

TOTO

Life Anew



TOTO Guide
2020-2021

Life Anew

To create a culture of comfortable, healthy living.

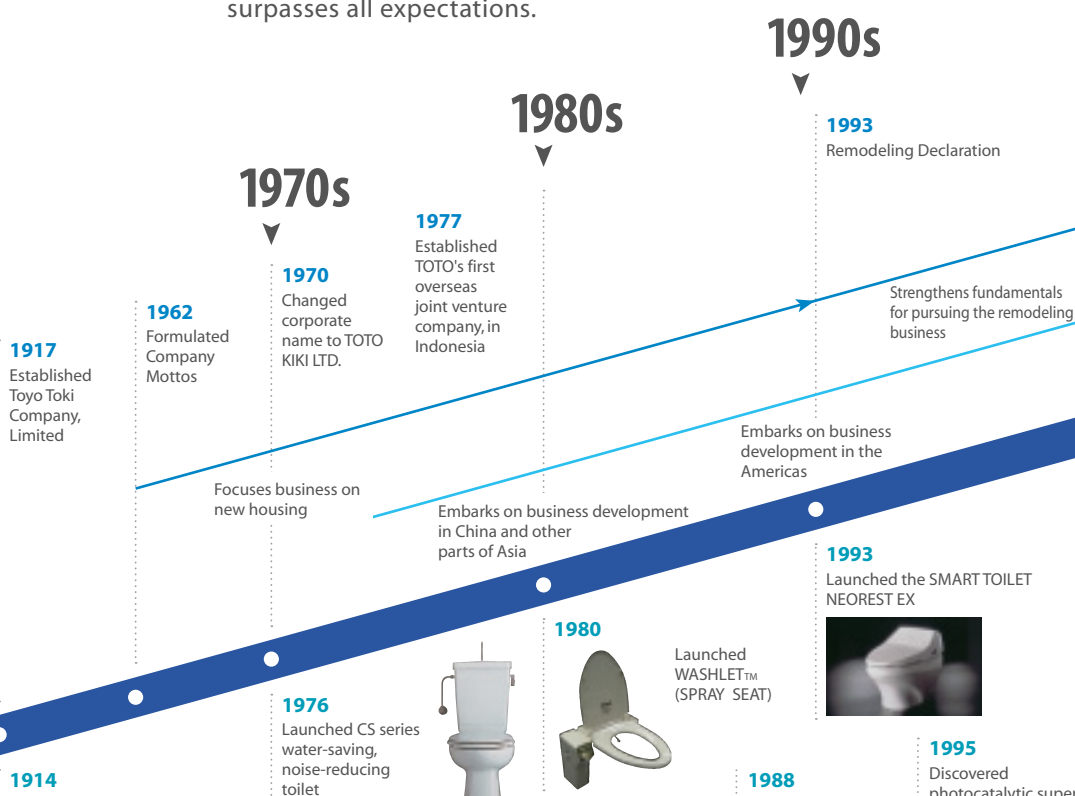
Since our founding, we have continuously pursued innovations that offer greater wellness and comfort to daily life.

Honoring the trust that our customers and society place in us, TOTO remains dedicated to delivering products that offer inclusive functionality and respect for the environment.

We embrace these values every day to create a future that surpasses all expectations.

