# TOTO CORPORATE REPORT 2009 DIGEST



TOTO

# Contents

MESSAGE from the PRESIDENT	• 2
The TOTO WAY	• 3
TOTO NOW ·····	5
TOTO Group Corporate Philosophy and Missions	11
Sales Initiatives	13
Initiatives in R&D	17
Initiatives in Production	19
Workplace Initiatives	23
Communication with Stakeholders	25
Social Contribution Activities	27
Corporate Profile	30

# MESSAGE from the PRESIDENT



Kunio Harimoto, President TOTO LTD.

Kuniv Harimoto

# **Challenging Ideas for a Different Tomorrow**

For over 90 years, the conviction of our founder to provide a healthy and civilized way of life has served as the fundamental starting point for our company activities. It is our mission to make sure this ideal continues to be carried over into the future.

TOTO's products are used by all people on a daily basis. To ensure that our products are used by customers worldwide in the future as well, we will respond to differences in age, physical ability and lifestyle in creating products and services to ensure easeof-use by as many customers as possible. Moreover, we are committed to creating products that can help minimize environmental impact through their use.

The TOTO Group aims to continue being a company that is indispensable to customers and society. Therefore, in creating and offering new lifestyle values, we will propose unprecedented concepts for the future that transcend expectations as we challenge ideas for a different tomorrow. We can achieve this goal through the collective capabilities of all members of the TOTO Group.



# Passing on Our Founding Spirit and Continuing to Promote Innovation

The history of TOTO production stretches back almost 100 years. In 1912, when the concept of public sewage systems was not yet widespread in Japan, Kazuchika Okura of Nippon Toki Gomei Kaisha (currently Noritake Co., Ltd.), upon exposure to advanced lifestyles overseas, established a chinaware laboratory based on a desire to provide sanitary living spaces. Two years later in 1914, the laboratory successfully produced ceramic sanitary ware, a first for Japan. In 1917, Toyo Toki K.K. (currently TOTO Ltd.) was founded to permeate the market with these products.

Since then, we have sought to contribute to the development of society based on a spirit of service that inspires the provision of high-quality products and ensures customer satisfaction. This determination is expressed in TOTO's company mottos formulated in 1962.



Chinaware laboratory established. Two years later in 1914, the laboratory successfully produced Japan's first ceramic sanitary ware after repeatedly blending basic materials and glaze and carrying out trial baking.



1946

In-house production of fittings for water faucets commenced, marking a new step as a comprehensive manufacturer of plumbing products.



TOTO constantly aspires to produce the best products, with this unflagging commitment to quality receiving critical acclaim and ensuring a high level of trust from people worldwide. In developing the recently launched NEOREST range, technical personnel from various company departments pooled their expertise and knowledge to create products that add new value to customers' lives.

TOTO Group personnel have a strong determination, akin to our founder Kazuchika Okura, to improve people's lives, and believe that spreading the use of sanitary-related products will promote social development. These ideas continue to be the bedrock for corporate growth today.



TOTO launched sales of Washlet, a hit product that dramatically transformed Japanese lifestyles.



TOTO introduced NEOREST, an easy-to-use environmentally conscious toilet featuring the Tornado flushing system and a rimless shape.



TOTO Brand Penetrating the Global Market

For the first time, TOTO exhibited at the ISH (International Sanitation and Heating) trade show, the world's largest exhibition of its kind, in March 2009 in Frankfurt, Germany.

ото

5

Under the concept "Clean Technology" that incorporates a commitment to ease-of-use, environmentally friendly tech-



nology and our spirit underpinning these ideas, TOTO offered proposals of fresh, new lifestyles that extend beyond product introductions.

Full-fledged entry into the European market has taken TOTO one step closer to establishing a Five-Polar global structure, which includes Japan, China, the United States, Asia/Oceania and Europe.

Going forward, we will develop and release a series of highly functional products, such as the Washlet, by leveraging our competitive edge in technology to align design with European culture and corresponding to regulations, as we aim to stimulate new demand in the European market.



