

**TOTO**



**TOTO GROUP**

**Integrated Report 2023**

**Financial and Non-Financial Data**

## 10-Year Summary of Selected Financial Data

(Unit: Million yen)

	FY2013*3 (March 31, 2014)	FY2014*3 (March 31, 2015)	FY2015*3 (March 31, 2016)	FY2016*3 (March 31, 2017)	FY2017*3 (March 31, 2018)
Net sales*4	544,309	528,771	570,716	566,009	590,959
Cost of sales	336,574	328,046	354,187	348,407	368,148
Cost of sales ratio*4	61.8%	62.0%	62.1%	61.6%	62.3%
Selling, general and administrative (SG&A) expenses	163,122	167,377	170,829	171,451	171,550
SG&A ratio*4	30.0%	31.7%	29.9%	30.3%	29.0%
Operating profit*4	44,611	33,346	45,699	46,150	51,260
Operating margin*4	8.2%	6.3%	8.0%	8.2%	8.7%
Profit attributable to owners of parent*4	43,097	22,486	36,360	32,960	36,798
Profit attributable to owners of parent ratio*	7.9%	4.3%	6.4%	5.8%	6.2%
Capital investment	34,575	40,264	40,674	26,776	38,180
Depreciation and amortization	14,922	17,227	18,397	18,994	21,357
Research and development (R&D) costs	17,428	18,466	19,098	19,388	20,594
R&D cost ratio*4	3.2%	3.5%	3.3%	3.4%	3.5%
Total assets	476,387	516,995	536,265	553,996	564,319
Current assets	258,800	266,637	279,383	282,076	277,845
Non-current assets	217,586	250,357	256,882	271,920	286,473
Total liabilities	219,790	236,412	250,743	247,942	222,099
Net assets	256,596	280,582	285,522	306,053	342,219
Operating cash flow	48,015	34,713	58,695	62,604	45,489
Investing cash flow	(4,033)	(30,040)	(29,952)	(35,257)	(36,374)
Financing cash flow	(23,328)	(11,393)	(15,053)	(18,905)	(11,244)
Free cash flow*1	43,982	4,673	28,742	27,347	9,115
Dividends per share*2 (Yen)	23.00	26.00	—	68.00	72.00
ROE (Net profit base)*4	19.0%	8.7%	13.3%	11.5%	11.7%
ROA (Operating profit base)*4	10.1%	6.7%	8.7%	8.5%	9.2%
EPS*2,4 (Yen)	127.2	66.9	215.8	194.9	217.5
BPS*2 (Yen)	737.7	802.8	1,631.9	1,756.0	1,968.6
Total asset turnover*4 (Times)	1.23	1.06	1.08	1.04	1.06
Equity ratio	52.0%	52.3%	51.5%	53.6%	59.1%
Number of shares outstanding (excluding treasury stock/period average)*2	338,911,922	336,233,556	168,480,574	169,146,109	169,187,042

\*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.

(Unit: Million yen)

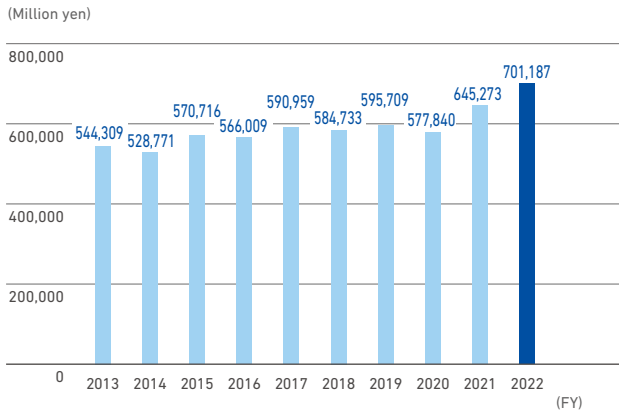
	FY2018* (March 31, 2019)	FY2019* (March 31, 2020)	FY2020* (March 31, 2021)	FY2021* (March 31, 2022)	FY2022* (March 31, 2023)
Net sales* <sup>4</sup>	584,733	595,709	577,840	645,273	701,187
Cost of sales	371,565	383,562	367,242	408,382	458,217
Cost of sales ratio* <sup>4</sup>	63.5%	64.4%	63.6%	63.3%	65.3%
Selling, general and administrative (SG&A) expenses	174,354	176,331	170,940	184,710	193,848
SG&A ratio* <sup>4</sup>	29.8%	29.6%	29.6%	28.6%	27.6%
Operating profit* <sup>4</sup>	38,814	35,816	39,656	52,180	49,121
Operating margin* <sup>4</sup>	6.6%	6.0%	6.9%	8.1%	7.0%
Profit attributable to owners of parent* <sup>4</sup>	32,380	23,921	26,978	40,131	38,943
Profit attributable to owners of parent ratio*	5.5%	4.0%	4.7%	6.2%	5.6%
Capital investment	57,329	60,556	25,301	43,014	65,664
Depreciation and amortization	23,347	25,343	25,231	26,939	31,412
Research and development (R&D) costs	21,528	21,467	22,395	24,024	21,539
R&D cost ratio* <sup>4</sup>	3.7%	3.6%	3.9%	3.7%	3.1%
Total assets	574,960	582,482	646,011	641,025	731,638
Current assets	287,630	289,535	326,383	307,623	359,288
Non-current assets	287,329	292,946	319,628	333,401	372,349
Total liabilities	228,301	241,653	272,838	227,652	270,546
Net assets	346,658	340,829	373,173	413,372	461,092
Operating cash flow	14,593	63,843	59,551	49,356	31,579
Investing cash flow	(26,928)	(36,705)	(42,622)	(31,893)	(35,269)
Financing cash flow	14,562	(20,878)	22,702	(75,772)	8,779
Free cash flow* <sup>1</sup>	(12,335)	27,138	16,929	17,463	(3,689)
Dividends per share* <sup>2</sup> (Yen)	90.00	90.00	70.00	95.00	100.00
ROE (Net profit base)* <sup>4</sup>	9.6%	7.1%	7.7%	10.4%	9.1%
ROA (Operating profit base)* <sup>4</sup>	6.8%	6.2%	6.5%	8.1%	7.2%
EPS* <sup>2,4</sup> (Yen)	191.3	141.3	159.2	236.7	229.7
BPS* <sup>2</sup> (Yen)	2,000.4	1,971.6	2,160.7	2,391.4	2,674.3
Total asset turnover* <sup>4</sup> (Times)	1.03	1.03	0.94	1.00	1.02
Equity ratio	58.9%	57.3%	56.7%	63.2%	62.0%
Number of shares outstanding (excluding treasury stock/period average)* <sup>2</sup>	169,300,355	169,349,269	169,418,598	169,514,672	169,569,793

\*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 FY2013 onward in this report have been revised retroactively.

