

**TOTO**



# Life Anew



**TOTO GROUP**  
**Integrated Report**  
**2024**  
Financial and Non-Financial Data

## 10-Year Summary of Selected Financial Data

(Unit: Million yen)

	FY2014*3 (March 31, 2015)	FY2015*3 (March 31, 2016)	FY2016*3 (March 31, 2017)	FY2017*3 (March 31, 2018)	FY2018*3 (March 31, 2019)
Net sales*4	528,771	570,716	566,009	590,959	584,733
Cost of sales	328,046	354,187	348,407	368,148	371,565
Cost of sales ratio*4	62.0%	62.1%	61.6%	62.3%	63.5%
Selling, general and administrative (SG&A) expenses	167,377	170,829	171,451	171,550	174,354
SG&A ratio*4	31.7%	29.9%	30.3%	29.0%	29.8%
Operating profit*4	33,346	45,699	46,150	51,260	38,814
Operating margin*4	6.3%	8.0%	8.2%	8.7%	6.6%
Profit attributable to owners of parent*4	22,486	36,360	32,960	36,798	32,380
Profit attributable to owners of parent ratio*4	4.3%	6.4%	5.8%	6.2%	5.5%
Capital investment	30,406	31,240	34,950	40,341	35,881
Depreciation and amortization	17,227	18,397	18,994	21,357	23,347
Research and development (R&D) costs	18,466	19,098	19,388	20,594	21,528
R&D cost ratio*4	3.5%	3.3%	3.4%	3.5%	3.7%
Total assets	516,995	536,265	553,996	564,319	574,960
Current assets	266,637	279,383	282,076	277,845	287,630
Non-current assets	250,357	256,882	271,920	286,473	287,329
Total liabilities	236,412	250,743	247,942	222,099	228,301
Net assets	280,582	285,522	306,053	342,219	346,658
Operating cash flow	34,713	58,695	62,604	45,489	14,593
Investing cash flow	(30,040)	(29,952)	(35,257)	(36,374)	(26,928)
Financing cash flow	(11,393)	(15,053)	(18,905)	(11,244)	14,562
Free cash flow*1	4,673	28,742	27,347	9,115	(12,335)
Dividends per share*2 (Yen)	26.00	—	68.00	72.00	90.00
ROA (Operating profit base)*4	6.7%	8.7%	8.5%	9.2%	6.8%
ROE (Net profit base)*4	8.7%	13.3%	11.5%	11.7%	9.6%
ROIC*5	7.5%	10.4%	10.2%	10.5%	7.8%
Invested capital*6	311,150	315,052	330,634	347,690	376,906
Equity ratio	52.3%	51.5%	53.6%	59.1%	58.9%
Debt-to-equity (D/E) ratio (Times)	0.17	0.15	0.11	0.11	0.19
Cash on hand (to monthly sales ratio)*7 (Month)	2.0	2.1	2.3	2.1	2.0
EPS*2,4 (Yen)	66.9	215.8	194.9	217.5	191.3
BPS*2 (Yen)	802.8	1,631.9	1,756.0	1,968.6	2,000.4
Total asset turnover*4 (Times)	1.06	1.08	1.04	1.06	1.03
Number of shares outstanding*2 (excluding treasury stock/period average)	336,233,556	168,480,574	169,146,109	169,187,042	169,300,355

\*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 its 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 FY2014 onward in this report have been revised retroactively.

(Unit: Million yen)

	FY2019*3 (March 31, 2020)	FY2020*3 (March 31, 2021)	FY2021*3 (March 31, 2022)	FY2022*3 (March 31, 2023)	FY2023*3 (March 31, 2024)
Net sales*4	595,709	577,840	645,273	701,187	702,284
Cost of sales	383,562	367,242	408,382	458,217	463,284
Cost of sales ratio*4	64.4%	63.6%	63.3%	65.3%	66.0%
Selling, general and administrative (SG&A) expenses	176,331	170,940	184,710	193,848	196,233
SG&A ratio*4	29.6%	29.6%	28.6%	27.6%	27.9%
Operating profit*4	35,816	39,656	52,180	49,121	42,766
Operating margin*4	6.0%	6.9%	8.1%	7.0%	6.1%
Profit attributable to owners of parent*4	23,921	26,978	40,131	38,943	37,196
Profit attributable to owners of parent ratio*4	4.0%	4.7%	6.2%	5.6%	5.3%
Capital investment	35,598	43,731	35,101	36,331	58,146
Depreciation and amortization	25,343	25,231	26,939	31,412	34,136
Research and development (R&D) costs	21,467	22,395	24,024	21,539	23,117
R&D cost ratio*4	3.6%	3.9%	3.7%	3.1%	3.3%
Total assets	582,482	646,011	641,025	731,638	790,255
Current assets	289,535	326,383	307,623	359,288	354,030
Non-current assets	292,946	319,628	333,401	372,349	436,224
Total liabilities	241,653	272,838	227,652	270,546	279,699
Net assets	340,829	373,173	413,372	461,092	510,556
Operating cash flow	63,843	59,551	49,356	31,579	76,311
Investing cash flow	(36,705)	(42,622)	(31,893)	(35,269)	(53,790)
Financing cash flow	(20,878)	22,702	(75,772)	8,779	(18,954)
Free cash flow*1	27,138	16,929	17,463	(3,689)	22,521
Dividends per share*2 (Yen)	90.00	70.00	95.00	100.00	100.00
ROA (Operating profit base)*4	6.2%	6.5%	8.1%	7.2%	5.6%
ROE (Net profit base)*4	7.1%	7.7%	10.4%	9.1%	7.8%
ROIC*5	6.7%	7.4%	8.9%	7.4%	5.9%
Invested capital*6	367,778	393,583	427,591	483,556	530,326
Equity ratio	57.3%	56.7%	63.2%	62.0%	63.6%
Debt-to-equity (D/E) ratio (Times)	0.19	0.27	0.10	0.17	0.15
Cash on hand (to monthly sales ratio)*7 (Month)	2.1	3.0	1.7	1.7	1.8
EPS*2,4 (Yen)	141.3	159.2	236.7	229.7	219.3
BPS*2 (Yen)	1,971.6	2,160.7	2,391.4	2,674.3	2,962.2
Total asset turnover*4 (Times)	1.03	0.94	1.00	1.02	0.92
Number of shares outstanding*2 (excluding treasury stock/period average)	169,349,269	169,418,598	169,514,672	169,569,793	169,613,552

\*4 We have adopted new accounting standards for revenue recognition from FY2021. In accordance with this change, the figures from FY2014 onward in this report have been revised retroactively.

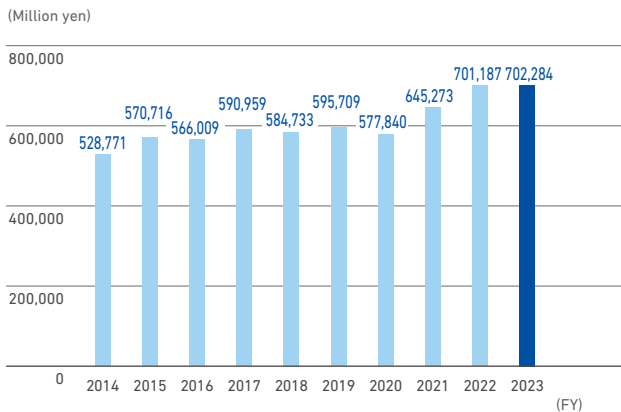
\*5 Operating profit after tax ÷ (Operating capital + Fixed assets)