In April 2008, TOTO established TOTO Europe GmbH as our European headquarters based in Germany, and initiated full-fledged operations in the European market, the world's largest. TOTO aims to enhance people's lifestyles worldwide as a truly global company.

From a global perspective, we have established TOTO as a luxury brand in China. Meanwhile, in the United States we have secured the number-two share in our target mid-range and luxury markets, which is testimony to the high critical acclaim of the cleaning performance of our toilets and other technical expertise.

To oversee strategic planning and business promotion for the Asia/Oceania region, which encompasses the growth markets of India and the Middle East, TOTO Asia Oceania Pte. Ltd. was established in April 2008 in Singapore.

As the bedrock of its overseas expansion, TOTO believes in creating well-established production and sales systems that are rooted in the areas into which we are making inroads while seeking to improve people's lifestyles.

We endeavor to uphold our corporate motto of "Quality and Uniformity" and contribute to environmental protection, which is a common issue around the world. While duly respecting the customs and values of each country and region, we leverage our know-how accumulated in Japan in manufacturing, sales and the proposal of new lifestyles to expand business globally.

TOTO envisions firmly establishing a plumbing culture that is uniquely Japanese in different countries to bring satisfaction to as many people as possible.



# Carving Out a New Future with Long-Standing Technologies

NEOREST, the flagship product of the TOTO brand, embodies the reservoir of TOTO technology. These technologies include CeFiONtect, a unique antifouling technology created from nanotechnology, and the revolutionary Tornado flushing system with a powerful whirlpool effect to wash thoroughly and ensure an easyto-clean toilet that is resistant to grime. NEOREST also incorporates TOTO's Washlet bidet.

We made a database of advanced technologies derived from the experience and theories of technical experts at R&D sites for sanitary ware. These state-of-the-art technologies, including computerized tomography (CT) scans and fluid analyses, are fully utilized in the development of new products.



Simulation of fluid analysis for the Tornado flushing system with a powerful whirlpool effect

At TOTO manufacturing sites, throughout our 90year history we have taken a methodical approach to overcoming subtle, minute challenges in production methods for ceramic ware, including mixing materials of uniform quality, calculating the shrinkage ratio for TOTO is pouring efforts into realizing a way of living that fosters environmental preservation for the world and the future by leveraging advanced technologies and developmental expertise amassed over more than 90 years, which is key to creating lifestyle value.

each part and adjusting heat distribution when firing products in kilns. This approach has enabled us to maintain the same level of quality in manufacturing everywhere in the world and has been a source of global competitiveness and the driving force behind the creation of unrivaled technologies.

In addition, TOTO has also applied and advanced various "Only One" technologies, particularly ceramics technology, and is seeking to develop and make practical use of next-generation technologies. One of these is Hydrotect, a photocatalyst technology. In working toward viable application, we focused on enhancing air purification capabilities of breaking down contaminants in the air and superior antifouling properties. This has led to the release of pioneering products such as Hydrotect photocatalyst coating, which keeps not only the external walls of a building clean but also the air, thereby realizing more comfortable living and environmental protection.

In the field of fuel cells, which are gaining attention as a nextgeneration energy source, TOTO is developing Fuel Cell Stack as a core component of solid oxide fuel cells (SOFCs) which are noted for having excellent energy conversion efficiency. We aim to help resolve energy problems through the early application of SOFCs.



**Proposing New Lifestyles** 

We transcend the traditional notion of renovating and making extensions, referring to "remodeling" as a promise not only to plan but also to realize a new lifestyle that exceeds expectations. TOTO's traditional Remodeling Declaration, which aimed to turn customer problems into joy, was reformulated in 2003 based on the concept of proposing new lifestyle alternatives that inspire as well as deliver customer satisfaction.