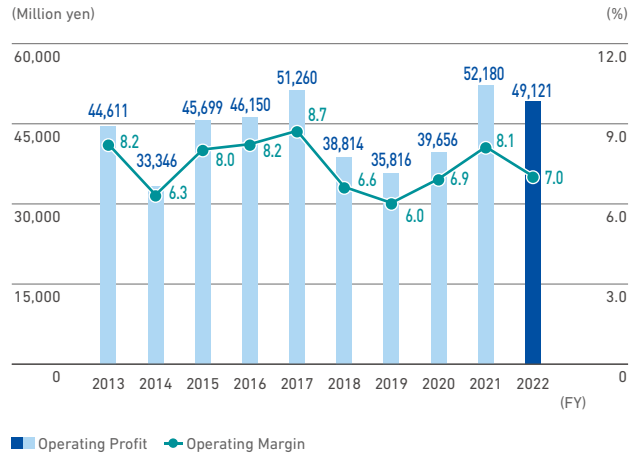
\*4 We have adopted new accounting standards for revenue recognition from FY2021. In accordance with this change, figures from FY2013 onward in this report have been revised retroactively.

# Financial Highlights

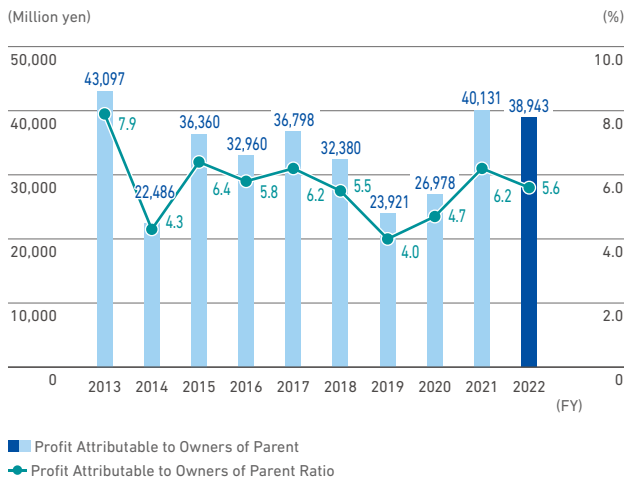
## Net Sales



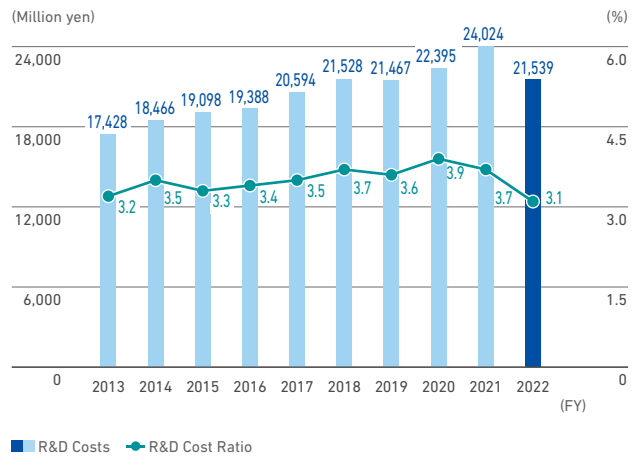
## Operating Profit / Operating Margin



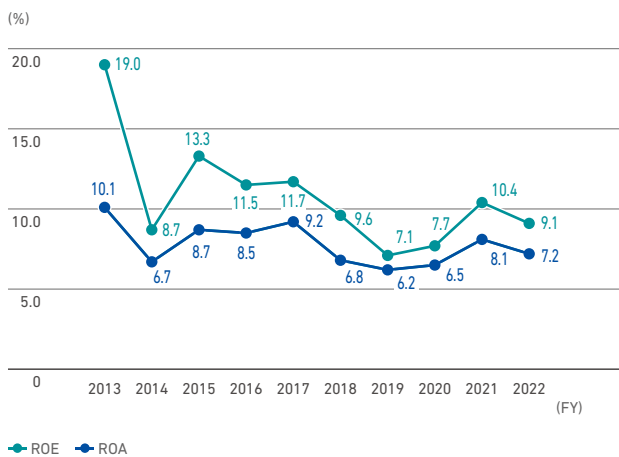
## Profit Attributable to Owners of Parent / Profit Attributable to Owners of Parent Ratio



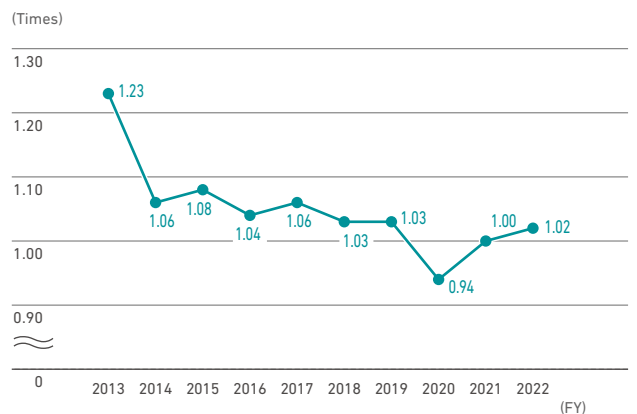
## R&D Costs / R&D Cost Ratio



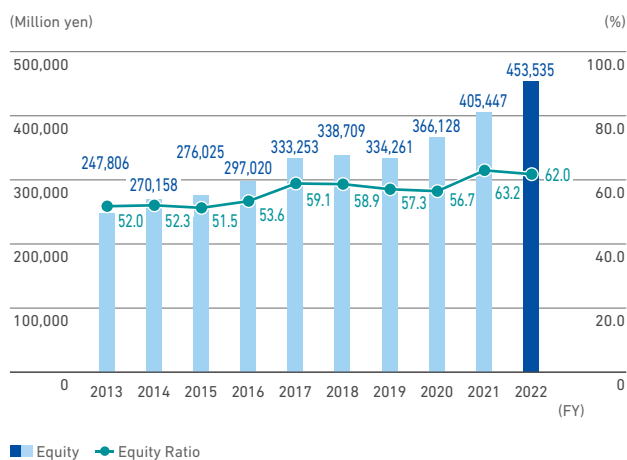
## ROE (Net Profit Base) / ROA (Operating Profit Base)