\*6 Operating capital + Fixed assets

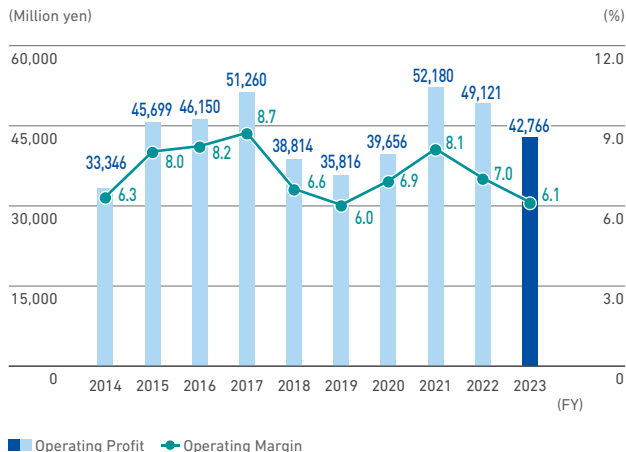
\*7 (Cash and deposits + Short-term securities) ÷ Monthly sales

# Financial Highlights

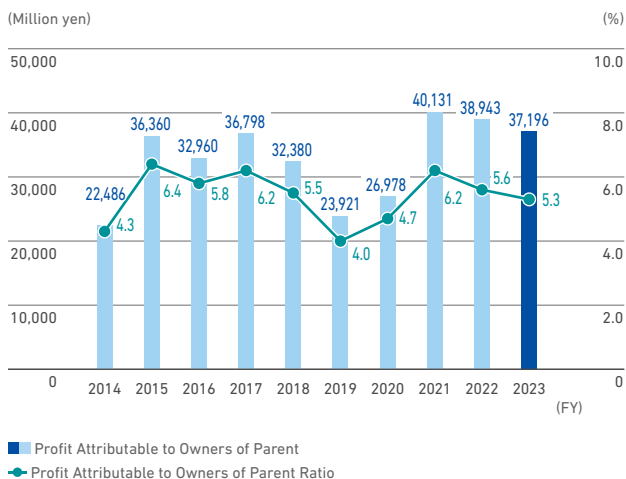
## Net Sales



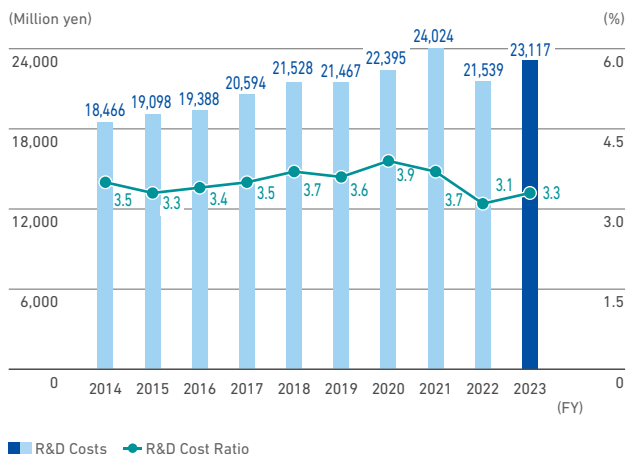
## Operating Profit / Operating Margin



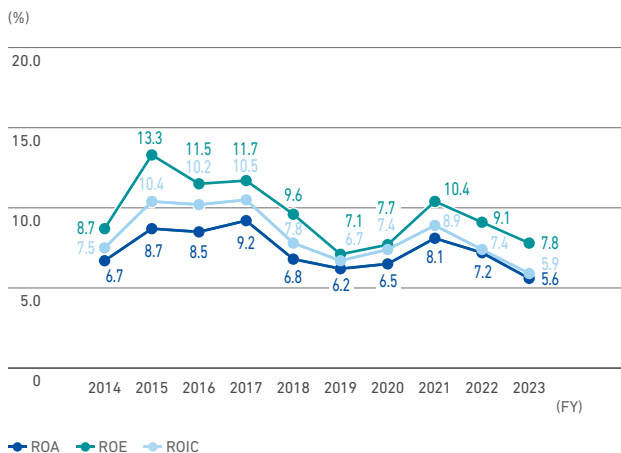
## Profit Attributable to Owners of Parent / Profit Attributable to Owners of Parent Ratio



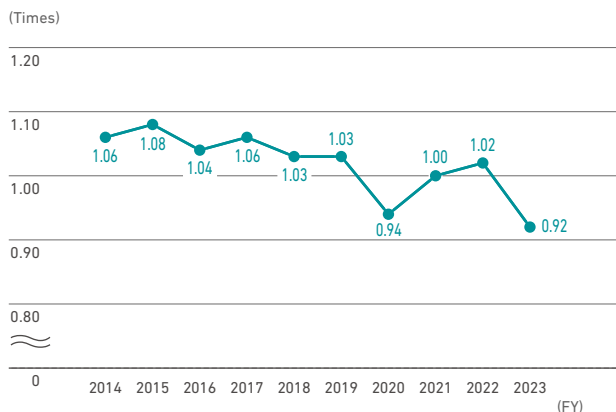
## R&D Costs / R&D Cost Ratio



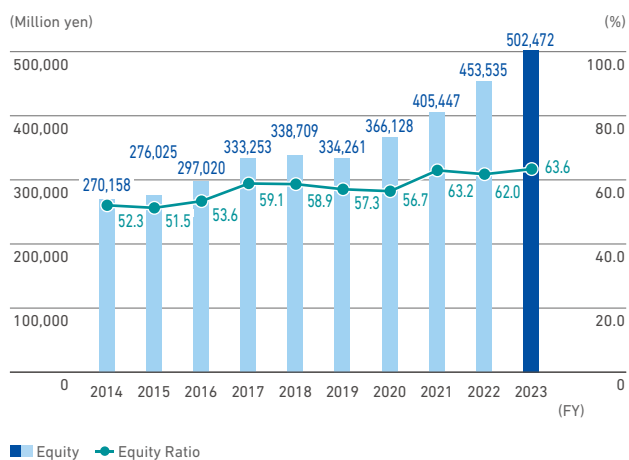
## ROA (Operating Profit Base) / ROE (Net Profit Base) / ROIC (Operating Profit after Tax ÷ [Operating Capital + Fixed Assets])