Our remodeling business comprises products fashioned from a customer perspective, 105 showrooms across Japan and a nationwide network of over 5,000 businesses affiliated with Remodeling Club Stores.

Showrooms across Japan feature enhanced display spaces to provide customers with a clear image of new lifestyle alternatives through displays of actual living spaces. Showroom advisors propose more comfortable ways of living befitting the customer's lifestyle.

In collaboration with Remodeling Club Stores in respective regions, Remodeling Fairs and remodeling consultation sessions are held at our showrooms throughout Japan.

Remodeling Club Store staff in respective regions also gather for meetings to discuss ways to bring happiness to customers. TOTO aims to realize lifestyles that exceed customer expectations through remodeling. Valuing close bonds with customers, we work together with each family in shaping their daily lives.

These gatherings are now conducted nationwide, helping to further deepen ties with customers as key remodeling consultants.

The next evolution in remodeling is "green remodeling," which considers the environment in addition to concepts up to the present. Green remodeling is being promoted together with building and housing materials manufacturers Daiken Corporation and YKK AP Inc.

Green remodeling is based on three key concepts. The first concerns creating a durable home with an aseismic structure that is easy to maintain so that it enables safe and secure living for long periods. The second concerns reducing CO<sub>2</sub> emissions through structural design and natural ventilation as a means to complement TOTO's eco-conscious product range. The third concerns ensuring more comfortable, healthier living by reducing chemical substance emissions and cutting ultraviolet rays. The three companies pool their diverse strengths to realize these

three objectives on the premise of harmonious coexistence with nature, thereby proposing lifestyle alternatives that are kind to both people and the



earth.

## TOTO Group Corporate Philosophy

The TOTO Group strives to create a great company, trusted by people all around the world, and contributing to the betterment of society.

To achieve our philosophy, TOTO will:

- Create an enriched and more comfortable lifestyle and culture built on our plumbing products.
- Pursue customer satisfaction by exceeding expectations with our products and services.
- Provide high-quality products and services through ongoing research and development.
- Protect the global environment by conserving finite natural resources and energy.
- Create an employee friendly work environment that respects the individuality of each employee.

### **Missions**



TOTO's products are used daily by a diverse array of people. That's why we've been contemplating easy-to-use design for over 30 years, delivering products and creating spaces that are safe, comfortable and fun for all ages and regardless of physical mobility.

The specialized Universal Design Research Center promotes human research and pursues new heights in userfriendliness every day. This is what TOTO refers to as universal design.

TOTO—Universal Design in Everyday Living

For the Earth and Living in Harmony with the Environment TOTO TOTO's products are used daily by a diverse array of people. This inevitably has an impact on the environment, both positive and negative. While ensuring a comfortable living environment, TOTO aims to protect the natural environment as well.

For that reason, development focuses on water-conserving and energy-saving products, as well as environmental technologies, such as photocatalyst technology, that support healthy, green living. TOTO has set its own targets for reduction of environmental loads in all business activities from manufacturing to logistics and sales.

TOTO—For the Earth and Living in Harmony with the Environment



TOTO's products are used daily by a diverse array of people. All of them are designed to be used for a long time. That's why TOTO does more than just sell; we forge life-long bonds. Apart from superior after-sales service, TOTO proposes new lifestyle value beyond expectations in accordance with each lifecycle. Making full use of showrooms and a remodeling network has enabled strong relationships with customers.

Thus, it is these personal bonds that can make your future more comfortable.

TOTO—Bonds that Exceed Service



**Bales** Initiatives

Providing satisfaction beyond customer expectations

# Showrooms for Direct Contact with Customers

We are not only connected to customers through our products, but also seek to provide satisfaction beyond expectations via various means of customer interaction initiatives. As one example, TOTO showrooms allow customers to experience our products first hand while providing them with concrete images of comfortable lifestyles. Showrooms also foster exchanges with customers to deepen ties. Fairs and other events held in collaboration with Remodeling Club

Stores aim to make showrooms into community spaces where customers and the general public feel right at home.