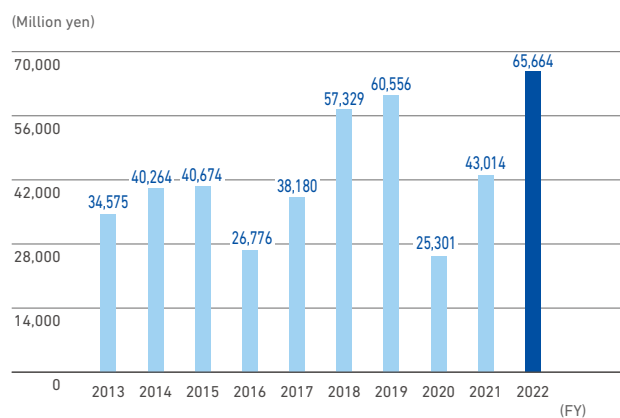
## Total Asset Turnover



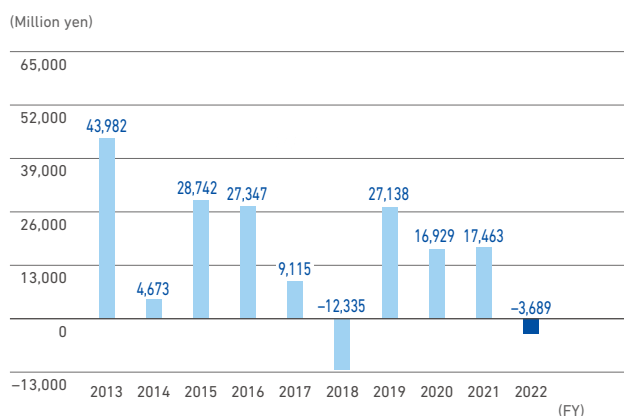
## Equity / Equity Ratio



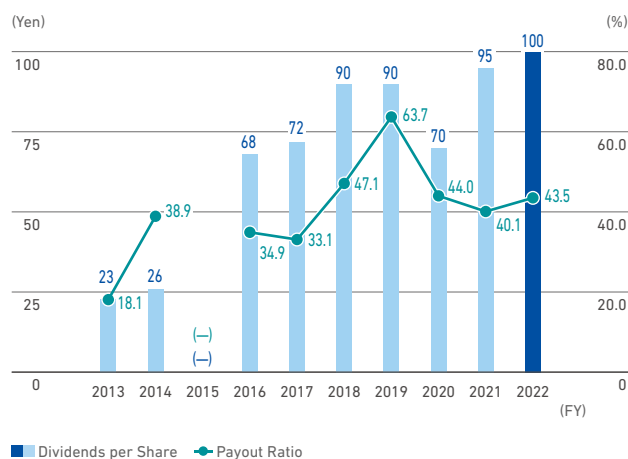
## Capital Investment



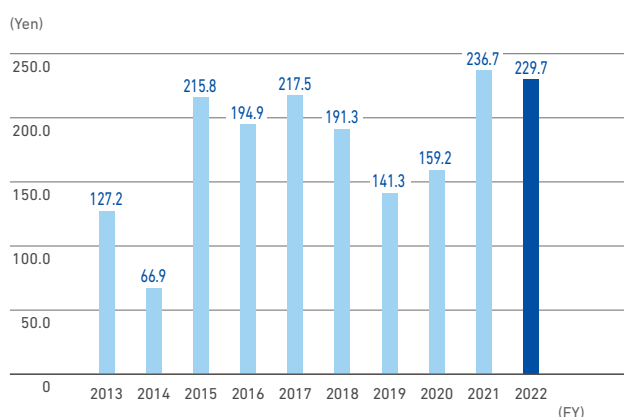
## Free Cash Flow



## 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	91.5	130.3	109.2	86.7	97.2	309.4	112.0
TOPIX	105.8	153.4	115.3	131.8	105.7	242.1	109.2

\*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, 2022.

# NON-FINANCIAL DATA

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## Report Policy

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<b>Boundary</b>	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.
<b>Period covered by this report</b>	FY2022 (Japan: April 1, 2022 to March 31, 2023 / Overseas: January 1, 2022 to December 31, 2022)
<b>Per unit of sales</b>	As noted on page 2, net sales figures 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.
<b>Independent assurance</b>	The Environmental Performance Data and Social Performance Data indicated with <input checked="" type="checkbox"/> for FY2022 have been assured by Ernst & Young ShinNihon LLC. However “per unit of sales” of each data is not covered.

# TOTO Global Environmental Targets

Goals		Main Initiatives	Indicators	Cat.	FY2021 (Results)	FY2022 (Results)	FY2023 (Targets)	
Cleanliness, comfort and the environment		Rolling out clean, comfortable and eco-friendly products	Percentage of sustainable products	◆	70% (Japan) 75% (Overseas)	73% (Japan) 77% (Overseas)	75% (Japan) 80% (Overseas)	
					59%	63%	64%	
Cleanliness and Comfort	<ul style="list-style-type: none"> <li>Realize cleanliness and comfort throughout the world</li> <li>Pursue ease of use for everyone</li> </ul>	Global expansion of clean and comfortable toilets	Percentage of TORNADO FLUSH units shipped (overseas)		53%	62%	64%	
			Number of WASHLET units shipped (overseas)		0.92 million units	0.86 million units	1.00 million units	
			EWATER+ WASHLET rollout percentage (overseas)		50%	59%	57%	
Environment	<ul style="list-style-type: none"> <li>Protect our limited water resources and connect with the future</li> <li>Undertake initiatives to fight global warming and coexist with the earth</li> <li>Aim for sustainable development together with local communities</li> </ul>	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>	1.0 billion m <sup>3</sup>	
			Achieving carbon neutrality	Total CO <sub>2</sub> emissions from business sites	◆	352 thousand tons	267 thousand tons	259 thousand tons
				Reduction in CO <sub>2</sub> emissions due to implemented measures		10 thousand tons	89 thousand tons	102 thousand tons
		Reduction in CO <sub>2</sub> emissions during product use*1		3.35 million tons	3.35 million tons	3.45 million tons		
		Social contribution activities entrenched in local communities	Number of projects that help solve local issues (cumulative number from FY2018)		116 cases	135 cases	150 cases	
Relationships	<ul style="list-style-type: none"> <li>Build deep, long-lasting relationships with customers</li> <li>Offer cultural support and contribute to society for the next generation</li> <li>Create and share joy in work together</li> </ul>	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	75.8 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%	100% or more	
			Employee satisfaction (Japan)	◆	75.2pt	74.9 pt	75.4 pt	
		Realizing employee-friendly working environments	Percentage of female managers (Japan)		15.5%	18.7%	20% or more	
			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.

