

TOTO

Guide to **TOTO**

Used by everyone, every day.



Message from the President



The TOTO Group conducts corporate activities with the aim of continuing to contribute to society in general and to the earth's environment.

The company's founder strongly believed in improving living standards and helping people lead healthy, enlightened lives, and this aspiration is perpetuated through our Company Mottos and our Corporate Philosophy.

In order to evolve into a "truly global company" based on our Company Mottos and Corporate Philosophy, the TOTO Group has set itself two goals to achieve by 2017, the company's 100th anniversary. These are the TOTO V-Plan 2017, our long-term management plan, and the TOTO GREEN CHALLENGE, our vision for the environment.

Our aim of becoming a "truly global company" extends beyond high sales levels or percentage of overseas business, to the acceptance and recognition by customers of the country or region as indispensable to the area, by delivering products tailored to local culture and customs and providing a new lifestyle.

To achieve this, we believe that becoming involved in resolving environmental problems of global proportion is of the highest priority. The TOTO Group is a company whose business activity is intertwined with environmental contribution. By delivering environmentally friendly products to customers around the world, we are contributing to the realization of a truly sustainable society.

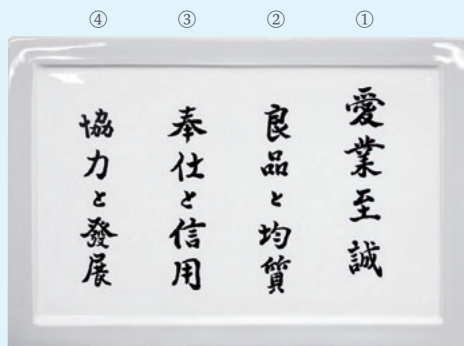
The TOTO Group is a company that creates and provides lifestyle value. Looking to "tomorrow" and leading to the future, we offer an "every day" that exceeds expectations like never before.

Providing the World a New Every Day. Everyone in the TOTO Group will work in unison to achieve the goals we have set forth.

A handwritten signature in black ink that reads "Kunio Harimoto".

Kunio Harimoto
President, Representative Director

Company Mottos



Established in 1962

The Company Mottos reflect our determination to contribute to the improvement of our customers' cultured lifestyles with a strong service-oriented mindset, and to unite ourselves to support the social development.

- ① Take pride in your work, and strive to do your best
- ② Quality and Uniformity
- ③ Service and Trust
- ④ Cooperation and Prosperity

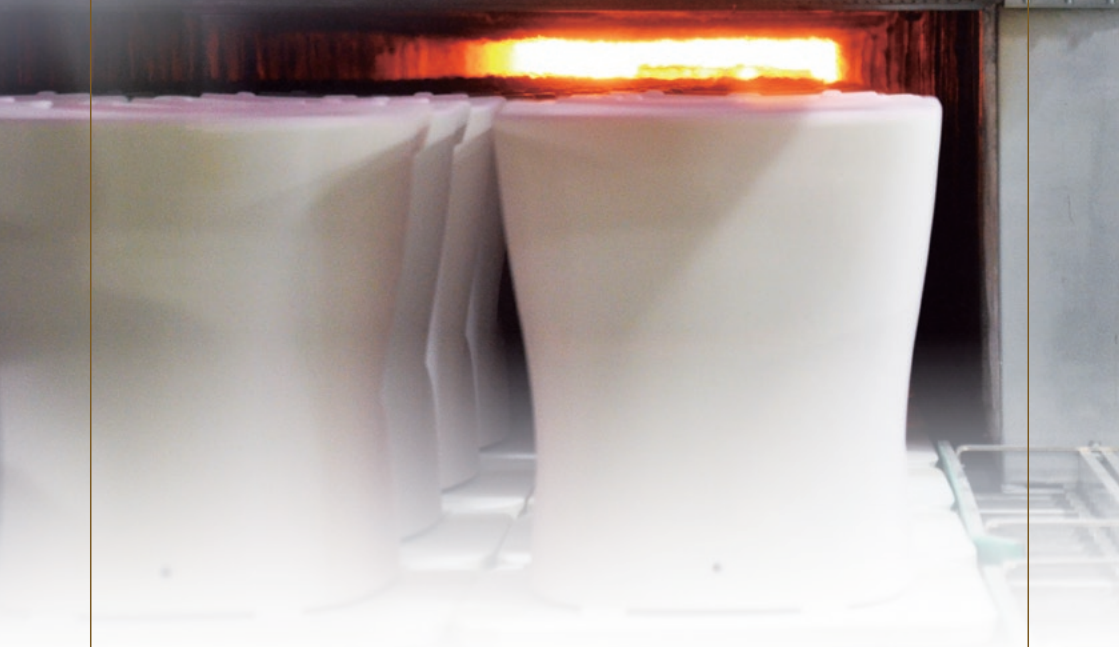
TOTO Group Corporate Philosophy

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

To achieve our philosophy,

TOTO will:

- Create an enriched and more comfortable lifestyle and culture built on 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.



