



TOTO
CORPORATE
REPORT 2010
DIGEST

TOTO

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Kunio Harimoto, President
TOTO LTD.

Kunio Harimoto



MESSAGE from the PRESIDENT

TOTO Aims to be at the Vanguard of the Movement to Create a Truly Sustainable Society through Providing Lifestyle Value

Since our founding in 1917, the conviction of our founder to provide a healthy and civilized way of life has served as the fundamental starting point for TOTO's corporate activities. It is our mission to make sure that this belief, which has been handed down over the years as our corporate philosophy, continues to be passed on to our centenary and beyond.

The products and services that TOTO provides to customers are used daily by a diverse array of people. For this reason, it is essential that we respond to differences in gender, age and physical ability to ensure our products can be easily used by as many customers as possible and that the use of these products has no adverse impact on the Earth's environment.

We aim to be at the vanguard of the movement to create a truly sustainable society as a company that coexists with the Earth. As a company that creates and provides lifestyle value, we propose ideas for a new "every day" that add value to people's lives and exceed expectations for the future.

Challenging ideas for a new "every day." Everyone in the TOTO Group will work in unison to achieve the goals we have set forth.



The TOTO Way

Handing Down the TOTO Way and Pushing the Boundaries

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, then president of Nippon Toki Gomei Kaisha (currently Noritake Co., Ltd.), upon exposure to advanced lifestyles overseas, established a ceramic sanitary ware 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.



1912

Ceramic sanitary ware 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.

TOTO's unyielding approach to develop products that meet society's needs and technology that can provide new value has given rise to various eco-friendly technologies in recent years, such as a water-saving toilet that uses only 4.8 liters per flush and Hydrotect air purification technology used in tiles and coating products.

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.



1980

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



2009

TOTO launched the NEOREST Hybrid Series boasting 4.8L per flush, the lowest water consumption of any toilet in the Japanese market



 **TOTO NOW 1**

New Strides in Environmental Management

TOTO views environmental preservation as one of its key missions. What can we do as a company involved in the daily lives of people? TOTO pursues new initiatives in order to find the answers to this question.



TOTO GREEN CHALLENGE

The environment is changing at a rate beyond our expectations. Plumbing equipment, alongside household electrical appliances, accounts for the majority of CO₂ emitted from the home. As a leading manufacturer of plumbing-related

products, TOTO commenced TOTO GREEN CHALLENGE to significantly accelerate conventional environmental activities. This involves a review of all corporate activities with a view toward achieving stringent quantitative targets by 2017. Product-related initiatives include a focus on “reducing CO₂ emissions from plumbing products” and “purifying the air with Hydrotect.” We have devised an easy-to-understand vision of the future and a roadmap outlining how to get there, aiming to expand activities encompassing the entire housing construction industry on a global scale.



For plumbing products in the home, we aim to slash emissions by over 50% by fiscal 2017 (versus fiscal 1990 level). Among this target, for restrooms, we will aim to reduce CO₂ emissions by 90% for our core products by fiscal 2017 (versus fiscal 1990 level) through products such as GREEN MAX 4.8 water-saving toilets that realize only 4.8 liters per flush, the lowest of any toilet in the Japanese market. In bathrooms, kitchens and washbasins, we will proactively develop and introduce new technologies that enhance convenience and comfort as well as reduce environmental load.

TOTO's Hydrotec technology is an air purification technology that uses a photocatalyst to resolve the increasingly serious issue of air pollution caused by nitrogen oxide (NO_x). We will build partnerships across various sectors, including overseas enterprises, with the aim of this technology having the effect of eliminating NO_x emissions equivalent to the amount from approximately 53 million new passenger cars produced domestically (TOTO estimate) by fiscal 2017.

TOTO will continue to strengthen ties with industrial groups and partner companies in related industries, and at the same time, we will communicate the importance of reducing environmental loads to government and customers. Through company and individual efforts, we believe we can spread environment-conscious action across industries, society and the world.



TOTO NOW 2

For a Harmonious Relationship between People and the Earth

The TOTO remodeling program, initiated to propose new lifestyle value, has now evolved into “green remodeling,” aimed at creating a harmonious relationship between people and the Earth.