A showroom event for children and their parents during summer vacation

## Using Customer Feedback in Products and Services

We aim to attain a level of satisfaction in our products and services that exceeds customer expectations. TOTO makes full use of customer feedback as the starting point in product development and quality management.

The Customer Division gathers feedback from customers and uses and shares this information internally. We convene meetings in various locations to hear customer opinions, which are attended by communicators from the Customer Consultation Center and managers in charge of business divisions related to product development and production. The customer feedback provided through these

meetings is used in new product development and product improvement. We constantly seek to improve customer satisfaction by implementing across-the-board initiatives that take into account customers' perspectives, including company-wide meetings and presentations of cases from call centers.



介護

**医瘤** 

Call centers

#### Bales Initiatives

Ensuring Our Products Continue to Be Used Safely and with Reassurance

# □ Maintaining and Raising "TOTO Quality"

We consider "TOTO quality" to include not only product assembly but also maintenance in case a problem arises. To realize high-

quality after-sales service, we conduct training sessions and improve maintenance techniques. We also educate staff on appropriate manners when visiting a customer's home to make repairs, which is another key component of "TOTO quality."



Seminar on after-sales service at TOTO Vietnam

# A Comprehensive Structure for Preventing Accidents

In case of an accident caused by a TOTO product, or indications that one may occur, we gather information quickly from customers and other relevant sources and cooperate with outside sales agents to promptly disclose key information and make the necessary response. If a major incident occurs, we swiftly announce the information publicly and recall the product to minimize impact. The cause is then thoroughly investigated to prevent recurrence and make future improvements.

#### Important Announcements Released in Japan



In certain direct-pressure kerosene water heaters (TOTO sales brand name: High Acty Series) manufactured from May 2000 through August 2004, there have been instances of kerosene leaks and malfunctions due to a defective kerosene seal for the pipes. In September and November 2008, TOTO announced this information in newspapers and via our website. We offer inspections and component replacements for these models free of charge.

• • •

Y

It has been discovered that for table top dishwasher-dryers manufactured from September 2000 through March 2005, there could be the rare occurrence of smoke-related accidents, possibly even damaging the lower covering of the dishwasher-dryers, caused by heat generation from an electrical power connector mounted on a substrate. In February 2008, TOTO announced this information in newspapers and via our website. To prevent any accidents, we conduct inspections and repairs of the relevant part free of charge.

It has been learned that in one-piece toilets with integrated Washlet manufactured from March 1999 through December 2001, contact failure involving internal contacting components occurs that could possibly cause some plastic tanks to emit smoke or ignite. In April 2007, TOTO announced this information in newspapers and via our website. To prevent any accidents, we conduct inspections and repairs of the relevant part free of charge. Developing Easy-to-Use Environmentally Friendly Products

# Protecting the Earth's Environment in Everyday Life

Since plumbing-related products are used every day, their impact on the environment is cumulative in nature. We strive to develop products that protect the environment in daily life without people realizing it.

We calculate CO<sub>2</sub> emissions from the product planning and design stages through to production, delivery and usage and evaluate new products based on stringent standards. Products that clear these standards are confirmed as "TOTO eco-products."

We obtain the "Eco Leaf" environmental label issued by the Japan Environmental Management Association for Industry (JEMAI) for certain key products, as well as conduct lifecycle assessments to identify environmental loads at every stage of a product's life, from production to disposal, and disclose this information to the public.

# Easy-to-Use by Everyone is a Basic Performance Function of Our Products

82

TOTO products are used by people every day. For that reason, one of the Company's missions is to implement Universal Design (UD) so that products are easy-to-use, comfortable and safe for everyone.

Serving as the front-line of UD research, the TOTO Universal Design Research Center observes the behavior of many different people and shares such information and customers' impressions with developers and designers for reflection in new products and

product improvements. Specifically, the Center conducts activities from three perspectives: to create, to nurture and to think. It conducts diverse and multi-faceted activities that include investigation into life scenes, practical training in UD and joint industry-academic research.