## 11th Global Environmental Action Plan

Goals	Scope	Base Year	FY2021 (Results)	FY2022 (Results)	FY2023 (Targets)
Reduction in water consumption during product use*	Japan/Overseas	—	1.0 billion m <sup>3</sup>	0.95 billion m <sup>3</sup>	1.0 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	3.45 million tons
Total CO <sub>2</sub> emissions from business sites	Japan/Overseas	—	352 thousand tons	267 thousand tons	259 thousand tons
Reduction in CO <sub>2</sub> emissions due to implemented measures	Japan/Overseas	FY2020	10 thousand tons	89 thousand tons	102 thousand tons
Renewable energy introduction rate	Japan/Overseas	—	15.8%	46.8%	50% or more
Total amount of water withdrawals	Japan/Overseas	—	2.67 million m <sup>3</sup>	2.41 million m <sup>3</sup>	2.38 million m <sup>3</sup>
Rate of improvement for total amount of water withdrawals	Japan/Overseas	FY2018	16.8%	32.2%	35%
Reduction of fuel used for transportation per unit	Japan	FY2013	9.5%	9.5%	10%
Reduction rate of the use of packaging materials	Japan	FY2013	9.6%	10.2%	10.25%
Reduction rate of waste at the production sites (reduction of production output intensity)	Japan	FY2017	12.5%	18.3%	14.9%
Recycling rate at the production sites	Japan	—	99.9%	99.6%	99% or more
	Overseas	—	99.3%	99.9%	99% or more
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	FY2018 (fiscal year ended March 31, 2019)	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)
Scope 1 + 2 + 3	thousand tons CO <sub>2</sub>	19,573	20,957	19,839	19,990	18,433
Scope 1 + 2	thousand tons CO <sub>2</sub>	357	350	307	352	267
Scope 1	thousand tons CO <sub>2</sub>	179	182	167	188	168
(per unit of sales)	tons CO <sub>2</sub> /million yen	0.30	0.30	0.29	0.29	0.24
Direct GHG emissions from non-energy processes	thousand tons CO <sub>2</sub>	4.8	4.7	4.2	5.1	4.5
Scope 2	thousand tons CO <sub>2</sub>	176	168	140	164	99
(per unit of sales)	tons CO <sub>2</sub> /million yen	0.30	0.28	0.24	0.25	0.14
Scope 3	thousand tons CO <sub>2</sub>	19,216	20,608	19,532	19,638	18,166
(per unit of sales)	tons CO <sub>2</sub> /million yen	32.8	34.5	33.8	30.4	25.9
Category 1	thousand tons CO <sub>2</sub>	—	—	—	750	751
Category 2	thousand tons CO <sub>2</sub>	—	—	—	168	175
Category 3	thousand tons CO <sub>2</sub>	—	—	—	45	47
Category 4*	thousand tons CO <sub>2</sub>	—	—	—	130	62
Category 5	thousand tons CO <sub>2</sub>	—	—	—	17	9
Category 6	thousand tons CO <sub>2</sub>	—	—	—	5	5
Category 7	thousand tons CO <sub>2</sub>	—	—	—	15	15
Category 8	thousand tons CO <sub>2</sub>	—	—	—	—	—
Category 9	thousand tons CO <sub>2</sub>	—	—	—	52	52
Category 10	thousand tons CO <sub>2</sub>	—	—	—	—	—
Category 11	thousand tons CO <sub>2</sub>	18,293	19,650	18,562	18,426	17,019
Category 12	thousand tons CO <sub>2</sub>	—	—	—	30	31
Category 13	thousand tons CO <sub>2</sub>	—	—	—	—	—
Category 14	thousand tons CO <sub>2</sub>	—	—	—	—	—
Category 15	thousand tons CO <sub>2</sub>	—	—	—	—	—

\* From FY2022, overseas emissions are calculated by replacing the Japanese ton-kilometer method.



## Environmental Performance Data

### Energy Consumption

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)	
Quantity of energy consumption	MWh	1,274,732	1,282,770	1,198,805	1,350,455	1,224,689	☑
(per unit of sales)	MWh/million yen	2.18	2.15	2.07	2.09	1.75	
Quantity of non-renewable energy consumption	MWh	1,259,844	1,249,313	1,151,624	1,291,489	1,058,595	☑
(per unit of sales)	MWh/million yen	2.15	2.10	1.99	2.00	1.51	
Quantity of fuel consumption	MWh	930,511	928,797	851,679	963,366	859,726	☑
(per unit of sales)	MWh/million yen	1.59	1.56	1.47	1.49	1.23	
Quantity of electric power consumption	MWh	320,632	312,166	291,868	315,155	189,117	☑
(per unit of sales)	MWh/million yen	0.55	0.52	0.50	0.49	0.27	
Quantity of other types of energy consumption	MWh	8,701	8,351	8,077	12,969	9,752	☑
(per unit of sales)	KWh/million yen	14.85	14.00	13.98	20.10	13.91	
Quantity of renewable energy consumption	MWh	14,888	33,457	47,181	58,966	166,094	☑
(per unit of sales)	KWh/million yen	25.40	56.09	81.22	91.38	236.88	
Ratio of renewable energy power	%	4.4	9.7	13.9	15.8	46.8	
Energy cost	million yen	8,928	8,852	7,774	10,093	12,897	