Promising to propose and realize new lifestyles that exceed customer expectations by taking modifications, extensions and other types of home renovation a step forward. This is the concept behind TOTO remodeling. We seek to turn problems into advantages and will continue proposing new lifestyles that not only satisfy customers but also inspire them.

“Green remodeling,” which adds new value to conventional remodeling from an environmental perspective, is being promoted by TOTO together with Daiken Corporation and YKK AP Inc. We aim to achieve more comfortable lifestyles that are friendly to both people and the Earth.

Various elements support the realization of green remodeling, including a diverse product range created with the customer in mind, 104 TOTO showrooms nationwide and TOTO’s Remodeling Club Stores, one of Japan’s largest remodeling and construction networks.

TOTO showrooms enable showroom advisors to propose more comfortable living suited to the lifestyle of each customer. Remodeling Club Stores provide comprehensive support to customers,



from proposing remodeling plans to construction and after-sales service.

These showrooms and Remodeling Club Stores work closely together in respective regions and take the initiative in holding fairs and events. By helping to realize more comfortable lifestyles that bring joy to customers, we are building close ties based on trust with customers.




Since 2009, TOTO has been utilizing a diagnostic tool so that customers can more readily visualize the value of green remodeling proposals. The diagnostic system makes professional diagnoses of customers' residences and analyzes the data via computer. Graphs and figures show the current status of a customer's home and the potential benefits of a green remodeling proposal, while also pinpointing areas requiring remodeling and the optimal timing for such remodeling, as well as cost reduction effects.

In order to create more comfortable living spaces in which customers can dwell with peace of mind, TOTO will continue to proactively propose the value of remodeling that incorporates the dreams of the entire family, as well as comfortable living and daily ease of use.



TOTO

 TOTO NOW 3

Aiming to Be a “Truly Global Company”

Towards the Company’s centenary, TOTO is constantly striving to be a truly global company while proposing a new “every day” to customers around the world.

TOTO started concerted efforts for engaging in the overseas housing equipment business in 1977 with the establishment of a joint venture company as a manufacturing base in Indonesia. Since then, we have extended our network worldwide. Currently, business operations are carried out under a Five-Polar global structure that encompasses Japan, China, the Americas, Asia/Oceania and Europe.

In support of our overseas housing equipment business, we have made effective use of the competitive advantages amassed in Japan, together with focusing on establishing a high-end brand. In addition, we have created production and sales systems rooted in local customs that go beyond viewing countries and regions of the world as mere production sites and markets. In other words, we are promoting business based on the concept put forth in our corporate philosophy of contributing to the enrichment of lifestyles and cultures in respective regions.

At present, Chinese market is driving TOTO’s overseas housing equipment business. Since 1979, beginning with supplying sanitary ware for the renovation of Diaoyutai State Guesthouse in Beijing,



TOTO has established roots as a member of the local community. We are actively addressing local needs such as drought issues and demand for sanitary toilets while increasing our presence in the luxury toilet market, including high-end hotels and office buildings, leveraging our strengths of high quality and functionality.

With regard to brand strategy, we always put our competitive advantages of excellent technological capability, product appeal and environmental friendliness to the fore and have established a position as a sought-after brand. We have also set up production bases in China, including Beijing, Shanghai and Dalian, and ensured the ability to provide exceptional quality through localizing production technology. With regard to sales activities, we have recognized China as a significant market from the moment we entered and built relationships with local sales distributors, using directly managed showrooms as the hub of our efforts.

To be a truly global company, TOTO has developed an international business model rooted in local traditions in each area of the world. Our hope is to continue making TOTO's presence felt as the world becomes one, transcending national borders, cultures, languages and customs.



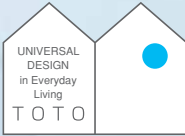
TOTO Group Corporate Philosophy

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.

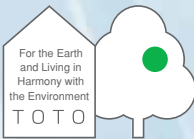
Missions



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 user-friendliness every day. This is what TOTO refers to as universal design.

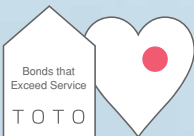
TOTO—Universal Design in Everyday Living



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

TOTO
NEW
MATERIAL

□ Deepening Our Bonds with Customers through Continuous Interaction

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 firsthand 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.