Age simulation workshop

☐Initiatives in Production

## Creating Safe and High-Quality Products

# Enhancing Quality Management in All Processes up to Delivery to the Customer

We implement various quality assurance programs in all production processes under an integrated quality management system based on ISO 9001 standards in order to supply products that customers can use with reassurance. Each TOTO Group employee undergoes training to increase awareness and knowledge of safety.

Besides this, to enhance quality management in all processes company-wide from the product planning stage to delivery, we have set voluntary action guidelines related to product safety and seek to enhance awareness of product safety in every corner of the TOTO Group.



Sanitary ware product inspection

# Promoting CSR Procurement Together with Suppliers

We are dedicated to corporate social responsibility (CSR) procurement in tandem with working together with suppliers of raw materials and components. Besides providing training for purchasing

managers internally, we also strive to enlighten suppliers on the importance of work conditions, workplace safety and environmental conservation. In particular, TOTO has strengthened initiatives at overseas sites in recent years and stepped up observation and monitoring of overseas suppliers.



Interview session with overseas suppliers

#### Initiatives in Production

Reducing Environmental Impact throughout the Group

# Group-Wide Initiatives to Achieve Environmental Targets

As part of TOTO's mission to contribute to the environment, domestic Group companies set a target of a 20% reduction in CO<sub>2</sub> emissions by 2010 (relative to 1990 levels) and worked hard to achieve this by switching fuel in production and undertaking various energy conservation initiatives throughout the Group. These efforts resulted in early achievement of the target in fiscal 2005. TOTO achieved a

greater reduction of 33.5% (relative to 1990 levels) in fiscal 2008. Rather than rest on our laurels, we continue to set even higher targets for CO<sup>2</sup> emission reductions.

The CO2 conversion coefficient uses the coefficient from the Law Concerning the Promotion of Measures to Cope with Global Warming. The formula 0.378kg-CO2/kWh is used for electric power. Estimates are utilized for certain past data.



Initiatives in Production

The entire TOTO Group endeavors to reduce emissions, increase recycling and minimize packaging materials. We completed switching to natural gas as a fuel source at all manufacturing sites in 2007, resulting in a significant reduction of 16,000 tons annually in CO<sub>2</sub> emissions. Also, we implement green procurement for basic materials and components. Waste generated in the manufacturing process for sanitary ware is recycled as paving materials.

#### Initiatives in Logistics, Sales and Offices

We promote green logistics through modal shift, joint deliveries and increasing load efficiency. We have also worked to reduce packaging materials for the Washlet and other products and received awards for these efforts in the Japan Packaging Contest for nine consecutive years. In certain areas, TOTO is implementing trial recycling of the Washlet, which involves collecting used Washlets for recycling into plastic.

We participate in the "Team Minus 6%" program initiated by the Ministry of the Environment and are undertaking a host of energy-conservation activities in offices in addition to installing solar power generation systems, employing solar reflective paint and turning off sign and other lighting during late evening hours.



We received awards in the 2008 Japan Packaging Contest in the electric equipment packaging category for the suspension-type packaging for the Washlet.

HWorkplace Initiatives

Working Together with Our Employees

# Creating a Workplace Where Everyone Can Reach Their Full Potenial

The TOTO Group respects the individuality of our diverse human resources, which differ in age, gender and nationality, among others. We are creating prosperous and comfortable lifestyles by leveraging the fresh new ideas born from these differences. In addition to promoting personnel exchange within the Group, we have established a system for rehiring retired employees along with an "employment status step-up" system for temporary and contract workers to effectively use human resources.

The TOTO Group creates avenues for utilizing and nurturing its human resources to ensure that all people working at the Group can fully utilize their capabilities. These include *Kirameki* activities for utilizing the ideas of female staff, who have rich life experiences and a deep understanding of customers, and reflecting their perspectives in our products and services. In-house training is also provided to nurture future business leaders.