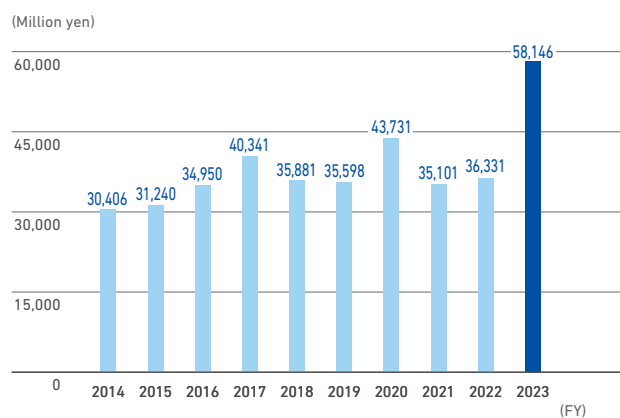
## Total Asset Turnover



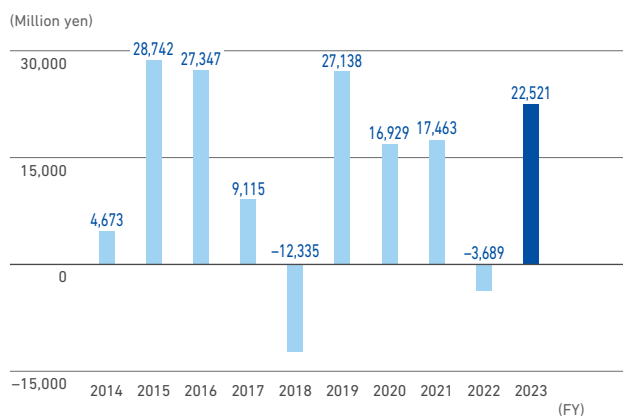
## Equity / Equity Ratio



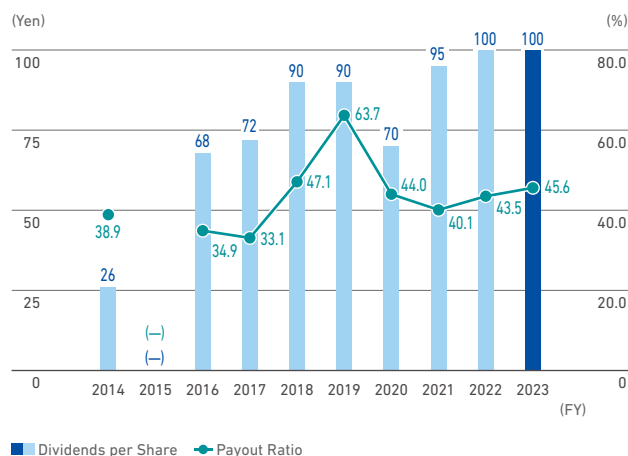
## Capital Investment



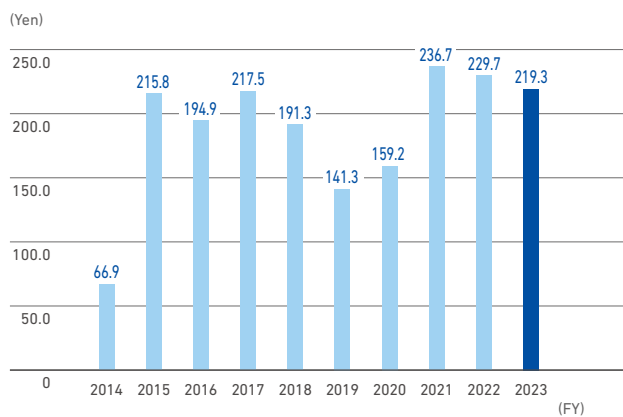
## Free Cash Flow



## 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	98.9%	67.2%	87.6%	100.7%	100.1%	177.3%	105.9%
TOPIX	141.3%	152.5%	115.1%	196.2%	114.4%	288.6%	111.2%

\*1 We have changed the number of shares constituting one unit to 100 shares from 1,000 shares and also consolidated its 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, 2024.

# NON-FINANCIAL DATA

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## Report Policy

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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	FY2023 (Japan: April 1, 2023 to March 31, 2024 / Overseas: January 1, 2023 to December 31, 2023)
Per unit of sales	As noted on page 2, net sales figures from FY2014 to FY2020 have been retroactively revised due to the adoption of new accounting standards for revenue recognition. However, as the impact on figures per unit of sales of each environmental performance is insignificant, the figures per unit of sales have not been retroactively revised.
Independent assurance	<input checked="" type="checkbox"/> The Environmental Performance Data and Social Performance Data indicated with for FY2023 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 FY2023	Targets for FY2026	SDGs
<b>Cleanliness and comfort; wellness and the environment</b>	Rolling out clean, comfortable, and eco-friendly products	Percentage of sustainable products	◆	75%	80%	
<b>Cleanliness and comfort; wellness</b>	Global expansion of clean and comfortable toilets	Percentage of toilets with built-in TORNADO FLUSH shipped		78%	79%	  
		Number of WASHLET units shipped		3.07 million units	3.50 million units	
		EWATER+ WASHLET installation percentage (overseas)		53%	58%	
<b>Environment</b>	Alleviating water stress through the widespread adoption of water-saving products	Avoided Emissions of water during product use*1	◆	1.00 billion m <sup>3</sup> *2	1.14 billion m <sup>3</sup>	  
		CO <sub>2</sub> emissions from business sites (Scope 1 and 2)	◆	254 thousand tons	229 thousand tons	
	Achieving carbon neutrality	CO <sub>2</sub> emissions per unit of sales		0.362 tons / million yen	0.269 tons / million yen	
		Avoided Emissions during product use*1		2.98 million tons*2	3.60 million tons	
<b>Relationships</b>	Improved customer satisfaction	Customer satisfaction in after-sales service*3	◆	94.2 pt	94.8 pt	   
		Showroom satisfaction (Japan)	◆	76.5 pt	78.2 pt	
	Promotion of social contribution activities rooted in local communities	Percentage of employees taking part in volunteer activities, donations offered, etc.		108.1%*4	100% or more*4	
		Employee satisfaction (Japan)	◆	75.9 pt	77.4 pt	
	Realizing employee-friendly working environments	Percentage of female managers (Japan)		20.4%	21.5%	
		Percentage of childcare leave taken by male employees (Japan)		64.7%	85.0%	

Updated according to actual results finalized at the end of June 2024

◆ WILL2030 long-term goals

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

\*2 In case the same calculation conditions are used as in WILL 2030 STAGE 2 (approximate value)

\*3 Scope: Japan, Americas, Europe, Mainland China, Taiwan Region, India, Thailand, Vietnam

\*4 References: Volunteer only

## Results for FY2021–FY2023 (TOTO Global Environmental Goals)

Goals	Main Initiatives	Indicators	Cat.	FY2021	FY2022	FY2023
<b>Cleanliness, comfort and the environment</b>	Rolling out clean, comfortable and eco-friendly products	Percentage of sustainable products	◆	70% (Japan) 75% (Overseas) 59%	73% (Japan) 77% (Overseas) 63%	75% (Japan) 79% (Overseas) 66%
<b>Cleanliness and Comfort</b>	Global expansion of clean and comfortable toilets	Percentage of TORNADO FLUSH units shipped (overseas)		53%	62%	70%
		Number of WASHLET units shipped (overseas)		0.92 million units	0.86 million units	0.939 million units
		EWATER+ WASHLET rollout percentage (overseas)		50%	59%	55%
<b>Environment</b>	Alleviating water stress through the widespread adoption of water-saving products	Reduction in water consumption during product use*1	◆	1.0 billion m <sup>3</sup>	0.95 billion m <sup>3</sup>	0.91 billion m <sup>3</sup>
		Total CO <sub>2</sub> emissions from business sites	◆	352 thousand tons	267 thousand tons	254 thousand tons
	Achieving carbon neutrality	Reduction in CO <sub>2</sub> emissions due to implemented measures		10 thousand tons	89 thousand tons	108 thousand tons
		Reduction in CO <sub>2</sub> emissions during product use*1		3.35 million tons	3.35 million tons	3.16 million tons
<b>Relationships</b>	Improved customer satisfaction	Customer satisfaction in after-sales service*2	◆	93.1 pt	94.0 pt	94.2 pt
		Showroom satisfaction (Japan)	◆	74.7 pt	75.3 pt	76.5 pt
	Promotion of employee volunteer activities	Percentage of employees taking part in volunteer activities (total number of participants / number of consolidated employees = participation rate)		84%	91.8%	108.1%
		Employee satisfaction (Japan)	◆	75.2 pt	74.9 pt	75.9 pt
	Realizing employee-friendly working environments	Percentage of female managers (Japan)		15.5%	18.7%	20.4%
		Employee turnover rate due to life events (Japan)*3		1.4%	0.0%	0.0%

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

◆ : WILL2030 long-term goals

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

\*3 Job turnover rate for employees raising children or providing nursing care but still wish to work.

# 12th Global Environmental Action Plan (Targets)

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 FY2023	Targets for FY2026
Avoided Emissions of water during product use*1	Japan/Overseas	—	1.00 billion m <sup>3</sup> *2	1.14 billion m <sup>3</sup>
Avoided Emissions during product use*1	Japan/Overseas	—	2.98 million tons*2	3.60 million tons
CO <sub>2</sub> emissions from business sites (Scope 1 and 2)	Japan/Overseas	—	254 thousand tons	229 thousand tons
CO <sub>2</sub> emissions per unit of sales	Japan/Overseas	—	0.362 tons / million yen	0.269 tons / million yen
Renewable energy introduction rate	Japan/Overseas	—	36.8%	60%
Total amount of water withdrawals	Japan/Overseas	—	2.02 million m <sup>3</sup>	2.38 million m <sup>3</sup>
Rate of improvement for total amount of water withdrawals	Japan/Overseas	—	43%*3	15%
Reduction of fuel used for transportation per unit	Japan	Compared to FY2021	21.4%*4	15.3% or more
Reduction rate of the use of packaging materials	Japan	Compared to FY2021	10.7%*4	2.6% or more
Reduction rate of waste at the production sites (reduction of production output intensity)	Japan	Based on FY2023	21.9%*5	1.5%
Recycling rate at the production sites	Japan	—	99.6%	99% or more
	Overseas	—	99.9%	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 In case the same calculation conditions are used as in WILL 2030 STAGE 2 (approximate value)

\*3 Compared with base year FY2018 per unit (FY2023 results)

\*4 Reduction rate when using FY2013 as the base year.