The history of TOTO GROUP

COMPANY HISTORY



PRODUCTS AND TECHNOLOGY



Cultural and Other Activities

BUSINESS PROMOTION RESOURCES

Diversity

1993 Established SUNAQUA TOTO LTD. to provide a comfortable work environment for people with disabilities

2000s

2002
Entered into operational agreement between TOTO, DAIKEN, and YKK AP

2003
New Remodeling Declaration

2004
Established the Philosophy System for TOTO Group Management

2006
Established TOTO Universal Design Research Center

2007
Changed Corporate name to TOTO LTD.

2009
Announced TOTO V-Plan 2017

2010
Announced TOTO Environmental Vision 2017

2014
Announced TOTO Global Environmental Vision

2017
Announced TOTO WILL 2022

2018
Anshin Remodeling Declaration

Advancement of WILL 2022

1999
Developed CEFIONTECT technology



2001
Launched Furupia system bathroom with quick-drying KARARI floor



2002
Launched NEOREST EX Series with built-in TORNADO FLUSH



2004
Launched Furupia insulated thermal pot MAHOBIN bathtub Series



2008
Launched Restroom Item 01 (Universal Design series of public toilets)



2009
Launched the NEOREST Series/SE in Europe



2010
Launched AIR-IN SHOWER showerhead



2011
Launched WASHLET™ apricot with EWATER+ electrolyzed water (containing hypochlorous acid)



2012
Launched Drake II 1G water-saving toilet in the US



2013
Launched Bedside Flushable Toilet



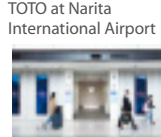
2017
Launched NEOREST NX globally



2017
Launched the Faucet 10 series of water faucets, distinguished by their sophisticated designs, to the global market



2019
Established experience TOTO at Narita International Airport



• Opened TOTO Museum



2015
• Established GALLERY TOTO at Narita International Airport



2018
Obtained Platinum Kurumin accreditation from the Ministry of Health, Labour and Welfare as a company that supports child-rearing

2019

Announced endorsement of the Task Force on Climate-related Financial Disclosures

CSR Activities

2004
Established the CSR Committee

Social Contribution

2005
Established the TOTO Water Environment Fund

2006
Embarked on the TOTO Acorn Reforestation Project

2008
Established the TOTO Water Environment Fund in China

2011
Participation in the UN Global Compact

2005
Established the Kirameki Promotion Office to further women's careers

* The WASHLET is trademarks or registered trademarks of TOTO LTD.

Businesses of TOTO

Global Housing Equipment Business

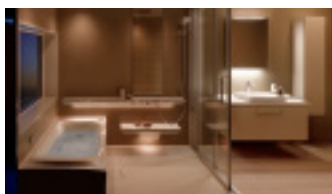
Japan Housing Equipment Business

The TOTO Group was manufacturing seated flush toilets at a time when public sewage systems were not yet widespread in Japan, and it has been instrumental in promoting healthy lifestyles. The TOTO Group has opened the door to new lifestyles by creating products such as the WASHLET™, the prefabricated bathroom module, and other bathroom and kitchen plumbing products.

Main Products in Japan



Toilets



Prefabricated bathroom modules



Modular kitchens



Bathroom vanity units

Anshin Remodeling



TOTO strives to further evolve remodeling by directly alleviating worries and concerns about renovations through 'visualization' and 'understanding' to give "Anshin" to customers.

Remodeling Library

Get helpful information!

- Provides examples of actual cases include price information online -

<http://su.toto.com/anshin-library>



TOTO Remodeling Club Shops

Find a store you can trust!

- Offers the pro shops recommended by TOTO -

<http://su.toto.com/anshin-shop>



Showrooms

See, touch and experience!

- Proposes ideas for spaces and lets you try products -

<http://su.toto.com/anshin-showroom>



Support Desk for Remodeling

Feel free to ask for help anytime!

- Answers questions and concerns by phone or email -

Tel: 0120-1917-05 (Japan only)

<http://su.toto.com/anshin-support>



China & Asia Housing Equipment Business / Americas & Europe Housing Equipment Business

Our first move overseas was in 1977, when we entered the Indonesian market. Over the next 40 years we extended our network into many other markets around the world. In pursuing business development on a global scale, we are striving to enhance the comfort, hygiene, safety and security of bathroom and kitchen spaces throughout the world by working to develop products that bring a new sense of prosperity to the daily lives of customers in countries and regions each with their own unique environments and cultures.

Main Products Overseas

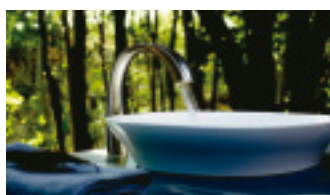


Toilets



WASHLET™
(SPRAY SEAT*)

* "Spray seat" is a generic name for an ordinary toilet seat equipped with a warm water-washing



Washbasin

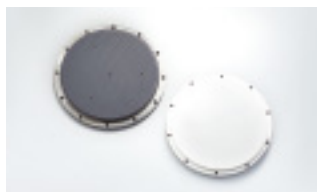


Bathtubs

New Business Domains

Advanced Ceramics Business

TOTO provides high-quality advanced ceramics, including air bearings, electrostatic chucks, bonding capillaries, for the semiconductor, FPD manufacturing and optical communications industries.

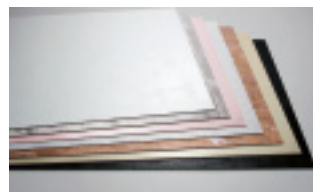


Electrostatic Chucks

Used in equipment to manufacture semiconductors for smartphones and personal computers

Green Building Materials Business

TOTO offers building materials utilizing HYDROTECT, an environmental purification technology. TOTO also enters into licensing agreements and technology transfer contracts with companies worldwide handling exterior building materials (including tile, paint, metal panels, glass, and architectural stone).