Eco Class for parents and children held during summer holidays at all showrooms in Japan

□ Sharing the Perspective of Customer Satisfaction throughout the Company

A company-wide program concerning remodeling began in fiscal 2009 to enhance TOTO Group employees' understanding of remodeling so that they can always take a customer perspective at factories, in showrooms and for after-sales service, and pass on that value.

As part of these initiatives, TOTO also holds Factory Remodeling Fairs at factories throughout Japan. Numerous customers have been able to observe unique manufacturing processes at worksites and experience the latest products first-hand at this enjoyable event.



Factory Remodeling Fair

□ Focusing on Ease-of-Use So That Everyone Can Use Our Products

TOTO products are used daily by a diverse array of people. Beginning with universal design (UD), which is one of our missions, TOTO always gives top consideration to the end user and the environment in manufacturing.

TOTO has introduced a “UD Cycle” into its product development that aims to increase ease-of-use by making use of repeated dialogue between customers and developers, as well as extensive observation and investigation. The cycle incorporates examination of life settings through customer monitoring and the results of research conducted at the homes of customers to ascertain exactly what modifications and improvements ought to be made to make products easier to use. The opinions arising from these real-life situations are then reflected in products.

☐ Deploying Our Technologies to Contribute to Better Living Environments

In areas besides plumbing-related products, TOTO executes various initiatives aimed at creating business in new domains by leveraging “Only One” technologies. One of these technologies is Hydrotect, an air purification technology that uses a photocatalyst to clean the environment and living spaces through the power of sunlight and water. TOTO was the first in the world to succeed in the practical application of this technology, where exposure to sunlight makes the photocatalytic layer solvent and hydrophilic (non-water repellent), offering the benefits of air purification by eliminating pollutants such as nitrogen oxide (NOx) and a self-cleaning property to keep the external surfaces of buildings clean. TOTO has already applied the technology to coating materials and the outside of everyday products such as tiles and building materials, making a significant contribution to environmental preservation.



HYDROTECT

□ Creating Products that Ensure Peace of Mind and Reliability

TOTO believes its mission is to provide customers with products that can be used safely and with peace of mind. To this end, the TOTO Group implements various quality assurance programs 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, including training on pertinent laws and ordinances in Japan and overseas, beginning with the Consumer Product Safety Law, and on related technical standards. Besides this, to enhance quality management in company-wide processes 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

□ Utilizing Customer Feedback to Further Raise Product Quality

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 promptly sorts various feedback from customers, such as opinions and requests from user questionnaires and the Customer Consultation Center, and uses and shares this information internally.

We convene meetings to hear customer opinions that are attended by managers in charge of the Customer Consultation Center and by managers in charge of product development and production. The customer feedback provided through these meetings is used in new product development and product improvement.



A call center

□ 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.”



Training on after-sales service
at Taiwan TOTO Co., Ltd.

□ Swift Disclosure of Information

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



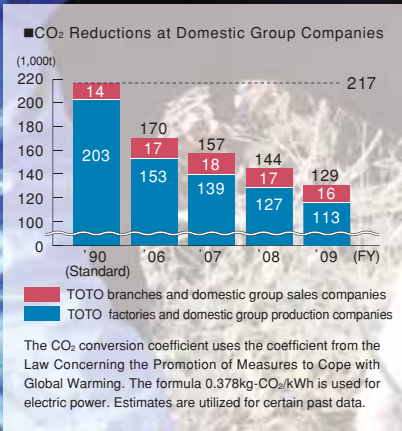
In certain direct-pressure kerosene water heaters (TOTO sales brand name: High Acty Series) manufactured from May 2000 through August 2004, there have been instances of kerosene leaks and malfunctions due to a defective kerosene seal for the pipes. In September and November 2008, TOTO announced this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



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.



□ Undertaking Environmental Activities from Three Perspectives

TOTO carries out its environmental activities through all aspects of its corporate activities based on the three perspectives contained in the TOTO GREEN CHALLENGE environmental vision (see page 5).

Products and Services

Plumbing-related products are used daily by a diverse array of people. That means even minimal usage daily is cumulative in nature and can have a major impact on the environment. For that reason, TOTO actively promotes the development of products that protect the environment in daily life without people realizing it.

