99.6	99.2	99.6	
(Overseas)	%	99.3	99.9	99.9	98.9	94.0	
Hazardous waste generated	thousand tons	—	0.78	0.90	1.11	1.20	☑
(per unit of sales)	kg/million yen	0.31	1.11	1.28	1.53	1.63	
Hazardous waste processed	thousand tons	—	0.68	0.86	1.05	1.01	
(per unit of sales)	kg/million yen	—	0.97	1.22	1.45	1.37	
Breakdown: (Amount of landfill waste)	thousand tons	—	0.59	0.77	0.99	0.35	
(Waste incineration volume with energy recovery)	thousand tons	—	0.02	0.04	0.06	0.05	
(Waste incineration volume without energy recovery)	thousand tons	—	0.07	0.05	0.01	0.61	
Recycling amount (not including thermal recycling)	thousand tons	—	0.10	0.04	0.06	0.19	
(per unit of sales)	kg/million yen	—	0.14	0.06	0.08	0.26	

* The calculation method was revised in FY2023.

Atmospheric Emissions

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)	
Amount of chemical substance emissions (Japan)	t	26.8	27.6	22.3	31.5	30.2	
(per unit of sales)	kg/million yen	0.04	0.04	0.03	0.04	0.04	
SOx emissions	t	81.7	86.1	83.6	86.0	85.0	☑
(per unit of sales)	kg/million yen	0.13	0.12	0.12	0.12	0.12	
NOx emissions	t	135.2	128.3	110.8	95.3	83.8	☑
(per unit of sales)	kg/million yen	0.21	0.18	0.16	0.13	0.11	
Dust emissions	t	43.6	41.5	29.4	27.5	33.9	☑
(per unit of sales)	kg/million yen	0.07	0.06	0.04	0.04	0.05	
VOC emissions (Japan)	t	26.7	27.5	22.2	31.2	29.9	
(per unit of sales)	kg/million yen	0.04	0.04	0.03	0.04	0.04	

Raw Materials Used

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
Amount of raw materials used	thousand tons	649.0	572.8	505.1	465.0	411.0

Percentage of Legal Wood Materials and Recycled Wood Materials

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
Legal Wood Materials	%	15	13	15	14	10
Recycled Wood Materials	%	85	87	85	86	90
Others	%	0	0	0	0	0
Total	%	100	100	100	100	100

Environment Management System

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
Percentage of ISO 14001 certification acquisition	%	73.9	76.6	77.3	73.9	72.9

Violations of Related Environmental Laws

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
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

Social Performance Data

Customers

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
Customer satisfaction in after-sales service	points	93.1	94.0	94.2	95.1	95.2
Customer satisfaction surveys (Japan)						
Showroom satisfaction	points	74.7	75.3	76.5	81.9	84.4
Evaluations on customer response quality	points	78.8	77.5	79.7	82.3	84.7

Quality Management System

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
Percentage of ISO 9001 certification acquisition	%	74.5	77.4	77.6	74.3	73.1

Status of Employment

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
Group total number of employees	no. of personnel	36,853	36,188	35,027	34,673	31,837
Male	no. of personnel	24,404	23,746	22,744	22,597	20,300
Female	no. of personnel	12,449	12,442	12,283	12,076	11,537
Percentage of female employees	%	33.8	34.4	35.1	34.8	36.2
Full-time employees	no. of personnel	31,777	31,448	30,853	30,268	27,826
Contract employees	no. of personnel	2,779	2,705	2,530	2,459	2,253
Temporary employees	no. of personnel	2,297	2,035	1,644	1,946	1,758
Number of employees (Japan)	no. of personnel	18,355	18,087	17,726	17,819	17,616
Male	no. of personnel	11,056	10,936	10,677	10,848	10,754
Female	no. of personnel	7,299	7,151	7,049	6,971	6,862
Percentage of female employees	%	39.8	39.5	39.8	39.1	39.0
Full-time employees	no. of personnel	13,903	13,968	14,021	14,057	14,163
Contract employees	no. of personnel	2,395	2,280	2,182	2,093	1,950
Temporary employees	no. of personnel	2,057	1,839	1,523	1,669	1,503
Percentage of employees under 30 years old	%	14.8	14.1	13.8	13.8	13.7
Male	%	9.0	8.7	8.5	8.5	8.6
Female	%	5.7	5.4	5.3	5.2	5.1
Percentage of employees between 30 and 49 years old	%	50.2	47.7	45.1	43.9	43.1
Male	%	27.0	25.6	24.1	23.7	23.8
Female	%	23.2	22.1	20.9	20.2	19.3
Percentage of employees 50 years old and over	%	35.0	38.2	41.1	42.3	43.2
Male	%	24.7	26.6	28.2	28.6	28.9
Female	%	10.3	11.6	12.9	13.8	14.3