TOTO “Vision” Stretches Back through Our History

Possessing a strong desire to provide comfortable and sanitary living spaces, TOTO founder Kazuchika Okura established a ceramic sanitary ware laboratory in 1912. This was at a time when the concept of public sewage systems was not yet widespread in Japan. Okura set up a laboratory and completed Japan's first ceramic seated flush toilet two years later in 1914 after repeated test production. In 1917, Toyo Toki K.K. (currently TOTO LTD.) was established with the aim of improving people's lives and further developing society.

100 Years Observing Japan and its People's Lifestyles



Laboratory established to develop ceramic sanitary ware in 1912

Since our earliest days, TOTO has held the belief that spreading the use of sanitary-related products will promote social development and has proposed the value of cleanliness in living spaces.

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. These mottos are ingrained in the memory of each and every TOTO employee. Amid an ever-changing society, our products continue to provide new value in the form of "environmental performance" based on water and power conservation and "Universal Design (UD)" that makes them easy to use for anyone.

TOTO in Different Countries and Regions



Exhibiting at the ISH trade fair for housing equipment, held in Germany

TOTO was born 100 years ago when our founder was exposed to advanced lifestyles overseas. Now, we are the ones proposing new lifestyles to people around the world. We always respect the lifestyles of each land we enter and enable local production with a sales system that is suitable for that region. TOTO's exceptional environmental technology is receiving recognition in many countries worldwide. We are also viewed as a high-end luxury brand in certain areas. No matter what the country or region, we aim to be recognized as the number one brand. We believe that is what it means to be a "truly global company."

Key Features: Eco-Friendly and Easy to Use for All People

TOTO's products are used daily by a diverse array of people. Because they are products used by customers throughout the world in their daily lives, it is important that they are comfortable to use as well as kind to the earth. Our products are designed with concern for people in mind. That's why they are infused with technology that helps save water without any worry.



Products Born from an Eco-Conscious Standpoint



State-of-the-art toilet realizing exceptional water savings

TOTO incorporates various environmentally conscious technologies into our products, including toilets with water-saving methods for clean flushing, showers with ways to wash comfortably using minimal hot water and bathtubs with ways to prevent heated water from cooling. As an example, our state-of-the-art water-saving toilets all boast the feature of using less than or equal to 4.8 liters per flush. These toilets use about one-third the amount of water compared with conventional models in Japan (13 liters per flush), which leads to a significant saving in water consumption based on daily usage. In addition, we are working to spread the use of Hydrotect, our unique photocatalyst technology that purifies the air by removing pollutants (NOx).

Ensuring Ease-of-Use for Everyone



Experiencing what it may be like as an elderly person at the TOTO Universal Design Research Center

The UD concept has been integral to our research and development for over 40 years. UD refers to the design of products that are comfortable and safe to use for everyone, irrespective of differences in age, gender, physical condition, nationality, language, knowledge or experience. The TOTO Universal Design Research Center established in 2006 is working to develop products through repeated dialogue with customer monitors and testing. Since TOTO's products are used daily, it is our job to make them even easier to use and more people friendly.



TOTO Acorn Reforestation Project along the Edo River (Saitama Prefecture)

Aiming for a Better Society: The Basis of Our Activities

TOTO's beginnings extend back to the desire to create new lifestyles. This concept is expressed not only in our products and services but also our social contribution activities. We believe in the importance of carefully nurturing our abundant nature as well as our children, the leaders of tomorrow, and water-based lifestyles. We constantly consider what can be done today to ensure more comfortable lives in the future, which forms the origin of many of TOTO's ideas.

Preserving Water Resources and Forests for the Future



TOTO Water Environment Fund's river cleanup activities with the Yanamune River Watershed Sightseeing Boat

The TOTO Water Environment Fund was established in 2005 to help non-profit organizations (NPOs) and civic groups with their water-conservation efforts. Every year, we take a greater role in supporting these organizations by encouraging TOTO Group employees to participate in volunteer activities and share information. These actions create new channels of interaction between TOTO and such groups. Further, to celebrate 90 years in business, we started the TOTO Acorn Reforestation Project in fiscal 2006. TOTO Group employees pick up acorns, nurture them at the plant or their homes, and return the saplings to the forest with help from the local community. Participants also regularly cut the grass so the acorn trees have enough space to grow.