\*5 Reduction rate when using FY2017 as the base year.

# 11th Global Environmental Action Plan (Results)

Goals	Scope	Base Year	FY2021	FY2022	FY2023
Reduction in water consumption during product use*	Japan/Overseas	—	1.0 billion m <sup>3</sup>	0.95 billion m <sup>3</sup>	0.91 billion m <sup>3</sup>
Reduction in CO <sub>2</sub> emissions during product use*	Japan/Overseas	—	3.35 million tons	3.35 million tons	3.16 million tons
Total CO <sub>2</sub> emissions from business sites	Japan/Overseas	—	352 thousand tons	267 thousand tons	254 thousand tons
Reduction in CO <sub>2</sub> emissions due to implemented measures	Japan/Overseas	FY2020	10 thousand tons	89 thousand tons	108 thousand tons
Renewable energy introduction rate	Japan/Overseas	—	15.8%	46.8%	36.8%
Total amount of water withdrawals	Japan/Overseas	—	2.67 million m <sup>3</sup>	2.41 million m <sup>3</sup>	2.02 million m <sup>3</sup>
Rate of improvement for total amount of water withdrawals	Japan/Overseas	FY2018	16.8%	32.2%	43.0%
Reduction of fuel used for transportation per unit	Japan	FY2013	9.5%	9.5%	21.4%
Reduction rate of the use of packaging materials	Japan	FY2013	9.6%	10.2%	10.7%
Reduction rate of waste at the production sites (reduction of production output intensity)	Japan	FY2017	12.5%	18.3%	21.9%
Recycling rate at the production sites	Japan	—	99.9%	99.6%	99.6%
	Overseas	—	99.3%	99.9%	99.9%
Usage rate of legal and recycled materials for wood-based materials used in products	Japan	—	100%	100%	100%
	Overseas	—	100%	100%	100%
	Total	—	100%	100%	100%
Violations of related environmental laws	Japan	—	0 cases	0 cases	0 cases
	Overseas	—	0 cases	0 cases	0 cases
	Total	—	0 cases	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	FY2019 (fiscal year ended March 31, 2020)	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)
Scope 1 + 2 + 3	thousand tons CO <sub>2</sub>	20,957	19,839	19,990	18,433	16,760
Scope 1 + 2	thousand tons CO <sub>2</sub>	350	307	352	267	254
Scope 1	thousand tons CO <sub>2</sub>	182	167	188	168	141
(per unit of sales)	t-CO <sub>2</sub> /million yen	0.30	0.29	0.29	0.24	0.20
Direct GHG emissions from non-energy processes	thousand tons CO <sub>2</sub>	4.7	4.2	5.1	4.5	4.0
Scope 2	thousand tons CO <sub>2</sub>	168	140	164	99	113
(per unit of sales)	t-CO <sub>2</sub> /million yen	0.28	0.24	0.25	0.14	0.16
Scope 3	thousand tons CO <sub>2</sub>	20,608	19,532	19,638	18,166	16,506
(per unit of sales)	t-CO <sub>2</sub> /million yen	34.5	33.8	30.4	25.9	23.5
Category 1	thousand tons CO <sub>2</sub>	—	—	750	751	619*
Category 2	thousand tons CO <sub>2</sub>	—	—	168	175	78*
Category 3	thousand tons CO <sub>2</sub>	—	—	45	47	41
Category 4	thousand tons CO <sub>2</sub>	—	—	130	62	51
Category 5	thousand tons CO <sub>2</sub>	—	—	17	9	9
Category 6	thousand tons CO <sub>2</sub>	—	—	5	5	5
Category 7	thousand tons CO <sub>2</sub>	—	—	15	15	15
Category 8	thousand tons CO <sub>2</sub>	—	—	—	—	—
Category 9	thousand tons CO <sub>2</sub>	—	—	52	52	47
Category 10	thousand tons CO <sub>2</sub>	—	—	—	—	—
Category 11	thousand tons CO <sub>2</sub>	19,650	18,562	18,426	17,019	15,612
Category 12	thousand tons CO <sub>2</sub>	—	—	30	31	29
Category 13	thousand tons CO <sub>2</sub>	—	—	—	—	—
Category 14	thousand tons CO <sub>2</sub>	—	—	—	—	—
Category 15	thousand tons CO <sub>2</sub>	—	—	—	—	—

\* Calculation accuracy was improved through such means as revising calculation methods and scope.

## Environmental Performance Data

## Energy Consumption

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)	
Quantity of energy consumption	MWh	1,282,770	1,198,805	1,350,455	1,224,689	1,061,083	☑
(per unit of sales)	MWh/million yen	2.15	2.07	2.09	1.75	1.51	
Quantity of non-renewable energy consumption	MWh	1,249,313	1,151,624	1,291,489	1,058,595	940,222	☑
(per unit of sales)	MWh/million yen	2.10	1.99	2.00	1.51	1.34	
Quantity of fuel consumption	MWh	928,797	851,679	963,366	859,726	724,761	☑
(per unit of sales)	MWh/million yen	1.56	1.47	1.49	1.23	1.03	
Quantity of electric power consumption	MWh	312,166	291,868	315,155	189,117	208,011	☑
(per unit of sales)	MWh/million yen	0.52	0.50	0.49	0.27	0.30	
Quantity of other types of energy consumption	MWh	8,351	8,077	12,969	9,752	7,451	☑
(per unit of sales)	KWh/million yen	14.00	13.98	20.10	13.91	10.61	
Quantity of renewable energy consumption	MWh	33,457	47,181	58,966	166,094	120,861	☑
(per unit of sales)	KWh/million yen	56.09	81.22	91.38	236.88	172.10	
Rate of renewable energy use	%	2.6	3.9	4.4	13.6	11.4	
Ratio of renewable energy power	%	9.7	13.9	15.8	46.8	36.8	
Energy cost	million yen	8,852	7,774	10,093	12,897	11,557	

## Preserving Water Resources

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)	
Total amount of water withdrawals	thousand m <sup>3</sup>	2,899	2,631	2,675	2,407	2,017	☑
(per unit of sales)	m <sup>3</sup> /million yen	4.86	4.53	4.15	3.43	2.87	
Surface water	thousand m <sup>3</sup>	—	—	—	—	—	
Groundwater	thousand m <sup>3</sup>	438	387	463	426	419	
Sea water	thousand m <sup>3</sup>	—	—	—	—	—	
Water from production	thousand m <sup>3</sup>	—	—	—	—	—	
Water from third parties	thousand m <sup>3</sup>	2,461	2,244	2,212	1,981	1,598	
Total amount of water discharges	thousand m <sup>3</sup>	1,592	1,904	1,860	1,642	1,222	
(per unit of sales)	m <sup>3</sup> /million yen	2.67	3.29	2.88	2.34	1.74	
Surface water	thousand m <sup>3</sup>	12	10	9	11	7	
Groundwater	thousand m <sup>3</sup>	—	—	—	—	—	
Sea water	thousand m <sup>3</sup>	—	—	—	—	—	
Water from third parties	thousand m <sup>3</sup>	1,580	1,894	1,851	1,631	1,215	
Amount of water consumption	thousand m <sup>3</sup>	1,307	727	815	765	795	
Amount of recycled water	thousand m <sup>3</sup>	2,028	1,844	2,163	2,008	1,737	
Water recycling rate	%	41.2	41.2	44.7	45.5	46.3	