HYDROCERA WALL



Used as house building materials

TOTO's Mission

The TOTO Group celebrated its 100th anniversary in 2017.

To ensure we secure and retain the trust of customers and society as a whole, we have formulated a mission with three key elements.



Global Environmental Vision

We will implement our Global Environmental Vision to realize TOTO's Mission.

Water, Earth & a better Tomorrow

At TOTO, we're committed to improving life and the environment for a thriving future. Our production processes and products save water and energy, while reducing impact on the environment. We provide cleanliness and comfort while building relationships that enrich life.

Water, Earth & a better Tomorrow

All our group companies are dedicated to building a healthier and more sustainable tomorrow.

Global Themes

- Cleanliness and Comfort**: Represented by a diamond icon.
- Environment**: Represented by a water drop icon (Conserve Water), a CO₂ icon (Prevent Global Warming), and a tree icon (Our Global Society).
- Relationships**: Represented by a heart icon and two people icons.

TOTO will contribute to the Sustainable Development Goals (SDGs) advocated by the United Nations around the three themes outlined in the Global Environmental Vision.

Sustainable Development Goals are international objectives composed of 17 goals and 169 targets to realize a sustainable world adopted by the United Nations General Assembly in 2015.



Provide Cleanliness



Technologies that Keep Toilets Cleanliness and Comfort

TOTO has refined its manufacturing technology over the last one hundred years. To create clean and comfortable toilet spaces for our customers, we have developed a range of clean technologies unique to TOTO, such as EWATER+, CEFIONTECT, RIMLESS, and TORNADO FLUSH. Together, these technologies keep clean, prevent the buildup of dirt, and cleanability, resulting in toilets that are not only resistant to dirt and easy to clean, but also achieve new heights in cleanliness by effectively cleaning themselves.



EWATER+
EWATER+ keeps clean by splushing hypochlorous acid water to waste everytime to use.



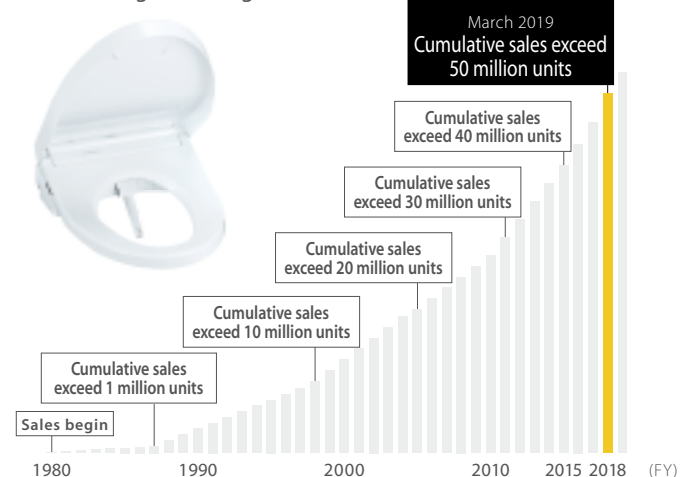
CEFIONTECT
A special glaze applied to the enamel ensures all waste matter flushes away



RIMLESS / TORNADO FLUSH
Rimless toilet bowls and a whirlpool-like flush mean toilets are thoroughly cleaned every time

WASHLET™ Gaining Popularity

Throughout the World Launched in 1980, WASHLET has created a new lifestyle and culture for Japanese toilets. After launching in Japan, WASHLET products were introduced to the U.S. market in 1986. From then, we began moving forward with the installation of these products in luxury hotels in countries throughout the world, thereby expanding our sales in China, Asia and Oceania, and Europe. As a result, cumulative WASHLET shipments exceeded 50 million units globally as of March 2019. Today, sales of WASHLET products continue to grow on a global basis.



and Comfort for Life

Pleasant feeling for everyday use.

Our products are part of life, providing revolutionary cleanliness and comfort for a thriving future.



SDGs



TOTO's Universal Design

TOTO's Universal Design has continued to evolve in response to the lifestyles and problems of everyone. TOTO believes that Universal Design begins with consideration of what ease of use and comfort mean to all kinds of people.

In order to achieve ease of use and comfort for as many people as possible, we take five TOTO Universal Design principles to heart in developing and proposing better products.

To Create, Is To Think About People

The answer is in the questions.

Who will use our products?

What is difficult for them?

What makes them comfortable?

It's always about the person.

At TOTO, when we design products or spaces, we keep people in mind throughout the process.

It's about making life better for all, because when it comes to caring for people, meticulousness is key.