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
Number of graduate recruits (Japan)	no. of personnel	232	232	240	278	216
Male	no. of personnel	165	168	168	198	151
Female	no. of personnel	67	64	72	80	65
Percentage of female employees	%	28.9	27.6	30.0	28.8	30.1
Retention status of graduate recruits (TOTO)						
Job turnover rate within three years	%	—	10.2	15.4	16.0	8.0
Recruitment of experienced personnel (TOTO)						
Ratio of total recruitment for experienced regular workers	%	65	59	54	51	55
Ratio of recruitment for external experienced regular workers	%	7	16	27	28	20
Average age (TOTO)	ages	44 years and six months old	44 years and 11 months old	45 years and four months old	44 years and six months old	44 years and two months old
Average number of years of continuous service (Japan)	years	15.3	15.8	16.3	16.7	16.9
Male	years	17.2	17.7	18.2	18.5	18.7
Female	years	12.4	12.9	13.4	13.8	14.3
Number of employees (Overseas)	no. of personnel	18,498	18,101	17,301	16,854	14,221
Male	no. of personnel	13,348	12,810	12,067	11,749	9,546
Female	no. of personnel	5,150	5,291	5,234	5,105	4,675
Percentage of female employees	%	27.8	29.2	30.3	30.3	32.9
Full-time employees	no. of personnel	17,874	17,480	16,832	16,211	13,663
Contract employees	no. of personnel	384	425	348	366	303
Temporary employees	no. of personnel	240	196	121	277	255
Percentage of employees by region						
Japan	%	49.8	50.0	50.6	51.4	55.3
China	%	18.2	18.3	18.5	17.7	11.9
Asia and Oceania	%	28.0	27.5	26.7	26.7	28.3
Americas	%	3.7	3.9	4.0	3.9	4.2
Europe	%	0.3	0.4	0.3	0.3	0.3
Number of foreign employees in the TOTO Group (Japan)	no. of personnel	46	48	48	51	63

Diversity

Indicators	Unit	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023* ² (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)	FY2025 (fiscal year ended March 31, 2026)
Percentage of employees by nationality* ¹						
Japan	%	—	—	51.1	50.8	55.4
Vietnam	%	—	—	12.7	12.4	13.0
China	%	—	—	19.9	17.5	12.5
Thailand	%	—	—	7.8	7.5	7.8
India	%	—	—	4.3	4.4	5.0

*1 The table shows the top five nationalities among our employees, excluding Group companies in the Americas.

*2 Figures for FY2023 exclude Group companies both in the Americas and Europe.