Manufacturing

TOTO's domestic Group companies set a target of a 20% reduction in CO₂ emissions by 2010 (versus fiscal 1990 levels) and up to now have worked hard to achieve this by switching fuel in production and undertaking various energy conservation initiatives throughout the Group. We are continuing activities and have set a higher target of a 45% reduction in CO₂ emissions by 2017 (versus fiscal 1990 levels).

Social Contribution and Human Advancement

TOTO aims to encourage human advancement by increasing environmental awareness while promoting our own environmental contribution activities together with the community from the perspective of biodiversity.

■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 activities.

■TOTO Acorn Reforestation Project

To celebrate 90 years in business, we started an Acorn Reforestation Project in 2006. TOTO Group employees pick up acorns, nurture these at the factory or their homes and return the saplings to the forest with help from local communities.

□ **Creating a Workplace Where Everyone Can Reach Their Full Potential**

The TOTO Group respects the individuality of our diverse human resources, who differ in such respects as age, gender and nationality. We are creating prosperous and comfortable lifestyles by leveraging the fresh new ideas born from these differences.

TOTO is undertaking wide-ranging diversity activities built on the three key focus areas of women, persons with disabilities and foreign national employees. In addition, we have set up a rehiring system for retired workers over the age of 60 as well as an “employment status step-up” system for temporary and contract workers with the main aim being to increase the skill level and know-how of our human resources.

We clarified our aspirations for human resources from a long-term and group-wide perspective. We will work throughout the Group to create a workplace environment in which each employee strives to develop his or her capabilities based on desired career goals for the future.



□ Creating an Employee Friendly Work Environment

The TOTO Group believes that striking a balance between work and home life by enabling every employee to adjust work hours 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 rearing.

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.

□ Striving to Be a Company That Is Indispensable to All People

The TOTO Group views communication with all stakeholders, including customers, employees, shareholders, business partners and society, as extremely important and constantly endeavors to strengthen relations. To realize this, TOTO works to create opportunities for interaction and direct communication with as many stakeholders as possible. Also, we actively disclose corporate information and utilize stakeholder opinions and requests as we seek to become a company that is indispensable to all people.

TOTO was selected for the Dow Jones Sustainability Asia Pacific Index (DJSI Asia Pacific) (2009/2010), an index for Socially Responsible Investment (SRI) that selects companies with an exceptional track record in three areas: economic, environmental and social.



**Dow Jones
Sustainability Indexes**
Member 2009/10



☐ Promoting Continuous Communication with Stakeholders

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



□ GALLERY・MA and TOTO Publishing Cultivate the Culture of Architecture and Design

GALLERY・MA in Minami-Aoyama, Tokyo, specializes in exhibitions on architecture and design. Since opening in 1985, the gallery has sought to transmit information of the highest quality, conveying the ideas and philosophies of architects and designers from around the world. Many people visit the gallery, not only architects and students training to be architects, but the general public as well. In this manner, we are proud to contribute to broadening the horizons of architecture and design culture.

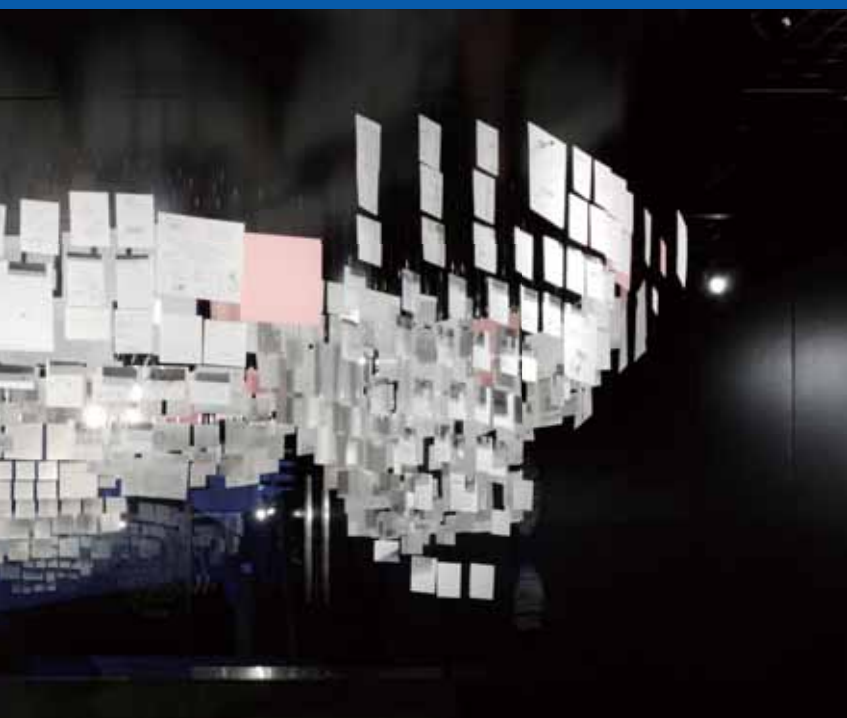
TOTO Publishing publishes books made from a unique perspective covering topics such as architecture, design and lifestyle culture.