Kindness. Wisdom. Technology. Effort.

Universal Design Is Our History

Five Principles of TOTO's universal design

① Easy to use

- Easy body position and movement
- No movement that forces an uncomfortable posture
- Easy to hold the posture
- Easy to clean

② Simple operation

- Easy to understand how to use
- Easy to operate

③ Comfortable

- Set the appropriate temperature and brightness according to the use environment
- Always comfortable and pleasant to use

④ Able to choose

- Respond to various users and different conditions of use
- Add or choose the necessary functions according to any change in the users' lifestyles

⑤ Safe and reliable

- Consider the safety of various users
- Reliable just in case



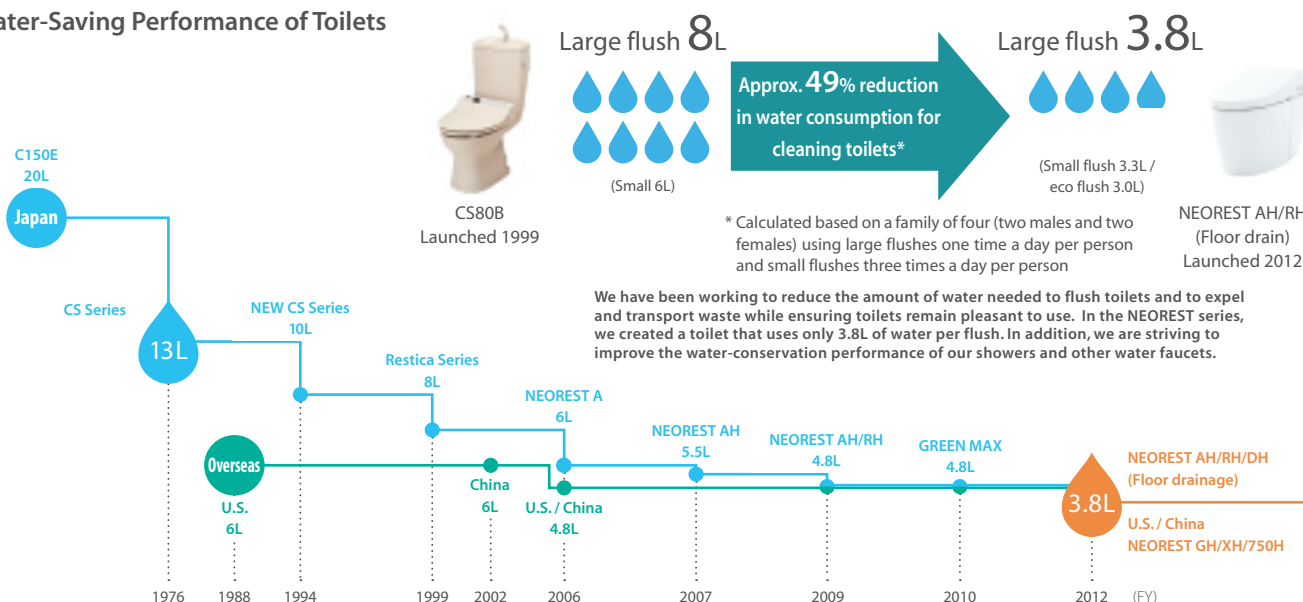
Verification testing at UD Research Center



TOTO's Plumbing Equipment Products Help to Protect the Environment

The depletion of water resources is a serious global issue that TOTO Group has a duty to help solve as a supplier of bathroom and kitchen plumbing products. By promoting water-saving products, we succeeded in reducing water used by our products by 940 million m³ in fiscal 2019, as compared to what usage would have been had products available in 2005 continued to be sold and used, without the subsequent development of better performing products. At 81% of shipments (Japan/overseas), water-saving toilets (those that use 4.8L or less per use) are steadily growing as a percent of total unit sales.

Water-Saving Performance of Toilets



* Water consumed per full flush

the Environment

Respect for water, earth and living.

We are a socially conscious business committed to preserving the environment for our children.

SDGs



What TOTO Can Do to Protect the Global Environment

The TOTO Group aims to contribute to the growth of society by creating an enriched and more comfortable lifestyle and culture built on our products. Companies have to fulfill their duty in both business and civic activities to effectively use water resources and foster the sustainable growth of society in the future.

As part of these efforts, the TOTO Group established the TOTO Water Environment Fund in 2005 and continues to provide grants to organizations that engage in environmental activities related to water.