Social Performance Data

Indicators	Unit	FY2021 (fiscal year ended March 31, 2022)	FY2022 (fiscal year ended March 31, 2023)	FY2023* ² (fiscal year ended March 31, 2024)	FY2024 (fiscal year ended March 31, 2025)	FY2025 (fiscal year ended March 31, 2026)	
Number of managers	no. of personnel	3,872	3,523	3,691	3,712	3,655	
Male	no. of personnel	3,152	2,767	2,854	2,838	2,773	
Female	no. of personnel	720	756	837	874	882	
Percentage of female managers	%	18.6	21.5	22.7	23.5	24.1	☑
General manager level and above*	no. of personnel	749	767	1,200	1,235	1,205	
Male	no. of personnel	717	729	1,068	1,093	1,059	
Female	no. of personnel	32	38	132	142	146	
Percentage of female employees	%	4.3	5.0	11.0	11.5	12.1	
Section chief level and above*	no. of personnel	2,139	1,793	2,491	2,477	2,450	
Male	no. of personnel	1,722	1,353	1,786	1,745	1,714	
Female	no. of personnel	417	440	705	732	736	
Percentage of female employees	%	19.5	24.5	28.3	29.6	30.0	
Number of managers (Japan)	no. of personnel	2,888	2,560	2,636	2,659	2,667	
Male	no. of personnel	2,439	2,082	2,097	2,095	2,098	
Female	no. of personnel	449	478	539	564	569	
Percentage of female managers	%	15.5	18.7	20.4	21.2	21.3	☑
Number of new management appointments	no. of personnel	253	212	231	229	212	
Male	no. of personnel	178	140	149	170	167	
Female	no. of personnel	75	72	82	59	45	
Percentage of female employees	%	29.6	34.0	35.5	25.8	21.2	
Number of managers (Overseas)	no. of personnel	984	963	1,055	1,053	988	
Male	no. of personnel	713	685	757	743	675	
Female	no. of personnel	271	278	298	310	313	
Percentage of female managers	%	27.5	28.9	28.2	29.4	31.7	☑
Employees with disabilities							
Japan	no. of personnel	307	314	321	329	342	
Ratio of employees with disabilities							
Japan	%	2.53	2.58	2.65	2.70	2.82	
Overseas	%	0.76	0.74	0.78	0.75	0.67	

* Calculated for the TOTO Group (Japan) between FY2021 and FY2022

Gender Wage Gap (TOTO) (Average Female Wage/Average Male Wage)

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
All employees	%	—	60.5	60.6	61.1	61.7
Regular workers	%	—	62.6	62.6	62.8	63.6
Part-time and fixed-term contract workers	%	—	79.2	75.7	76.8	76.0

Work-Life Balance (Japan)

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
Total employee turnover rate	%	2.5	2.7	2.7	2.6	2.8
Voluntary employee turnover rate	%	2.1	2.5	2.2	2.3	2.2
Working hours						
Average scheduled working hours per year	hours per person	1,901.8	1,901.0	1,907.9	1,898.2	1,898.2
Average hours actually worked per year	hours per person	1,937.8	1,916.0	1,913.8	1,905.5	1,905.5
Average hours of overtime and holiday work per month	hours per person	18.5	18.1	16.4	16.1	15.8
Number of employees with long working hours	no. of personnel	23	49	31	8	13
Number of paid holidays taken	days	18.2	18.8	19.0	18.4	18.3
Percentage of paid holidays taken	%	91.2	94.3	95.6	92.7	91.8
Number of people using reduced working hour and leave systems						
Employees taking childcare leave, etc. (TOTO Group)	no. of personnel	—	—	—	364*	442
Male	no. of personnel	—	—	—	188	262
Female	no. of personnel	—	—	—	176*	180
Percentage of employees taking childcare leave (TOTO Group)						
Male	%	—	57.9	64.7	72.6	98.5
Female	%	—	—	—	100	100
Number of employees taking childcare leave, etc. (TOTO)	no. of personnel	200	237	247	231*	260
Male	no. of personnel	66	96	120	109	140
Female	no. of personnel	134	141	127	122*	120
Percentage of employees taking childcare leave (TOTO)						
Male	%	37.7	66.7	73.2	83.2	95.9
Female	%	100	100	100	100	100
Average number of days of childcare leave taken by male employees (TOTO)	days	—	—	29.3	57.2	49.8
Percentage of employees returning to working after childcare leave (TOTO)	%	97.4	96.3	97.8	92.3	96.3
Number of employees taking nursing care leave (TOTO)	no. of personnel	13	17	10	12	10
Male	no. of personnel	1	1	4	1	2
Female	no. of personnel	12	16	6	11	8
Number of employees using work-life balance support systems (childcare, nursing care, and medical treatment) (TOTO)						
Number of employees utilizing reduced working hours for childcare* (TOTO)	no. of personnel	318	310	305	316	333
Male	no. of personnel	6	4	10	10	7
Female	no. of personnel	312	306	295	306	326
Number of employees utilizing reduced working hours for nursing care* (TOTO)	no. of personnel	9	5	9	10	7
Male	no. of personnel	2	0	1	0	0
Female	no. of personnel	7	5	8	10	7
Number of employees using telework system (TOTO)	no. of personnel	3,554	4,771	5,238	5,669	4,481