## Waste

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)	
Waste generated	thousand tons	134.3	128.1	142.5	116.8	94.1	☑
(per unit of sales)	kg/million yen	225.1	220.5	220.8	166.6	134.0	
Total amount of waste processed	thousand tons	28.3	24.8	22.3	14.8	14.3	☑
(per unit of sales)	kg/million yen	47.4	42.7	34.6	21.1	20.4	
Breakdown: (Amount of landfill waste)	thousand tons	—	—	—	7.8	7.9	
(Waste incineration volume with energy recovery)	thousand tons	—	—	—	6.1	5.8	
(Waste incineration volume without energy recovery)	thousand tons	—	—	—	0.9	0.5	
Recycling amount (not including thermal recycling)	thousand tons	106.0	103.3	120.2	102.0	79.8	☑
(per unit of sales)	kg/million yen	177.7	177.8	186.3	145.5	113.6	
Recycling rate (including thermal recycling)	%	96.2	99.5	99.5	99.8	99.8	
(Japan)	%	99.9	99.7	99.9	99.6	99.6	
(Overseas)	%	94.7	99.5	99.3	99.9	99.9	
Hazardous waste generated	thousand tons	—	—	—	0.78	0.95	☑
(Japan)	thousand tons	0.2	0.1	0.2	0.13	0.09	☑
(Overseas)	thousand tons	—	—	—	0.64	0.86	☑
(per unit of sales)	kg/million yen	0.34	0.17	0.31	1.1	1.4	
Hazardous waste processed	thousand tons	—	—	—	0.68	0.91	
(per unit of sales)	kg/million yen	—	—	—	0.97	1.30	
Breakdown: (Amount of landfill waste)	thousand tons	—	—	—	0.59	0.81	
(Waste incineration volume with energy recovery)	thousand tons	—	—	—	0.02	0.04	
(Waste incineration volume without energy recovery)	thousand tons	—	—	—	0.07	0.05	
Recycling amount (not including thermal recycling)	thousand tons	—	—	—	0.10	0.04	
(per unit of sales)	kg/million yen	—	—	—	0.14	0.06	

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

## Atmospheric Emissions

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)	
Amount of chemical substance emissions (PRTR Law applicable)	tons	26.6	22.0	26.8	27.6	22.3	
(per unit of sales)	kg/million yen	0.04	0.04	0.04	0.04	0.03	
SOx emissions*	tons	101.3	65.4	81.7	86.1	83.6	☑
(per unit of sales)	kg/million yen	0.17	0.11	0.13	0.12	0.12	
NOx emissions*	tons	171.4	150.5	135.2	128.3	110.8	☑
(per unit of sales)	kg/million yen	0.29	0.26	0.21	0.18	0.16	
Dust emissions	tons	58.8	48.7	43.6	41.5	29.4	☑
(per unit of sales)	kg/million yen	0.10	0.08	0.07	0.06	0.04	
VOC emissions	tons	26.5	21.9	26.7	27.5	22.2	
(per unit of sales)	kg/million yen	0.04	0.04	0.04	0.04	0.03	

\* In FY2023, we discovered that certain overseas subsidiaries were not subject to local SOx and NOx emissions regulations and therefore were excluded from the emission calculations. In accordance with this change, the figures for past fiscal years have been revised retroactively.

## Environmental Performance Data

## Raw Materials Used

Indicator	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Amount of raw materials used	thousand tons	589.0	564.0	649.0	572.8	505.1

## Percentage of Legally-Obtained and Recycled Wood Materials

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Legally-obtained wood materials	%	7	6	15	13	15
Recycled wood materials	%	93	94	85	87	85
Others	%	0	0	0	0	0
Total	%	100	100	100	100	100

## Environment Management System

Indicator	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Percentage of ISO 14001 certification acquisition	%	75.4	75.9	73.9	76.6	77.3

## Violations of Related Environmental Laws

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
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

Note: Serious offense with a fine of USD10,000 or more.

## Social Performance Data

## Customers

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Customer satisfaction in after-sales service	points	92.1	92.2	93.1	94.0	94.2
Customer satisfaction surveys (Japan)						
Showroom satisfaction	points	72.0	73.4	74.7	75.3	76.5
Ratio of customers impressed with bath module assembly	%	67.9	69.6	70.7	70.5	72.4
Evaluations on customer response quality	points	68.8	76.3	78.8	77.5	79.7

## Quality Management System

Indicator	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Percentage of ISO 9001 certification acquisition	%	76.3	76.4	74.5	77.4	77.6

## Social Performance Data

### Status of Employment

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)	
Group total number of employees	no. of personnel	35,329	35,613	36,853	36,188	35,027	☑
Male	no. of personnel	23,445	23,636	24,404	23,746	22,744	
Female	no. of personnel	11,884	11,977	12,449	12,442	12,283	
Percentage of female employees	%	33.6	33.6	33.8	34.4	35.1	
Full-time employees	no. of personnel	30,254	30,839	31,777	31,448	30,853	
Contract employees	no. of personnel	3,237	2,927	2,779	2,705	2,530	
Temporary employees	no. of personnel	1,838	1,847	2,297	2,035	1,644	
Number of employees (Japan)	no. of personnel	18,206	18,124	18,355	18,087	17,726	
Male	no. of personnel	10,886	10,869	11,056	10,936	10,677	
Female	no. of personnel	7,320	7,255	7,299	7,151	7,049	
Percentage of female employees	%	40.2	40.0	39.8	39.5	39.8	
Full-time employees	no. of personnel	13,672	13,843	13,903	13,968	14,021	
Contract employees	no. of personnel	2,923	2,621	2,395	2,280	2,182	
Temporary employees	no. of personnel	1,611	1,660	2,057	1,839	1,523	
Percentage of employees under 30 years old	%	15.6	15.5	14.8	14.1	13.8	
Male	%	9.2	9.3	9.0	8.7	8.5	
Female	%	6.4	6.2	5.7	5.4	5.3	
Percentage of employees between 30 and 49 years old	%	54.5	52.4	50.2	47.7	45.1	
Male	%	29.9	28.5	27.0	25.6	24.1	
Female	%	24.6	23.9	23.2	22.1	20.9	
Percentage of employees 50 years old and over	%	29.9	32.2	35.0	38.2	41.1	
Male	%	21.9	23.1	24.7	26.6	28.2	
Female	%	8.0	9.1	10.3	11.6	12.9	
Number of graduate recruits (Japan)	no. of personnel	246	212	232	232	240	
Male	no. of personnel	178	153	165	168	168	
Female	no. of personnel	68	59	67	64	72	
Percentage of female employees	%	27.6	27.8	28.9	27.6	30.0	
Retention status of graduate recruits (non-consolidated)							
Job turnover rate within three years	%	—	—	—	10.2	15.4	
Recruitment of experienced personnel (non-consolidated)							
Ratio of total recruitment for experienced regular workers	%	65	71	65	59	55	
Ratio of recruitment for external experienced regular workers	%	15	20	7	16	27	
Average age (non-consolidated)	ages	44 years and one month old	44 years and two months old	44 years and six months old	44 years and 11 months old	45 years and four months old	
Average number of years of continuous service (Japan)	years	14.5	14.9	15.3	15.8	16.3	
Male	years	16.5	16.9	17.2	17.7	18.2	
Female	years	11.4	11.9	12.4	12.9	13.4	