GALLERY・MA

TOTO Nogizaka BLDG 3F,

1-24-3 Minami-Aoyama, Minato-ku, Tokyo 107-0062

<http://www.toto.co.jp/gallerma/>



☐ TOTO History Museum Introduces the History of Plumbing Culture

The TOTO History Museum within the Company's headquarters premises displays sanitary ware from the Taisho to Showa eras, products used in the national parliament building, as well as the original Washlet and eating utensils. More than 30,000 people from around the world, including many specialists, have visited the museum as at the end of fiscal 2009. Sanitary ware and eating utensils belonging to the museum were approved as part of the Heritage of Industrial Modernization stipulated by the Ministry of Economy, Trade and Industry in February 2009 due to their importance to the history of the modernization and development of Kyushu's ceramics industry.

TOTO History Museum

2-2 Kifune-machi, Kokurakita-ku,

Kitakyushu City, Fukuoka Prefecture 802-0073

<http://www.toto.co.jp/company/profile/museum/> (Japanese)



☐ Enhancing 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.

Research Group on Medical Facilities Toilets for Patients' Rest and Relaxation

TOTO promotes activities for reviewing restrooms in medical and welfare facilities such as hospitals from the perspective of rest and relaxation, aimed at realizing a more hygienic, comfortable and easy-to-use toilet space for patients.

Haiku on Toilets

Applicants transformed humorous toilet anecdotes into a haiku poem. The top 20 haikus were printed on toilet paper for a special series.

☐ To Vitalize Local Culture and Foster Youth



TOTO Cup International Junior Go Championship

We co-sponsor this championship to spread the game of go and promote the sound development of children as well as to promote international exchange.

TOTO Kitakyushu International Music Festival

Through this festival, which attracts top artists from Japan and internationally, TOTO aims to contribute to the creation of a city filled with culture.



TOTO Athletics Club

In addition to taking part in various athletic competitions, TOTO also provides track and field coaching to children at neighboring schools.

Corporate Profile (as of March 2010)

- 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: 23,143 (consolidated)
7,775 (non-consolidated)
- Group companies: 69 companies (including 57
consolidated subsidiaries)
- Main businesses: Equipment for Construction
- Restroom Products
Sanitary ware (toilet basins, urinals, sinks,
washbasins, etc.), system toilets, toilet seats
(e.g., Washlet), plumbing accessories, etc.
 - Bathrooms, Kitchens and Wash Products
System bathrooms, fittings (various faucets,
drain fittings, etc.), modular kitchens, vanity
units, Marbright artificial marble counters, etc.
 - Other Products
Eco-friendly materials (tiles, Hydrotec coating
materials, etc.), bathroom ventilation, heating
and drying systems, welfare equipment, etc.
- Others
- New ceramics

■ TOTO Group Global Network (24 overseas consolidated subsidiaries and affiliates)

- Manufacturing sites
- Sales sites, sales offices, showrooms



Cover photo:Aqua Auto Eco
(self-sustaining faucet)

The Aqua Auto Eco faucet is equipped with a hydropower generator using water pressure from the water supply and automatically starts and stops water flow using a motion sensor. The faucet is hygienic and helps to conserve water, making it very environmentally friendly.



TOTO LTD.

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

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