* For the number of female employees taking childcare leave in FY2024, one additional case was identified after the figures for the first half of the fiscal year were confirmed and the numbers have been revised retroactively.

Social Performance Data

Human Resource Development

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
Number of fellows (highest position of R&D specialist) (TOTO)	no. of personnel	2	2	3	3	3
Average training time per employee	hours	10.1	10.3	10.4	10.7	11.2
Average training cost per employee	thousand yen	30.0	31.5	32.7	35.0	37.7
Number of participants in management development training	no. of personnel	—	108	111	124	128
Japan	no. of personnel	62	90	93	90	91
Overseas	no. of personnel	—	18	18	34	37
Number of participants in leadership development training (Japan)	no. of personnel	230	244	246	236	228
Number of supervisors carrying out evaluations through multifaceted observations (Japan)*	no. of personnel	79	74	90	780	880
Number of participants in training for promoted employees (Japan)	no. of personnel	1,144	1,137	1,051	1,191	1,020

* Figures for supervisors carrying out evaluations through multifaceted observations (Japan) from FY2024 onward represent the number of people who carried out multifaceted observations in the training for newly appointed department chiefs and section chiefs and training in each department.

Occupational Safety and Health

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
Lost time injury frequency rate						
TOTO Group employees	no unit	0.28	0.21	0.20	0.14	0.30
TOTO Group contractors (in-plant cooperative firm)	no unit	0.46	0.90	0.00	0.15	0.16
Occupational illness frequency rate						
TOTO Group employees	no unit	0.00	0.00	0.00	0.00	0.00
Number of work-related fatalities						
TOTO Group employees	no. of personnel	0	0	0	0	0
TOTO Group contractors (in-plant cooperative firm)	no. of personnel	0	0	0	0	0
Health and safety education	no. of personnel	670	494	513	511	527
Percentage of employees undergoing full medical examinations after regular health check-ups (legally required examinations) (Japan)	%	100	100	100	100	100
Participation rate for mental health-related training (Japan)						
Participation rate for mental health self-care training (Japan)	%	—	100	100	100	100
Participation rate for mental health line care training (Japan)	%	100	100	100	100	100
Implementation rate for specific healthcare guidance (lifestyle improvement program) (Japan)	%	97.3	96.6	97.0	99.9	99.6

Labor Unions

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
Percentage of employees in labor unions and other organizations	%	87.8	87.7	87.3	87.0	85.9

Employee Satisfaction (Japan)

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
TOTO Group Awareness Survey —overall score	points	75.2	74.9	75.9	77.8	78.6
TOTO Group Awareness Survey —peace of mind and satisfaction indicators	points	74.1	73.3	74.6	76.2	77.0

Supply Chain Management

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
Sustainable procurement activities						
Total number of suppliers	no. of suppliers	1,397	1,378	1,360	1,305	1,241
Number of critical suppliers	no. of suppliers	573	620	601	584	540
Number of suppliers who have participated in the assessment survey	no. of suppliers	498	531	518	486	434
Achievement rate for compliance with the TOTO standards	%	100	100	100	100	100

Social Contribution

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
Amount spent on social contribution	billion yen	1.27	1.24	1.25	1.23	1.36
Percentage of employees taking part in volunteer activities, donations offered, etc.*	%	84.0	91.8	108.1	143.9	225.7

* 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	16th (2021–2023)	17th (2022–2024)	18th (2023–2025)	19th (2024–2026)	20th (2025–2027)
Organizations	no. of organizations	12	11	13	11	16
Grant assistance	million yen	27.5	24.8	27.3	27.6	27.6