### Preserving Water Resources

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)	
Total amount of water withdrawals	thousand m <sup>3</sup>	2,968	2,899	2,631	2,675	2,407	☑
(per unit of sales)	m <sup>3</sup> /million yen	5.06	4.86	4.53	4.15	3.43	
Surface water	thousand m <sup>3</sup>	—	—	—	—	—	
Groundwater	thousand m <sup>3</sup>	474	438	387	463	426	
Sea water	thousand m <sup>3</sup>	—	—	—	—	—	
Water from production	thousand m <sup>3</sup>	—	—	—	—	—	
Water from third parties	thousand m <sup>3</sup>	2,494	2,461	2,244	2,212	1,981	
Total amount of water discharges	thousand m <sup>3</sup>	1,714	1,592	1,904	1,860	1,642	
(per unit of sales)	m <sup>3</sup> /million yen	2.93	2.67	3.29	2.88	2.34	
Surface water	thousand m <sup>3</sup>	12	12	10	9	11	
Groundwater	thousand m <sup>3</sup>	—	—	—	—	—	
Sea water	thousand m <sup>3</sup>	—	—	—	—	—	
Water from third parties	thousand m <sup>3</sup>	1,702	1,580	1,894	1,851	1,631	
Amount of water consumption	thousand m <sup>3</sup>	1,254	1,307	727	815	765	
Amount of recycled water	thousand m <sup>3</sup>	1,773	2,028	1,844	2,163	2,008	
Water recycling rate	%	37.4	41.2	41.2	44.7	45.5	

## Environmental Performance Data

## Waste

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)	
Waste generated	thousand tons	130.8	134.3	128.1	142.5	116.4	☑
(per unit of sales)	kg/million yen	223.3	225.1	220.5	220.8	165.9	
Total amount of waste processed	thousand tons	22.0	28.3	24.8	22.3	10.1	☑
(per unit of sales)	kg/million yen	37.5	47.4	42.7	34.6	14.4	
Recycling amount (not including thermal recycling)	thousand tons	108.8	106.0	103.3	120.2	106.2	☑
(per unit of sales)	kg/million yen	185.7	177.7	177.8	186.3	151.5	
Recycling rate	%	98.6	96.2	99.5	99.5	99.8	
(Japan)	%	99.9	99.9	99.7	99.9	99.6	
(Overseas)	%	98.1	94.7	99.5	99.3	99.9	
Hazardous waste generated	thousand tons	0.3	0.2	0.1	0.2	0.13	☑
(per unit of sales)	kg/million yen	0.51	0.34	0.17	0.31	0.19	

Note: From fiscal 2022, we changed the calculation method for "Total amount of waste processed" and "Recycling amount."

## Atmospheric Emissions

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)	
Amount of chemical substance emissions (PRTR Law applicable)	t	32.5	26.6	22.0	26.8	27.6	
(per unit of sales)	kg/million yen	0.05	0.04	0.04	0.04	0.04	
SOx emissions	t	91.7	101.3	65.4	81.7	86.9	☑
(per unit of sales)	kg/million yen	0.16	0.17	0.11	0.13	0.12	
NOx emissions	t	254.6	187.2	163.6	150.4	143.1	☑
(per unit of sales)	kg/million yen	0.44	0.32	0.28	0.23	0.20	
Dust emissions	t	98.4	58.8	48.7	43.6	41.5	☑
(per unit of sales)	kg/million yen	0.17	0.10	0.08	0.07	0.06	
VOC emissions	t	29.4	26.5	21.9	26.7	27.5	
(per unit of sales)	kg/million yen	0.05	0.04	0.04	0.04	0.04	

## Environmental Performance Data

### Raw Materials Used

Indicator	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
Amount of raw materials used	thousand tons	685.0	589.0	564.0	649.0	572.8

### Percentage of Legally-Obtained and Recycled Wood Materials

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
Legally-obtained wood materials	%	5	7	6	15	13
Recycled wood materials	%	95	93	94	85	87
Others	%	0	0	0	0	0
Total	%	100	100	100	100	100

### Environment Management System

Indicator	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
Percentage of ISO 14001 certification acquisition	%	71.4	75.4	75.9	73.9	79.8

### Violations of Related Environmental Laws

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
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	FY2018 (fiscal year ended March 31, 2019)	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)
Customer satisfaction in after-sales service	points	92.2	92.1	92.2	93.1	94.0
Customer satisfaction surveys (Japan)						
Showroom satisfaction	points	71.0	72.0	73.4	74.7	75.3
Ratio of customers impressed with bath module assembly	%	64.1	67.9	69.6	70.7	72.4
Evaluations on customer response quality	points	70.3	68.8	76.3	78.8	77.5

## Quality Management System

Indicator	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
Percentage of ISO 9001 certification acquisition	%	71.8	76.3	76.4	74.5	80.5

## Status of Employment

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
Group total number of employees	no. of personnel	35,498	35,329	35,613	36,853	36,188
Male	no. of personnel	23,756	23,445	23,636	24,404	23,746
Female	no. of personnel	11,742	11,884	11,977	12,449	12,442
Percentage of female employees	%	33.1	33.6	33.6	33.8	34.4
Full-time employees	no. of personnel	29,995	30,254	30,839	31,777	31,488
Contract employees	no. of personnel	3,448	3,237	2,927	2,779	2,705
Temporary employees	no. of personnel	2,055	1,838	1,847	2,297	2,035
Number of employees (Japan)	no. of personnel	18,402	18,206	18,124	18,355	18,087
Male	no. of personnel	11,078	10,886	10,869	11,056	10,936
Female	no. of personnel	7,324	7,320	7,255	7,299	7,151
Percentage of female employees	%	39.8	40.2	40.0	39.8	39.5
Full-time employees	no. of personnel	13,454	13,672	13,843	13,903	13,968
Contract employees	no. of personnel	3,111	2,923	2,621	2,395	2,280
Temporary employees	no. of personnel	1,837	1,611	1,660	2,057	1,839
Percentage of employees under 30 years old	%	—	15.6	15.5	14.8	14.1
Male	%	—	9.2	9.3	9.0	8.7
Female	%	—	6.4	6.2	5.7	5.4
Percentage of employees between 30 and 49 years old	%	—	54.5	52.4	50.2	47.7
Male	%	—	29.9	28.5	27.0	25.6
Female	%	—	24.6	23.9	23.2	22.1
Percentage of employees 50 years old and over	%	—	29.9	32.2	35.0	38.2
Male	%	—	21.9	23.1	24.7	26.6
Female	%	—	8.0	9.1	10.3	11.6