## Social Performance Data

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Number of employees (Overseas)	no. of personnel	17,123	17,489	18,498	18,101	17,301
Male	no. of personnel	12,559	12,767	13,348	12,810	12,067
Female	no. of personnel	4,564	4,722	5,150	5,291	5,234
Percentage of female employees	%	26.7	27.0	27.8	29.2	30.3
Full-time employees	no. of personnel	16,582	16,996	17,874	17,480	16,832
Contract employees	no. of personnel	314	306	384	425	348
Temporary employees	no. of personnel	227	187	240	196	121
Composition of employees by region						
Japan	%	52.0	50.9	49.8	50.0	50.6
China	%	18	17.7	18.2	18.3	18.5
Asia and Oceania	%	26	27.2	28.0	27.5	26.7
Americas	%	4.0	3.8	3.7	3.9	4.0
Europe	%	0.4	0.4	0.3	0.4	0.3
Number of foreign employees in the TOTO GROUP (Japan)	no. of personnel	45	45	46	48	48

## Diversity

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Ratio of employees by nationality*						
Japan	%	—	—	—	—	51.1
China	%	—	—	—	—	19.9
Vietnam	%	—	—	—	—	12.7
Thailand	%	—	—	—	—	7.8
India	%	—	—	—	—	4.3
Number of managers	no. of personnel	3,702	3,792	3,872	3,523	3,691
Male	no. of personnel	3,124	3,146	3,152	2,767	2,854
Female	no. of personnel	578	646	720	756	837
Percentage of female managers	%	15.6	17.0	18.6	21.5	22.7
General Manager level and above	no. of personnel	782	771	749	767	1,200
Male	no. of personnel	755	739	717	729	1,068
Female	no. of personnel	27	32	32	38	132
Percentage of female employees	%	3.5	4.2	4.3	5.0	11.0
Section Chief level and above	no. of personnel	2,062	2,118	2,139	1,793	2,491
Male	no. of personnel	1,739	1,744	1,722	1,353	1,786
Female	no. of personnel	323	374	417	440	705
Percentage of female employees	%	15.7	17.7	19.5	24.5	28.3

\* Excludes employees of Group companies in the Americas and Europe. Ratio of employees Top 5 countries.

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Number of managers (Japan)	no. of personnel	2,844	2,889	2,888	2,560	2,636
Male	no. of personnel	2,494	2,483	2,439	2,082	2,097
Female	no. of personnel	350	406	449	478	539
Percentage of female managers	%	12.3	14.1	15.5	18.7	20.4
Number of new management appointments	no. of personnel	221	264	253	212	231
Male	no. of personnel	167	194	178	140	149
Female	no. of personnel	54	70	75	72	82
Percentage of female employees	%	24.4	26.5	29.6	34.0	35.5
Number of managers (Overseas)	no. of personnel	858	903	984	963	1,055
Male	no. of personnel	630	663	713	685	757
Female	no. of personnel	228	240	271	278	298
Percentage of female managers	%	26.6	26.6	27.5	28.9	28.2
Employees with disabilities						
Japan	no. of personnel	314	316	307	314	321
Ratio of employees with disabilities (Japan)	%	2.58	2.63	2.53	2.58	2.65
Ratio of employees with disabilities (Overseas)	%	0.75	0.75	0.76	0.74	0.78

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

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
All employees	%	—	—	—	60.5	60.6
Regular workers	%	—	—	—	62.6	62.6
Part-time and fixed-term contract workers	%	—	—	—	79.2	75.7

### Work-Life Balance (Japan)

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Total employee turnover rate	%	2.8	2.3	2.5	2.7	2.7
Voluntary employee turnover rate	%	2.3	1.8	2.1	2.5	2.2
Employee turnover rate due to life events	%	2.9	2.1	1.4	0.0	0.0
Working hours						
Average scheduled working hours per year	hours per person	1,911.8	1,903.7	1,901.8	1,901.0	1,907.9
Average hours actually worked per year	hours per person	1,972.9	1,930.7	1,937.8	1,916.0	1,913.8
Average hours of overtime and holiday work per month	hours per person	19.3	16.3	18.5	18.1	16.4
Number of employees with long working hours	no. of personnel	96	30	23	49	31
Number of paid holidays taken	days	17.9	17.8	18.2	18.8	18.4
Percentage of paid holidays taken	%	89.8	89.1	91.2	94.3	95.6

## Social Performance Data

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Number of people using reduced working hour and leave systems (TOTO, non-consolidated)						
Employees taking childcare leave	no. of personnel	137	160	200	237	247
Male	no. of personnel	10	24	66	96	120
Female	no. of personnel	127	136	134	141	127
Percentage of childcare leave taken by male employees	%	6.3	13.9	37.7	66.7	73.2
Target for childcare leave taken by male employees	%	—	—	—	—	70 or more
Average number of days of childcare leave taken by male employees	days	—	—	—	—	29.3
Percentage of childcare leave taken by female employees	%	100	100	100	100	100
Percentage of employees returning to working after childcare leave	%	96.1	96.2	97.4	96.3	97.8
Reduced working hours for childcare	no. of personnel	328	315	318	310	305
Male	no. of personnel	4	7	6	4	10
Female	no. of personnel	324	308	312	306	295
Employees taking nursing care leave	no. of personnel	7	3	13	17	10
Male	no. of personnel	1	0	1	1	4
Female	no. of personnel	6	3	12	16	6
Reduced working hours for nursing care	no. of personnel	10	11	9	5	9
Male	no. of personnel	2	3	2	0	1
Female	no. of personnel	8	8	7	5	8
Telework	no. of personnel	209	277	3,554	4,771	5,238

## Human Resource Development

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Fellow (highest position of R&D specialist) (non-consolidated)	no. of personnel	1	2	2	2	3
Average training time per employee	hours	10.0	9.9	10.1	10.3	10.4
Average training cost per employee	thousands yen	33.1	29.6	30.0	31.5	32.7
Number of participants in management development training	no. of personnel	—	—	—	108	111
Japan	no. of personnel	83	61	62	90	93
Overseas	no. of personnel	—	—	—	18	18
Number of participants in leadership development training (Japan)	no. of personnel	253	230	230	244	246
Number of supervisors carrying out evaluations through multi-faceted observations (Overseas)	no. of personnel	61	68	79	74	90
Number of participants in training for promoted employees (Japan)	no. of personnel	1,188	1,130	1,144	1,137	1,051



## Occupational Safety and Health

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)	
Lost time injury frequency rate							
TOTO Group employees	no unit	0.19	0.16	0.28	0.21	0.19	☑
TOTO Group contractors (in-plant cooperative firm)*1	no unit	0.15	0.00	0.47	0.93	0.00	☑
Occupational illness frequency rate							
TOTO Group employees	no unit	0.03	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	563	460	670	494	513	
Percentage of employees undergoing full medical examinations after regular health check-ups (legally required examinations)	%	100	100	100	100	100	
Participation rate for health-related training							
Participation rate for mental health self-care training	%	—	—	—	100	100	
Participation rate for mental health line care training	%	—	100	100	100	100	
Implementation rate for specific healthcare guidance (lifestyle improvement program)*2	%	90.3	95.0	97.3	96.6	97.5	

\*1 The frequency rate of lost time injuries in FY2022 was revised.

\*2 Figures for the implementation rate of specific healthcare guidance are as of April 2024 for FY2023 since implementation occurs between August of each year and September of the following year.