Involvement in Public Policy (Japan)

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
Donations to political organizations	thousand yen	2,500	2,700	2,800	1,200	1,620

Social Performance Data

Compliance

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
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	62	75	58	78
Japan	cases	44	56	63	50	71
Overseas	cases	3	6	12	8	7
Compliance with TOTO Group Awareness Survey (Japan)						
Degree of instillation in the workplace	points	82.8	83.8	84.2	85.8	86.5
Degree of individual awareness	points	90.8	91.3	91.3	92.1	92.6

Respecting Human Rights (Japan)

Indicators	Unit	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)	FY2025 (fiscal year ended March 31, 2026)
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	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)	FY2025 (fiscal year ended March 31, 2026)
Number of directors and Audit & Supervisory Committee members*	no. of personnel	16	15	15	14	13
Number of female employees	no. of personnel	0	1	1	2	2

* For FY2021, this displays 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 GHG other than energy-related CO ₂ (6.5 gases) [CO ₂ emission coefficients] "Guidelines for Calculation of Greenhouse Gas Emissions (Version 6.0)" 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 (market standard) [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 6.0)" 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 emissions 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
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

Calculation Method of Environmental Performance Data

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
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 emissions 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	Lifetime*¹ use-phase CO₂ emissions*² per unit from major products*³ × Sales quantity. *1 Duration of use by product classification (defined by TOTO) *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 *3 Toilets, urinals, water faucets, bathtubs, WASHLET*, bathroom dryers*, electric water heaters*, hand dryers*, and washroom heaters* (* Target of direct emission calculations) [CO₂ emission coefficients from electricity (Japan)] FY2024 CO₂ Emissions Report (reported values) from the Electric Power Council for a Low Carbon Society (ELCS) [CO₂ emission coefficients from electricity (overseas)] "CO₂ Emissions from Fuel Combustion 2024" published by the International Energy Agency (IEA) [CO₂ emission coefficients from water (Japan)] Japan Sanitary Equipment Industry Association, "CO₂ Conversion Coefficients from Water" (disclosed values for 2025) [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)] [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	TOTO Group
Scope 3 Category 12 (End-of-Life Treatment of Sold Products)	thousand tons CO ₂	Calculated by multiplying the weight of each type of waste from products sold in the relevant fiscal year by the emissions intensity of each type of waste. The weight of each type of waste from products is estimated based on the material composition of major products and the number of units sold.	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	Total quantity of energy consumption of electricity, fuel and heat consumption at offices and factories. [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 [Laws and Regulations Referenced] Act on Rationalization of Energy Use and Shift to Non-fossil Energy	TOTO Group
Quantity of non-renewable energy* consumption	MWh	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. [Laws and Regulations Referenced] Act on Rationalization of Energy Use and Shift to Non-fossil Energy * Energy excluding renewable energy sources as defined in the Act on Special Measures Concerning the Promotion of the Use of Renewable Electric Energy.	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	Total amount of 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 without thermal recycling 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	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. This was calculated by multiplying the amount of exhaust gas (actual measured value) by the concentration in exhaust gas (actual measured value).	TOTO Group
NOx emissions	t		
Dust emissions	t		
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 certified 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 covered by 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)	TOTO Group
Showroom satisfaction	points	Measure of overall customer satisfaction with recommendations received, attitude during customer service, etc.	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 certified 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 by age group	%	Figures (proportion) for each age group have been calculated from 2019 as the proportion of employees at the end of each fiscal year. Note: Full-time and contract employees of the parent company, TOTO Group (Japan)	Full-time/contract employees of the TOTO Group (Japan)
Number of graduate recruits	no. of personnel	Number of graduate recruits as of April 1 of the following year (number of employees joining in the regular April 1 intake of each fiscal year).	Full-time/contract employees of the TOTO Group (Japan)
Job turnover rate for graduate recruits within three years	%	Number of employees who left within three years among total (permanent) graduate hires who joined on April 1 three fiscal years ago ÷ Total (permanent) graduate hires who joined on April 1 three fiscal years ago × 100 (%) Note: Excludes regional full-time employees	Full-time employees of TOTO LTD.
Recruitment rate 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 number of years 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)
Percentage 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)
Percentage 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 in 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	The number of managers and positions calculated as managerial posts indicate the level of section chief and above, among full-time and contract employees. 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. 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). Figures for the general manager level and above and the section chief level and above are calculated based on results for FY2021 and FY2022 for the TOTO Group (Japan).	Full-time/contract employees of the TOTO Group