Showcasing a Culture of Plumbing and Architecture to the Next Generation



TOTO History Museum

TOTO GALLERY・MA, which is located in Minami Aoyama in Tokyo, specializes in exhibitions on architecture and design. Since opening in 1985, the gallery has conveyed the ideas and philosophies of architects and designers from around the world. The TOTO History Museum within the Company's headquarters premises displays sanitary ware and eating utensils from the Taisho to Showa eras, including the original Washlet. Nearly 60,000 people from around the world have visited the museum to date. It provides an excellent platform to learn about the history of TOTO products.

History

- 1912 ■ Establishes ceramic sanitary ware laboratory inside Nippon Toki Gomei Kaisha and begins R&D into production of ceramic sanitary ware
- 1914 ■ Successfully produces Japan's first ceramic seated flush toilet (at Nippon Toki Gomei Kaisha, the predecessor to Toyo Toki)
- 1917 ■ Establishes Toyo Toki Company, Limited in Kokura, Kitakyushu
■ Commences production of ceramic sanitary ware
- 1946 ■ Commences production of faucets
- 1963 ■ Develops construction method for world's first prefabricated bathroom module
- 1970 ■ Changes name to TOTO Kiki Ltd.
- 1977 ■ Establishes P.T. SURYA TOTO INDONESIA, a joint venture company, in Indonesia
- 1980 ■ Launches Washlet (toilet seats with a warm-water washing feature)
- 1981 ■ Launches modular kitchen
- 1985 ■ Opens "GALLERY·MA"
- 1990 ■ Establishes TOTO KIKI U.S.A., INC. as sales base in the United States
- 1993 ■ Announces "Remodeling Declaration" and strengthens remodeling as business pillar
■ Launches "NEOREST" toilets featuring Washlet
- 1995 ■ Establishes TOTO (CHINA) CO., LTD.
- 1998 ■ Develops Hydrotect products that incorporate super hydrophilic photocatalyst technology (world's first successful practical application)
- 1999 ■ Develops CeFiONtect semi-permanent antifouling technology for ceramic sanitary ware
- 2001 ■ Launches Japan's first system bathroom equipped with Karari floor for thorough drainage
- 2002 ■ Concludes business tie-up with Daiken Corp. and YKK AP Inc. in remodeling field
- 2004 ■ Launches Japan's first system bathroom equipped with insulated thermal pot "Mahobin" bathtub
- 2005 ■ Sets up TOTO Water Environment Fund
- 2006 ■ Establishes TOTO Universal Design Research Center (Chigasaki) for R&D into universal design
- 2008 ■ Establishes TOTO Europe GmbH as first European headquarters in Germany
■ Establishes TOTO ASIA OCEANIA PTE LTD. as Asian headquarters in Singapore
- 2009 ■ Announces "TOTO V-Plan 2017"
■ Launches "NEOREST Hybrid Series" boasting 4.8L per flush
- 2010 ■ Announces "TOTO GREEN CHALLENGE" environmental vision
■ Launches Basic Plus shower head incorporating new Air in Shower technology
■ Launches 4.8L tank toilet with Twin Tornado Cleansing technology
■ Launches "CRASSO" new modular kitchen
- 2011 ■ Establishes TOTO India Industries Private Limited in India and TOTO Do Brasil Distribuição e Comércio, Ltda. in Brazil
■ Washlet shipments reach 30 million units
■ Shipments of toilets boasting 4.8L per flush reach 2 million units worldwide
- 2012 ■ Launches NEOREST Hybrid Series and Washlet Apricot, which are equipped with toilet bowl cleaning function
■ Develops floor drain type toilet for the NEOREST Hybrid Series that boasts 3.8L per flush in Japan
■ First-generation Washlet G receives Mechanical Engineering Heritage certification

Corporate Profile (as of March 2013)

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:	24,921 (consolidated) 8,173 (non-consolidated)
Group companies:	62 companies (60 consolidated subsidiaries)
Main businesses:	Residential Equipment

Sanitary ware (toilet basins, urinals, sinks, washbasins, etc.),
system toilets, toilet seats (e.g., Washlet),
plumbing accessories, etc.
Bathtubs, Unit bathrooms,
fittings (Various faucets, drain fittings, etc.)
Modular kitchens, bathroom vanity units,
Marbright artificial marble counters, etc.
Bathroom ventilation,
heating and drying systems,
welfare equipment, etc.

New Business Domain Products

Eco-friendly materials (tiles, Hydrotect coating materials, etc.),
ceramics (precision ceramics, optical components, etc.)

■ TOTO Group Global Network (29 overseas consolidated subsidiaries and affiliates)



TOTO

TOTO LTD.

1-1, Nakashima 2-chome, Kokurakita-ku,
Kitakyushu, Fukuoka, Japan

Please see the TOTO website for detailed information
on our products, services and activities:

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

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This booklet has been printed using environmentally friendly paper, ink, and printing methods.