## Social Performance Data

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
Number of graduate recruits (Japan)	no. of personnel	317	252	214	232	232
Male	no. of personnel	232	181	154	165	168
Female	no. of personnel	85	71	60	67	64
Percentage of female employees	%	26.8	28.2	28.0	28.9	27.6
Recruitment of experienced personnel						
Ratio of total recruitment for experienced regular workers	%	—	65	71	65	59
Ratio of recruitment for external experienced regular workers	%	—	15	20	7	16
Average number of years of continuous service	years	14.1	14.5	14.9	15.3	15.8
Male	years	16.2	16.5	16.9	17.2	17.7
Female	years	11.0	11.4	11.9	12.4	12.9
Number of employees (overseas)	no. of personnel	17,096	17,123	17,489	18,498	18,101
Male	no. of personnel	12,678	12,559	12,767	13,348	12,810
Female	no. of personnel	4,418	4,564	4,722	5,150	5,291
Percentage of female employees	%	25.8	26.7	27.0	27.8	29.2
Full-time employees	no. of personnel	16,541	16,582	16,996	17,874	17,480
Contract employees	no. of personnel	337	314	306	384	425
Temporary employees	no. of personnel	218	227	187	240	196
Composition of employees by region						
Japan	%	52	52	50.9	49.8	50.0
China	%	20	18	17.7	18.2	18.3
Asia and Oceania	%	24	26	27.2	28.0	27.5
Americas	%	4	4	3.8	3.7	3.9
Europe	%	0.4	0.4	0.4	0.3	0.4
Number of foreign employees in the TOTO GROUP (Japan)	no. of personnel	45	45	45	46	48

## Social Performance Data

## Diversity

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)	
Number of managers	no. of personnel	3,623	3,702	3,792	3,872	3,523	
Male	no. of personnel	3,102	3,124	3,146	3,152	2,767	
Female	no. of personnel	521	578	646	720	756	
Percentage of female managers	%	14.4	15.6	17.0	18.6	21.5	☑
Number of managers (Japan)	no. of personnel	2,813	2,844	2,889	2,888	2,560	
Male	no. of personnel	2,507	2,494	2,483	2,439	2,082	
Female	no. of personnel	306	350	406	449	478	
Percentage of female managers	%	10.9	12.3	14.1	15.5	18.7	☑
General Manager level and above	no. of personnel	822	782	771	749	767	
Male	no. of personnel	797	755	739	717	729	
Female	no. of personnel	25	27	32	32	38	
Percentage of female employees	%	3.0	3.5	4.2	4.3	5.0	
Section Chief level and above	no. of personnel	1,981	2,062	2,118	2,139	1,793	
Male	no. of personnel	1,710	1,739	1,744	1,722	1,353	
Female	no. of personnel	281	323	374	417	440	
Percentage of female employees	%	14.2	15.7	17.7	19.5	24.5	
Number of new management appointments	no. of personnel	171	221	264	253	212	
Male	no. of personnel	116	167	194	178	140	
Female	no. of personnel	55	54	70	75	72	
Percentage of female employees	%	32.2	24.4	26.5	29.6	34.0	
Number of managers (Overseas)	no. of personnel	810	858	903	984	963	
Male	no. of personnel	595	630	663	713	685	
Female	no. of personnel	215	228	240	271	278	
Percentage of female managers	%	26.5	26.6	26.6	27.5	28.9	☑
Employees with disabilities							
Japan	no. of personnel	318	314	316	307	314	
Ratio of employees with disabilities (Japan)	%	2.61	2.58	2.63	2.53	2.58	
Ratio of employees with disabilities (Overseas)	%	0.82	0.75	0.75	0.76	0.74	

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

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)	
All employees	%	—	—	—	—	60.5	☑
Regular workers	%	—	—	—	—	62.6	
Part-time and fixed-term contract workers	%	—	—	—	—	79.2	

## Social Performance Data

### Work-Life Balance

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
Total employee turnover rate (Japan)	%	3.0	2.8	2.3	2.5	2.7
Voluntary employee turnover rate	%	2.3	2.3	1.8	2.1	2.5
Employee turnover rate due to life events	%	3.4	2.9	2.1	1.4	0.0
Work hours (Japan)						
Total scheduled working hours per year	hours per person	1,907.2	1,906.5	1,902.7	1,901.2	1,901.1
Average hours actually worked per year	hours per person	1,969.8	1,936.6	1,910.4	1,924.6	1,909.4
Average hours of overtime per month	hours per person	15.1	14.2	11.7	13.4	12.6
Number of employees with long working hours	no. of personnel	291	96	30	23	49
Number of paid holidays taken (Japan)	days	15.0	17.9	17.8	18.2	18.8
Percentage of paid holidays taken	%	80.8	89.8	89.1	91.2	94.3
Number of people using reduced work hour and leave systems (TOTO)						
Employees taking childcare leave	no. of personnel	132	137	160	200	237
Male	no. of personnel	4	10	24	66	96
Female	no. of personnel	128	127	136	134	141
Percentage of childcare leave taken by male employees	%	2.3	6.3	13.9	37.7	66.7
Percentage of childcare leave taken by female employees	%	100	100	100	100	100
Percentage of employees returning to work after childcare leave	%	95.7	96.1	96.2	97.4	96.3
Reduced work hours for childcare	no. of personnel	354	328	315	318	310
Male	no. of personnel	4	4	7	6	4
Female	no. of personnel	350	324	308	312	306
Employees taking nursing care leave	no. of personnel	4	7	3	12	2
Male	no. of personnel	2	1	0	1	0
Female	no. of personnel	2	6	3	11	2
Reduced work hours for nursing care	no. of personnel	9	10	11	9	5
Male	no. of personnel	1	2	3	2	0
Female	no. of personnel	8	8	8	7	5
Telework	no. of personnel	135	209	277	3,554	4,771

### Human Resource Development

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
Average training time per employee	hours	9.3	10.0	9.9	10.1	10.3
Average training cost per employee	thousands of yen	33.1	33.1	29.6	30.0	31.5
Number of participants in management development training	no. of personnel	91	83	61	62	90
Number of participants in leadership development training	no. of personnel	157	253	230	230	244
Number of supervisors carrying out evaluations through multi-faceted observations	no. of personnel	61	61	68	79	74
Number of participants in training for promoted employees	no. of personnel	1,256	1,188	1,130	1,144	1,137
Percentage of participants in digital transformation (DX) training	%	—	—	—	—	87.6

## Social Performance Data

## Occupational Safety and Health

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)	
Lost time injury frequency rate							
TOTO Group employees*1	no unit	0.19	0.19	0.16	0.28	0.21	☑
TOTO Group contractors (in-plant cooperative firm)*1	no unit	0.15	0.15	0.00	0.47	0.78	☑
Occupational illness frequency rate							
TOTO Group employees	no unit	0.00	0.03	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	
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	
Participation rate for mental health line care training	%	—	—	100	100	100	
Implementation rate for specific healthcare guidance (lifestyle improvement program)	%	68.1	90.3	95.0	97.3	96.2*2	

\*1 Accidents that occurred during FY2021 were reviewed for certification during the fiscal year and were certified as lost time injuries in FY2022. Accordingly, we have added these cases to the FY2021 occupational injury count and revised the frequency rate of lost time injuries.