### Creating Ideal Workplaces

TOTO believes that striking a balance between work and home life will lead to an increase in productivity and motivation. We are also devoting efforts to supporting occupational safety and health to create environments where employees can work with a sense of reassurance.

In promoting a good work-life balance, we encourage people to take paid holidays and promote days with no overtime, while also advancing a flexible shift system, including childcare leave and shortened working days, to help employees with child raising.

We also seek to eliminate work-related accidents by working to increase awareness in terms of work operations and stop unsafe work practices and conditions. We continually raise safety awareness and enhance safety measures throughout the Group.

We are strengthening support for the physical and mental well-

being of employees through collaboration with occupational health physicians, health professionals and mental health practitioners at each business site in providing various types of health management services as well through activities to enlighten employees on health issues.



Education on safety inspections at a factory

Communication with Stakeholders

Aiming to Be a Company Trusted by Society

#### Working to Improve Stakeholder Satisfaction

TOTO believes that "continuing to be a company that is indispensable to customers and society" is the essence of its CSR. Acting on this belief, we are committed to raising the satisfaction of all stakeholders, including customers, employees, shareholders, business partners and society at large.

For this reason, TOTO views two-way communication with all stakeholders as extremely important. Therefore, we actively

disclose corporate information and utilize stakeholder opinions and requests as we seek to become a company that is widely trusted by people throughout society.



Meeting with overseas investors

#### Promoting Continuous Communication

To deepen interaction with customers, we communicate with our customers through various occasions, such as events at our showrooms, factory tours and summer festivals. We always attempt to have open and frank discussions with our business partners through dialogue with suppliers and CSR forums. The Company also seeks to disclose appropriate information in a timely manner to shareholders, as well as offers invitations to tour factories and showrooms to gain an understanding of TOTO *monozukuri* (spirit of manufacturing).

Every year, TOTO holds Stakeholder Dialogues in various areas as a means for the local community to deepen their understanding of TOTO's efforts as well as to express their valued opinions to identify issues that still need to be addressed.



Stakeholder Dialogues

Aiming to Deepen Our Bonds with Society

# Philosophy Regarding Water and the Environment

The TOTO Group will continue to promote various activities for protecting nature and the environment.



#### program by the Tokai Nature Club

#### TOTO Water Environment Fund

The TOTO Water Environment Fund was established in fiscal 2005 to help non-profit organizations (NPOs) and civic groups with their water-conservation efforts. TOTO Group employees also participate in various related activities.

#### TOTO Acorn Reforestation Project

To celebrate 90 years in business, we started the Acorn Forestation Project in fiscal 2006. TOTO Group employees nurture the collected acorns at the factory or their homes and return the saplings to the forest.





#### **Local Cleanup Activities**

All TOTO Group bases carry out cleanup activities in the surrounding areas as part of activities to protect the local environment.

# Contribution to the Culture of Architecture and Design

Through efforts to publicize and exchange information regarding architecture, design and lifestyles, we contribute to local communities and nurture youth, the leaders of tomorrow.



Glenn Murcutt exhibition in 2008 © Nacása & Partners Inc.

#### **GALLERY · MA**

GALLERY • MA specializes in exhibitions on architecture and interior design. Since opening in 1985, the gallery has sought to transmit information of the highest quality.

TOTO Nogizaka BLDG 3F, 1-24-3 Minami-Aoyama, Minato-ku, Tokyo http://www.toto.co.jp/gallerma/

#### **TOTO Publishing**

TOTO Publishing publishes books made from a unique perspective covering topics such as architecture, design and lifestyle culture.





#### **TOTO History Museum**

The TOTO History Museum displays products and materials such as sanitary ware, faucets and eating utensils from the Taisho to Showa eras.