## Labor Unions

Indicator	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Percentage of employees in labor unions and other organizations	%	—	87.4	87.8	87.7	87.3

## Employee Satisfaction (Japan)

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
TOTO Group Awareness Survey—overall score	points	73.0	74.4	75.2	74.9	75.9
TOTO Group Awareness Survey—peace of mind and satisfaction indicators	points	—	—	74.1	73.3	74.6

## Supply Chain Management

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Sustainable procurement activities						
Total number of suppliers	no. of suppliers	1,479	1,517	1,397	1,378	1,360
Number of key suppliers	no. of suppliers	639	620	573	620	601
Number of suppliers surveyed	no. of suppliers	335	722	498	531	518
Achievement rate for compliance with the TOTO standards	%	100	100	100	100	100

## Social Performance Data

### Social Contribution

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Amount spent on social contribution	billion yen	1.30	1.27	1.27	1.24	1.25
Percentage of employees taking part in volunteer activities	%	100% or more	67.0	84.0	91.8	108.1

### TOTO Water Environment Fund

Indicators	Unit	14th (2019–2021)	15th (2020–2022)	16th (2021–2023)	17th (2022–2024)	18th (2023–2025)
Organizations	no. of organizations	10	10	12	11	13
Grant assistance	million yen	24.7	26.6	27.5	24.8	27.3

### Involvement in Public Policy

Indicator	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
Donations to political organizations	thousands yen	3,900	3,400	2,500	2,700	2,800

### Compliance

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
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	34	47	47	62	75
Japan	cases	29	44	44	56	63
Overseas	cases	5	3	3	6	12
Compliance with TOTO Group Awareness Survey						
Degree of instillation in the workplace	points	80.4	81.8	82.8	83.8	84.2
Degree of individual awareness	points	88.5	90.0	90.8	91.3	91.3

### Respecting Human Rights

Indicators	Unit	FY2019 (fiscal year ended March 31, 2020)	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)
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	FY2019 (fiscal year ended March 31, 2020)	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)
Directors and Audit & Supervisory Committee members*	no. of personnel	17	16	16	15	14
Number of female employees	no. of personnel	0	0	0	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 <sup>3</sup>	<p>Target products are toilets, water faucets, urinals, and bathtubs</p> <p>* Toilets, water faucets, urinals (only in Japan), and bathtubs (only in Japan) for Stage 1</p> <p>[Additional information] Other conditions can be viewed on our website: (<a href="https://jp.toto.com/assets/files/avoided_emissions_en_2406_document.pdf">https://jp.toto.com/assets/files/avoided_emissions_en_2406_document.pdf</a>)</p>	TOTO GROUP
Avoided Emissions during product use	million tons	<p>Target products are toilets, WASHLET, water faucets, urinals, bathtubs, bathroom dryers, electric water heaters, and hand dryers</p> <p>* Toilets, WASHLET, faucets, urinals (only in Japan), and bathtubs (only in Japan) for Stage 1</p> <p>[CO<sub>2</sub> emission coefficients from electricity (Japan)] FY2022 CO<sub>2</sub> Emissions Report (reported values) from the Electric Power Council for a Low Carbon Society (ELCS) * Stage 1 uses average actual value of CO<sub>2</sub> emissions coefficients (adjusted basis) indicated in "Environmental Action Plan by the Japanese Electric Utility Industry" by the Federation of Electric Power Companies of Japan.</p> <p>[CO<sub>2</sub> emission coefficients from electricity (overseas)] "CO<sub>2</sub> Emissions from Fuel Combustion 2023" by the International Energy Agency (IEA) * Stage 1 uses "CO<sub>2</sub> Emissions from Fuel Combustion 2017" by the IEA.</p> <p>[CO<sub>2</sub> emission coefficients from water (Japan)] Japan Sanitary Equipment Industry Association, "CO<sub>2</sub> Conversion Coefficients from Water" (disclosed values for 2023) * Stage 1 uses Japan Sanitary Equipment Industry Association, "CO<sub>2</sub> Conversion Coefficients from Water" (disclosed values for 2020).</p> <p>[CO<sub>2</sub> emission coefficients from water (overseas)] CO<sub>2</sub> 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<sub>2</sub> emission coefficients from electricity (overseas)] * Changes to electricity coefficient not reflected in Stage 1</p> <p>[CO<sub>2</sub> emission coefficients from gas] "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>[Additional information] Other conditions can be viewed on our website: (<a href="https://jp.toto.com/assets/files/avoided_emissions_en_2406_document.pdf">https://jp.toto.com/assets/files/avoided_emissions_en_2406_document.pdf</a>)</p>	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 <sub>2</sub>	<p>CO<sub>2</sub> emissions from the use of fuel + CO<sub>2</sub> equivalent emissions of 6.5 gases of non-energy origin.</p> <p>[CO<sub>2</sub> emission coefficients] "Guidelines for Calculation of Greenhouse Gas Emissions (Version 4.8)" published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry of Japan.</p> <p>[Laws and Regulations Referenced] The Greenhouse Gas Protocol and Act on Promotion of Global Warming Countermeasures</p>	TOTO GROUP
Scope 2	thousand tons CO <sub>2</sub>	<p>CO<sub>2</sub> emissions from purchased electricity, heat and steam.</p> <p>[CO<sub>2</sub> emission coefficients from electricity] CO<sub>2</sub> emission coefficients from electricity purchased based on TOTO Group contracts.</p> <p>[CO<sub>2</sub> emission coefficients from steam] "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] The Greenhouse Gas Protocol and Act on Promotion of Global Warming Countermeasures</p>	TOTO GROUP
Scope 3 Category 1 (Purchased Goods and Services)	thousand tons CO <sub>2</sub>	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 <sub>2</sub>	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 <sub>2</sub>	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 <sub>2</sub>	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 <sub>2</sub>	Calculated by multiplying the amount of waste generated, excluding valuable materials, by the emissions intensity for each waste type and method.	TOTO GROUP

## Calculation Method of Environmental Performance Data

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Scope 3 Category 6 (Business Travel)	thousand tons CO <sub>2</sub>	Calculated by multiplying the number of employees by the emissions intensity per employee.	TOTO GROUP
Scope 3 Category 7 (Employee Commuting)	thousand tons CO <sub>2</sub>	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 <sub>2</sub>	Not applicable	—
Scope 3 Category 9 (Downstream Transportation and Distribution)	thousand tons CO <sub>2</sub>	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 <sub>2</sub>	Not applicable	—
Scope 3 Category 11 (Use of Sold Products)	thousand tons CO <sub>2</sub>	<p>Lifetime*<sup>1</sup> CO<sub>2</sub> emissions*<sup>2</sup> per unit from major products*<sup>3</sup> × Sales quantity.</p> <p>*1 Duration of use by product classification (defined by TOTO)</p> <p>*2 CO<sub>2</sub> 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, WASHLET, faucets, urinals (only in Japan) and bathtubs (only in Japan)</p> <p>[CO<sub>2</sub> emission coefficients from electricity (Japan)] The FY2022 CO<sub>2</sub> Emissions Report (reported values) from the Electric Power Council for a Low Carbon Society (ELCS)</p> <p>[CO<sub>2</sub> emission coefficients from electricity (overseas)] IEA (International Energy Agency), "CO<sub>2</sub> Emissions from Fuel Combustion 2023"</p> <p>[CO<sub>2</sub> emission coefficients from water (Japan)] Japan Sanitary Equipment Industry Association, "CO<sub>2</sub> Conversion Coefficients from Water"</p> <p>[CO<sub>2</sub> emission coefficients from water (overseas)] CO<sub>2</sub> 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)</p> <p>Reflects changes to electricity coefficients in each area for [CO<sub>2</sub> emission coefficients from electricity (overseas)]</p> <p>[CO<sub>2</sub> emission coefficients from gas] "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>	TOTO GROUP
Scope 3 Category 12 (End-of-Life Treatment of Sold Products)	thousand tons CO <sub>2</sub>	<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 <sub>2</sub>	Not applicable	—
Scope 3 Category 14 (Franchises)	thousand tons CO <sub>2</sub>	Not applicable	—
Scope 3 Category 15 (Investments)	thousand tons CO <sub>2</sub>	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* <sup>1</sup> 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>*<sup>1</sup> 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	thousands of cubic meters	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 Measurement Act. [Laws and Regulations Referenced] Environmental Reporting Guidelines (Ministry of the Environment)	TOTO GROUP
Total amount of water discharges	thousands of cubic meters	Total quantity of groundwater intake into offices and factories.	TOTO GROUP
Amount of water consumption	thousands of cubic meters	Amount total wastewater deducted from total water withdrawals.	TOTO GROUP
Amount of recycled water	thousands of cubic meters	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)	%	$(\text{Quantity of waste recycled} / \text{Quantity of waste generated}) \times 100$ . Does not include quantity of waste for which disposal by sanitary landfill is required by laws and regulations in 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)	tons	Amount of chemical substance emission based on the PRTR Law at business sites in Japan.	TOTO GROUP (Japan)
SOx emissions	tons	Total amount of each emission from facilities in each country subject to regulations regarding soot and smoke emissions.	TOTO GROUP
NOx emissions	tons	This was calculated by multiplying the amount of exhaust gas (actual measured value) by the concentration in exhaust gas (actual measured value).	
Dust emissions	tons		
VOC emissions	tons	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 legally-obtained 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