\*2 Figures for the implementation rate of specific healthcare guidance are as of May 2023 for FY2022 since implementation occurs between August of each year and September of the following year.

## Labor Unions

Indicator	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
Percentage of employees in labor unions and other organizations	%	—	—	87.4	87.8	87.7

## Employee Satisfaction (Japan)

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
TOTO Group Awareness Survey—overall score	points	72.3	73.0	74.4	75.2	74.9
TOTO Group Awareness Survey—peace of mind and satisfaction indicators	points	—	—	—	74.1	73.3

## Supply Chain Management

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
Sustainable procurement activities						
Total number of suppliers	no. of suppliers	1,855	1,479	1,517	1,397	1,378
Number of key suppliers	no. of suppliers	629	639	620	573	620
Number of suppliers surveyed	no. of suppliers	422	335	722	498	531
Achievement rate for compliance with the TOTO standards	%	100	100	100	100	100

## Social Contribution

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
Amount spent on social contribution	billion yen	1.39	1.30	1.27	1.27	1.24
Percentage of employees taking part in volunteer activities	%	100% or more	100% or more	67	84	91.8



## Social Performance Data

### TOTO Water Environment Fund

Indicators	Unit	13th (2018–2020)	14th (2019–2021)	15th (2020–2022)	16th (2021–2023)	17th (2022–2024)
Organizations	no. of organizations	10	10	10	12	11
Grant assistance	million yen	17.5	24.7	26.6	27.5	24.8

### Involvement in Public Policy

Indicator	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
Donations to political organizations	thousands of yen	5,000	3,900	3,400	2,500	2,700

### Compliance

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
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	48	34	47	47	62
Japan	cases	42	29	44	44	56
Overseas	cases	6	5	3	3	6
Compliance with TOTO Group Awareness Survey						
Degree of instillation in the workplace	points	79.8	80.4	81.8	82.8	83.8
Degree of individual awareness	points	88.3	88.5	90.0	90.8	91.3

### Respecting Human Rights

Indicators	Unit	FY2018 (fiscal year ended March 31, 2019)	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)
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	FY2018 (fiscal year ended March 31, 2019)	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)
Directors and Audit & Supervisory Committee members*	no. of personnel	17	17	16	16	15
Number of female employees	no. of personnel	0	0	0	0	1

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

# 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>	CO <sub>2</sub> emissions from the use of fuel + CO <sub>2</sub> equivalent emissions of 6.5 gases of non-energy origin. [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. [Laws and Regulations Referenced] The Greenhouse Gas Protocol and Act on Promotion of Global Warming Countermeasures	TOTO GROUP
Scope 2	thousand tons CO <sub>2</sub>	CO <sub>2</sub> emissions from purchased electricity and heat, and steam. [CO <sub>2</sub> emission coefficients from electricity] CO <sub>2</sub> emission coefficients from electricity purchased based on TOTO Group contracts. [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. [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 <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
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>	Lifetime*1 CO <sub>2</sub> emissions*2 per unit from major products*3 × Sales quantity. *1 Duration of use by product classification (defined by TOTO). *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. *3 Toilets, WASHLET, faucets, urinals (only in Japan) and bathtubs (only in Japan). [CO <sub>2</sub> emission coefficients from electricity (Japan)] The FY2020 CO <sub>2</sub> Emissions Report (reported values) from the Electric Power Council for a Low Carbon Society (ELCS). [CO <sub>2</sub> emission coefficients from electricity (overseas)] IEA (International Energy Agency), "CO <sub>2</sub> Emissions from Fuel Combustion 2020." [CO <sub>2</sub> emission coefficients from water (Japan)] Japan Sanitary Equipment Industry Association, "CO <sub>2</sub> Conversion Coefficients from Water." [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)]. [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."	TOTO GROUP

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Scope 3 Category 12 (End-of-Life Treatment of Sold Products)	thousand tons CO <sub>2</sub>	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. The weight of products to be disposed of 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 <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	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 Rationalizing Energy Use	TOTO GROUP
Quantity of non-renewable energy* <sup>1</sup> consumption	MWh	The 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 Rationalizing Energy Use * <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.	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 the 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 the 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
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 Rationalizing Energy Use	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	MWh	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
Waste generated	thousand tons	Total quantity of waste generated in offices and factories (including valuable resources; not including general waste). [Laws and Regulations Referenced] Waste Management and Public Cleansing Act	TOTO GROUP
Total amount of waste processed	thousand tons	Total amount of final disposal of waste without recycling. [Laws and Regulations Referenced] Waste Management and Public Cleansing Act	TOTO GROUP

## Calculation Method of Environmental Performance Data

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Recycling amount (not including thermal recycling)	thousand tons	Total quantity of recycled waste within the overall waste. [Laws and Regulations Referenced] Waste defined by Waste Management and Public Cleansing Act	TOTO GROUP
Recycling rate	%	(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 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 specially controlled industrial waste generated. [Laws and Regulations Referenced] Waste Management and Public Cleansing Act	TOTO GROUP (Japan)
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, such as Japan, China, the United States, and Vietnam. 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	tons		
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 2018, this survey was only implemented Japan, the Americas, Mainland China, and the Taiwan Region. In 2020, the survey did not include India (not implemented due to the lockdown).	TOTO GROUP
Showroom satisfaction	points	Measure of overall satisfaction with recommendations received.	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. (FY2018 and FY2019 are listed as reference values because they are 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.	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	no. of personnel	Number of graduate recruits as of April 1 of the following year (of each fiscal year).	Full-time employees of the TOTO GROUP (Japan)
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 number of years of continuous service	years	Average numbers of continuous service, from the day of entering the Company to the end of the fiscal year.	Full-time/contract employees of the TOTO GROUP (Japan)
Composition of employees by region	%	Proportion of employees by employment area.	Full-time/contract/temporary employees of the TOTO GROUP
Number of foreign nationals	no. of personnel	Number of employees who are foreign nationals.	Full-time/contract employees of the TOTO GROUP (Japan)
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.	