2-2 Kifune-machi, Kokurakita-ku, Kitakyushu City, Fukuoka Prefecture

# □ Creating a Restroom Culture

One of our social missions is to enhance the restroom environment in order to make people's lives more comfortable. To this end, we conduct seminars on restrooms and plumbing, as well as other activities to enlighten people on restroom culture.

#### **Research Group on School Toilets**

This research group conducts on-site investigations, issues a research journal and holds various lectures with the aim of creating a restroom space that children and local people can use with reassurance.

#### TOTO Kids http://www.toto.co.jp/kids/index.htm (Japanese)

TOTO releases a diverse array of information for kids, beginning with information on toilet training, under the topic "play, learn, the wonders of the toilet."

## □ Coexistence with the Community

Through sporting, cultural and other community activities, TOTO is supporting the sound development of young people and the vitalization of each community.

#### **TOTO Summer Festivals**

To deepen communications with residents of the neighboring communities as an expression of appreciation, the Group's production sites hold summer festivals.





#### TOTO Cup International Junior Go Championship

We co-sponsor this championship to spread the Japanese game of *Go* and promote the sound development of youth as well as to promote international exchange.

#### Kids' Challenge Sports Meet

TOTO's grounds and gymnasium are made available for the holding of this sports meet to promote the healthy development of children's minds and bodies.



## Corporate Profile (as of March 2009)

Company name:	TOTO LTD.
Establishment:	May 15, 1917
Capital:	¥35,579 million
Headquarters:	1-1, Nakashima 2-chome, Kokurakita-ku, Kitakyushu, Fukuoka, Japan
Number of employees	: 23,935 (consolidated) 7,642 (non-consolidated)
Group companies and affiliates:	76 companies (including 58 consolidated subsidiaries)
Main Businesses:	Equipment for Construction
Main Businesses:	Equipment for Construction Restroom Products Sanitary ware (toilet basins, urinals, sinks, wash- basins, etc.), system toilets, toilet seats (e.g., Washlet), plumbing accessories, etc.
Main Businesses:	■ Restroom Products Sanitary ware (toilet basins, urinals, sinks, wash- basins, etc.), system toilets, toilet seats (e.g., Washlet),
Main Businesses:	<ul> <li>Restroom Products         <ul> <li>Sanitary ware (toilet basins, urinals, sinks, washbasins, etc.), system toilets, toilet seats (e.g., Washlet), plumbing accessories, etc.</li> </ul> </li> <li>Bathrooms, Kitchens and Wash Products         <ul> <li>System bathrooms, fittings (various faucets, drain fittings, etc.), hot water systems, modular kitchens, vanity units, Marbright artificial marble counters, plastic</li> </ul> </li> </ul>
Main Businesses:	<ul> <li>Restroom Products Sanitary ware (toilet basins, urinals, sinks, washbasins, etc.), system toilets, toilet seats (e.g., Washlet), plumbing accessories, etc.</li> <li>Bathrooms, Kitchens and Wash Products System bathrooms, fittings (various faucets, drain fittings, etc.), hot water systems, modular kitchens, vanity units, Marbright artificial marble counters, plastic enameled bathtubs, etc.</li> <li>Other Products Tile materials, bathroom ventilation, heating and drying systems, welfare equipment, etc.</li> </ul>
Main Businesses:	<ul> <li>Restroom Products Sanitary ware (toilet basins, urinals, sinks, washbasins, etc.), system toilets, toilet seats (e.g., Washlet), plumbing accessories, etc.</li> <li>Bathrooms, Kitchens and Wash Products System bathrooms, fittings (various faucets, drain fittings, etc.), hot water systems, modular kitchens, vanity units, Marbright artificial marble counters, plastic enameled bathtubs, etc.</li> <li>Other Products Tile materials, bathroom ventilation, heating and drying systems, welfare equipment, etc.</li> </ul>



TOTO LTD. 1-1, Nakashima 2-chome, Kokurakita-ku, Kitakyushu, Fukuoka, Japan http://www.toto.co.jp/en/