Note: 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/](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, with 100 being a perfect score. Evaluation method was changed from FY2020. (FY2019 is listed as reference values because that is evaluation points under the previous evaluation method.)	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
Number 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 employees of the TOTO GROUP
Number of foreign nationals	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. Excludes employees of Group companies in the Americas and Europe. Ratio of employees Top 5 countries.	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.	Full-time/contract employees of the TOTO GROUP
	Japan no. of personnel	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.	
	Overseas no. of personnel	Aggregated based on working location. At overseas companies, this includes local workers and employees seconded overseas.	
Percentage of female managers	%	The number of managers and positions calculated as managerial posts indicate the level of section chief and above, among full-time/contract employees.	Full-time/contract employees of the TOTO GROUP
	Japan %	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.	
	Overseas %	Aggregated based on working location. At overseas companies, this includes local workers and employees seconded overseas from Japan.	
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	%	<ul style="list-style-type: none"> <li>• 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).</li> <li>• Overseas: calculated for employees with disabilities.</li> </ul>	Full-time/contract employees of the TOTO GROUP
Gender Wage Gap in Japan	%	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)
Employee turnover rate due to life events	%	Employee turnover rate due to life events. Calculated for employees who wanted to continue working but have resigned for personal reasons including marriage, childbirth, childcare, and nursing care.	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)
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. From 2021, this excludes employees seconded to companies outside the TOTO Group.	Full-time/contract employees of the TOTO GROUP (Japan)
Number of people using reduced working hour and leave systems	no. of personnel	Number of people using reduced working hour and leave systems. 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).	Full-time/contract employees of TOTO LTD.
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 TOTO LTD.

## Calculation Method of Social Performance Data

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
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 TOTO LTD.
Target for childcare leave taken by male employees	%	Targeted value for childcare leave taken by male employees Childcare leave includes holidays taken for the purpose of childcare.	Full-time/contract employees of TOTO LTD.
Targeted 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 childcare leave taken by female employees	%	Number of employees taking childcare leave, etc. ÷ 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 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	thousands of 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 multi-faceted observations	no. of personnel	Number of people carrying out multi-faceted observations of training for newly appointed section chiefs. [Supplement] Initiative for supervisor evaluations through multi-faceted observations: implement multi-faceted observations aimed at improving management capabilities for participants in training for newly appointed section chiefs.	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)
Percentage of participants in digital transformation (DX) training	%	Participation rate in digital transformation (DX) training.	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	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
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 diseases as defined by the Ministry of Health, Labour and Welfare * Exception: Heat stroke, burns, back pain, and other sudden illnesses are included in work-related injuries, not occupational illnesses.	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 (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: ( <a href="https://jp.toto.com/en/company/csr/stakeholder/employees/health/">https://jp.toto.com/en/company/csr/stakeholder/employees/health/</a> ).	TOTO GROUP (Japan)
Participation rate for mental health-related training	%	<ul style="list-style-type: none"> <li>Mental health self-care training participation rate: Percentage of employees who participate in self-care training. This has been calculated since 2022.</li> <li>Mental health line care training participation rate: Percentage of managers who participate in mental health training. This has been calculated since 2020.</li> </ul> [Supplement] Our action plans for maintaining mental health can be found on our website: ( <a href="https://jp.toto.com/en/company/csr/stakeholder/employees/health/">https://jp.toto.com/en/company/csr/stakeholder/employees/health/</a> ).	TOTO GROUP (Japan)

## Calculation Method of Social Performance Data

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
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)
Percentage of employees in labor unions and other organizations	%	From 2021, 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"> <li>TOTO Group Awareness Survey—overall score: calculated as the overall score from the average value of comparable items for three years.</li> <li>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.</li> </ul>	Full-time/contract/ temporary employees of the TOTO GROUP (Japan)
Total number of suppliers	no. suppliers	Total number of suppliers of production materials.	—
Number of key suppliers	no. of suppliers	Number of suppliers selected based on the following definitions. <ul style="list-style-type: none"> <li>Suppliers of key components and raw materials</li> <li>Irreplaceable suppliers</li> <li>Suppliers necessary for achieving management plans</li> <li>Suppliers with large purchase amounts</li> </ul>	—
Number of suppliers surveyed	no. 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	%	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	thousands of 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 Antimonopoly Law, anticorruption 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)

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
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 <a href="https://jp.toto.com/assets/files/huan%20rights_policy_en.pdf">https://jp.toto.com/assets/files/huan%20rights_policy_en.pdf</a> ).	TOTO GROUP (Japan)
Severe child labor and forced labor	cases	<ul style="list-style-type: none"> <li>Number of cases of litigation and administrative guidance related to child labor.</li> <li>Number of cases of litigation and administrative guidance related to forced labor.</li> </ul> [Supplement] Our policy, including child labor and forced labor, can be found on our website: (The Idea Concerning the TOTO Group Human Rights Policy <a href="https://jp.toto.com/assets/files/huan%20rights_policy_en.pdf">https://jp.toto.com/assets/files/huan%20rights_policy_en.pdf</a> ).	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.

# Independent Assurance Report



## Independent Assurance Report

To the President, Representative Director of TOTO LTD.

We were engaged by TOTO LTD. (the “Company”) to undertake a limited assurance engagement of the environmental and social performance indicators marked with ☑ (the “Indicators”) for the period from April 1, 2023 to March 31, 2024 included in its TOTO GROUP Integrated Report 2024 Financial and Non-Financial Data (the “Data”) for the fiscal year ended March 31, 2024.

### The Company’s Responsibility

The Company is responsible for the preparation of the Indicators in accordance with its own reporting criteria (the “Company’s reporting criteria”), as described in the Data.

### Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Indicators based on the procedures we have performed. We conducted our engagement in accordance with the ‘International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information’ and the ‘ISAE 3410, Assurance Engagements on Greenhouse Gas Statements’ issued by the International Auditing and Assurance Standards Board. The limited assurance engagement consisted of making inquiries, primarily of persons responsible for the preparation of information presented in the Data, and applying analytical and other procedures, and the procedures performed vary in nature from, and are less in extent than for, a reasonable assurance engagement. The level of assurance provided is thus not as high as that provided by a reasonable assurance engagement. Our assurance procedures included:

- Interviewing the Company’s responsible personnel to obtain an understanding of its policy for preparing the Data and reviewing the Company’s reporting criteria.
- Inquiring about the design of the systems and methods used to collect and process the Indicators.
- Performing analytical procedures on the Indicators.
- Examining, on a test basis, evidence supporting the generation, aggregation and reporting of the Indicators in conformity with the Company’s reporting criteria, and recalculating the Indicators.
- Visiting one of the Company’s subsidiaries selected on the basis of a risk analysis.
- Evaluating the overall presentation of the Indicators.

### Conclusion

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Indicators in the Data are not prepared, in all material respects, in accordance with the Company’s reporting criteria as described in the Data.

### Our Independence and Quality Management

We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. In accordance with International Standard on Quality Management 1, we 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.

/s/ Shinnosuke Kayumi  
 Shinnosuke Kayumi, Partner  
 KPMG AZSA Sustainability Co., Ltd.  
 Osaka, Japan  
 June 26, 2024



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# TOTO

**TOTO LTD.**

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