## Calculation Method of Social Performance Data

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Percentage of female managers	%	Percentage of women among all managers in the TOTO Group.	Full-time/contract employees of the TOTO GROUP
	Japan	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.	
	Overseas	Aggregated based on working location. At overseas companies, this includes local workers and employees seconded overseas.	
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
Wage ratio by gender	%	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 other 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)
Total scheduled hours worked per year	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	Total average hours actually worked per year hours per person.	Full-time/contract employees of the TOTO GROUP (Japan)
Average hours of overtime per month	hours per person	Monthly average overtime 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 includes accumulated leave and hourly leave). Excludes employees seconded overseas. 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 work hour and leave systems	no. of personnel	Number of people using reduced work hour and leave systems. Calculated for reduced work hours for childcare and reduced work hours for nursing care as of April 1 of the following year (for each fiscal year).	Full-time/contract employees of TOTO LTD.
Number of people using childcare leave taken	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.
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: In 2022, this was calculated to include employees taking leave for the purpose of childcare Mama/Papa leave in the numerator.	Full-time/contract employees of TOTO LTD.

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
Percentage of childcare leave taken by female employees	%	Number of employees taking childcare leave, etc. ÷ Number of employees whose spouses 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.	Full-time/contract employees of TOTO LTD.
Average training time per employee	hours	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	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 leadership development training at <i>Kei-ei Juku</i> and overseas Group Companies.	TOTO GROUP (Japan)
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)
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	Two equity-method affiliated 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. (It was calculated based on the number of employees applicable to work-related accidents.) Covers illnesses determined by Article 35 of the Ordinance for Enforcement of the Labor Standards Act. * 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
Number of work-related fatalities (employees)	no. of personnel		The manufacturing and research & development sectors of the TOTO GROUP
Number of work-related fatalities (contractors)	no. of personnel	Number deaths caused by work-related accidents.	Data covers contractors at TOTO GROUP in-plant cooperative firm (excluding contractors from cafeteria management, cleaning, and security)

## Calculation Method of Social Performance Data

Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
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 homepage ( <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 homepage ( <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)
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> [Supplement] The framework for applying the TOTO Group Awareness Survey (improvement cycles) can be found on our homepage ( <a href="https://jp.toto.com/en/company/csr/stakeholder/employees/">https://jp.toto.com/en/company/csr/stakeholder/employees/</a> ).	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. 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.	—



Indicators	Unit	Definitions, Calculation Standards, and Calculation Methods	Scope of Data Collection
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)
Discrimination cases	cases	Number of cases of litigation and administrative guidance related to discrimination. [Supplement] Our action plans for nondiscrimination can be found on our homepage (Charter of TOTO Group Corporate Behavior ( <a href="https://jp.toto.com/en/company/profile/philosophy/group/">https://jp.toto.com/en/company/profile/philosophy/group/</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 action plans for human rights, including child labor and forced labor, can be found on our homepage (Charter of TOTO Group Corporate Behavior ( <a href="https://jp.toto.com/en/company/profile/philosophy/group/">https://jp.toto.com/en/company/profile/philosophy/group/</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

## Translation



Building a better  
working world

TO:

Mr. Noriaki Kiyota  
President, Representative Director  
TOTO LTD.

## Independent Assurance Report

Kenji Sawami  
Engagement Partner  
Ernst & Young ShinNihon LLC Tokyo, Japan

June 28, 2023

The following is an English translation of an independent assurance report prepared in Japanese and is for information and reference purposes only. In the event of a discrepancy between the Japanese and English versions, the Japanese version will prevail

We, Ernst & Young ShinNihon LLC, have been commissioned by TOTO LTD. (hereafter the "Company") and have carried out a limited assurance engagement on the Key Sustainability Performance Indicators of Environment and Social (hereafter the "Indicators") of the Company and its major subsidiaries for the year ended March 31, 2023 as included in "TOTO Group Integrated Report 2023 - Financial and Non-financial Data" (hereafter the "Report"). The scope of our assurance procedures was limited to the Indicators marked with the symbol "☑" in the Report.

### 1. The Company's Responsibilities

The Company is responsible for preparing the Indicators in accordance with the Company's own criteria, that it determined with consideration of Japanese environmental regulations as presented in Report.

### 2. Our Independence and Quality Control

We have met the independence requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is based on the fundamental principles of integrity, objectiveness, professional competence and due care, confidentiality, and professional behavior. In addition, we maintain a comprehensive quality control system, including documented policies and procedures for compliance with ethical rules, professional standards, and applicable laws and regulations in accordance with the International Standard on Quality Management (ISQM) 1 issued by the International Auditing and Assurance Standards Board.

### 3. Our responsibilities

Our responsibility is to express a limited assurance conclusion on the Indicators included in the WEB information based on the procedures we have performed and the evidence we have obtained.

We conducted our limited assurance engagement in accordance with the *International Standard on Assurance Engagements: Assurance Engagements Other than Audits or Reviews of Historical Financial Information - ("ISAE 3000")* (Revised) issued by the International Auditing and Assurance Standards Board. , and with respect to GHG emissions, the *International Standard on Assurance Engagements : Assurance Engagements on Greenhouse Gas Statements ("ISAE 3410")*, issued by the International Auditing and Assurance Standards Board.

The procedures, which we have performed according to our professional judgment, include inquiries, document inspection, analytical procedures, reconciliation between source documents and Indicators in the WEB information, and the following:

- Making inquiries regarding the Company's own criteria that it determined with consideration of Japanese environmental regulations, and evaluating the appropriateness thereof;
- Inspecting relevant documents with regard to the design of the Company's internal controls related to the Indicators, and inquiring of personnel responsible thereof at the Company and 2 sites;
- Performing analytical procedures concerning the Indicators at the Company and 2 sites; and
- Testing, on a sample basis, underlying source information and conducting relevant re-calculations at the Company and 2 sites.

The procedures performed in a limited assurance engagement are more limited in nature, timing and extent than a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is lower than would have been obtained if we had performed a reasonable assurance engagement.

### 4. Conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Indicators included in the Report have not been measured and reported in accordance with the Company's own criteria that it determined with consideration of Japanese environmental regulations.



# TOTO

Life Anew

**TOTO LTD.**

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