Percentage of female managers	%	The percentage of female managers represents the proportion of female managers among all managers. The number of managers and positions calculated as managerial posts indicate the level of section chief and above, among full-time/contract employees. 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. Aggregated based on working location. At overseas companies, this includes local workers and employees seconded overseas from Japan.	Full-time/contract employees of the TOTO Group
Number of new management appointments	no. of personnel	Number of appointees for the level of section chief and above for April 1 of the following year (of each fiscal year). From 2019, this includes employees seconded overseas.	Full-time/contract employees of the TOTO Group (Japan)
Ratio of employees with disabilities	%	- 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. As of December 31 of each fiscal year.	Full-time/contract employees of the TOTO Group
Gender wage gap	%	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. [Laws and Regulations Referenced] Act on the Promotion of Women's Active Engagement in Professional Life	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 scheduled working hours per year	hours per person	Average scheduled working hours per year 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	%	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) Excludes employees seconded overseas from Japan. Excludes employees seconded to companies outside the TOTO Group.	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 Note: Includes the number of male employees taking leave for the purpose of childcare ("Mama/Papa leave" and "Childbirth and childcare support leave")	Full-time/contract employees of the TOTO Group (Japan)
Percentage of childcare leave taken by employees	%	[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 FY2022, this is calculated to include employees taking leave for the purpose of childcare (Mama/Papa leave) in the numerator. Note: From FY2025, this is calculated to include employees taking leave for the purpose of childcare (Childbirth and childcare support leave) in the numerator [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)
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.
Number of 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 employees using work-life balance support systems (childcare, nursing care, and medical treatment)	no. of personnel	[Number of employees utilizing reduced working hours and flextime system for childcare] Number of employees utilizing reduced working hours and flextime system for childcare as of April 1 of the following year (of each fiscal year) [Number of employees utilizing reduced working hours and flextime system for nursing care] Number of employees utilizing reduced working hours and flextime system for nursing care as of April 1 of the following year (of each fiscal year)	Full-time/contract employees of TOTO LTD.
Number of employees using telework system	no. of personnel	Number of employees utilizing the system at least once in the target fiscal year	Full-time/contract employees of the TOTO Group (Japan)
Number of fellows	no. of personnel	Number of fellows who are in the highest position of R&D specialist As of April 1 of the following year (of each fiscal year) Note: Includes honorary fellows	TOTO LTD.
Average training time per employee	hours	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

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
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)
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)

Calculation Method of Social Performance Data

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Participation rate for mental health-related training	%	- Mental health self-care training participation rate: Percentage of employees who participate in self-care training. This has been calculated since FY2022. - Mental health line care training participation rate: Percentage of managers who participate in mental health training. [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)	%	Figures for FY2025 are as of May 2026 since implementation occurs between August of each year and September of the following year. 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)
Percentage of employees in labor unions and other organizations	%	This is 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	- 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: 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. - 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)

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
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)
Severe child labor and forced labor	cases	- 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 Group
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 Group

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 2026 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 2026 Financial and Non-Financial Data (the “Data”) as of and for the year ended March 31, 2026 have been prepared in accordance with the criteria (the “Criteria”), which are established by the TOTO LTD. (the “Company”) and are explained on Calculation Method of the Data. The SMI subject to the assurance engagement is indicated in the Report 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, 2026 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. We do not express any form of conclusions thereon.

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.

Assurance Report

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, Engagement Partner

KPMG AZSA Sustainability Co., Ltd.

Osaka Office, Japan

June 24, 2026

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TOTO

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