A location for drawing water constructed through the activities of an organization supported by the TOTO Water Environment Fund (Pakistan)

TOTO Water Environment Fund

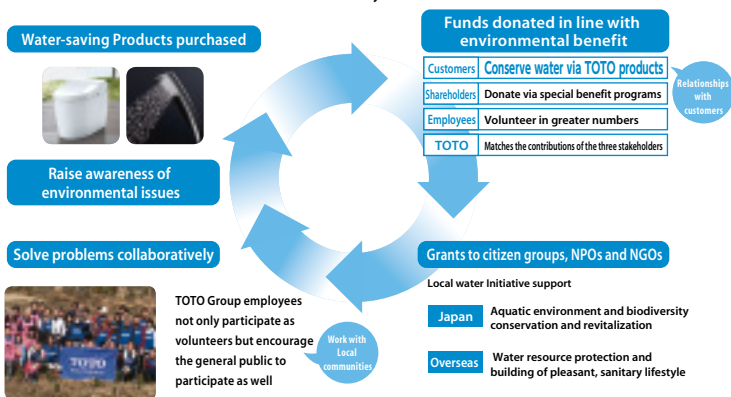
The TOTO Water Environment Fund established in 2005 has offered assistance to environmental activities conducted by the public throughout Japan. In 2008, we began to offer support to NPOs and NGOs that engage in environmental conservation overseas and the construction of pleasant, sanitary lifestyle environments. This fund is broadening its efforts after having provided over ¥360 million in grants up until now to a total of 269 organizations active both in local communities and in the 40 prefectures throughout Japan as well as 15 different countries and regions overseas.

TOTO Water Environment Fund
1st to 15th grant assistance total

Approx. **¥360** million

How the TOTO Water Environment Fund works

– A Positive Cycle –



Build Relationships

TOTO HISTORY



1917

The company is established by Kazuchika Okura under the name, TOYO TOKI Co., Ltd. which is later renamed TOTO.



1946

TOTO begins manufacturing metal fittings and faucets in addition to ceramics.



1977

TOTO's first overseas factory opens P.T. Surya TOTO Indonesia.



1989

TOTO begins trading in the USA, having already extended into Indonesia, Korea, Thailand, Taiwan and Hong Kong.



2007

TOTO launched Macrowall Hybrid Series.



2009

TOTO was a factory.

Bangkok
TOTO Technical Center Bangkok

Together with Customers

The TOTO Group is upgrading its showrooms, remodeling network and after-sales services to further improve satisfaction for all customers. We are also using our network of directly managed showrooms overseas to highlight and explain our unique technologies to customers in international markets.



Customer Consultation Centers

Customers can visit these centers to ask questions about our products or to get a rapid response to any inquiry. We use feedback from customers in product development and to improve existing models.



After-sales Service

We provide maintenance and repair support 365 days a year to ensure our customers can use our products safely with peace of mind.



Remodeling Network

Our system of approximately 5,000 TOTO Remodel Clubs provides customers with general support for their remodeling projects, from design proposals right through to construction work.



Showrooms (Japan)

TOTO has 100* showrooms in Japan, giving customers the opportunity to see, touch and experience our products for themselves. (*As of August 2020)



New York

Showrooms (Overseas)

TOTO has 14* directly managed showrooms in China, other markets in Asia, Americas and Europe. (*As of August 2020)



Ho Chi Minh

that Enrich Life

Establishing relationships with customers to improve lives every day.

Every day we strive to improve the customer experience and build relationships that last generations.



SDGs



Building a Better Future

To help build a better society for the future, TOTO contributes to local communities through architecture, art, sports and other activities.

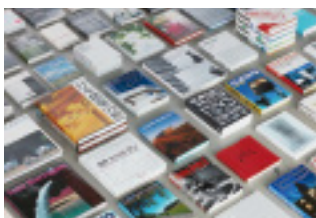


TOTO Museum

Promoting architectural culture



TOTO GALLERY-MA
architecten de vyllder vinck taillieu: VARIETE /
ARCHITECTURE / DESIRE (2019)
© Nacása & Partners Inc.



TOTO Publishing
©Yukikazu Ito

Creating a Collaborative Society

We encourage employees to participate in volunteer activities across a wide range of fields, including Green Volunteer social contribution activities such as tree-planting and community cleanups.

Total number of volunteers in fiscal 2019

43,400 volunteers



Hiyakawa maintenance activities (Oita Prefecture)

In human resources management, the TOTO Group respects the individuality inherent in a workforce that embodies diversity along lines such as age, gender, and nationality. We promote diversity based on our belief that it gives rise to fresh, new ideas that can further our desire to create prosperous and comfortable lifestyles.

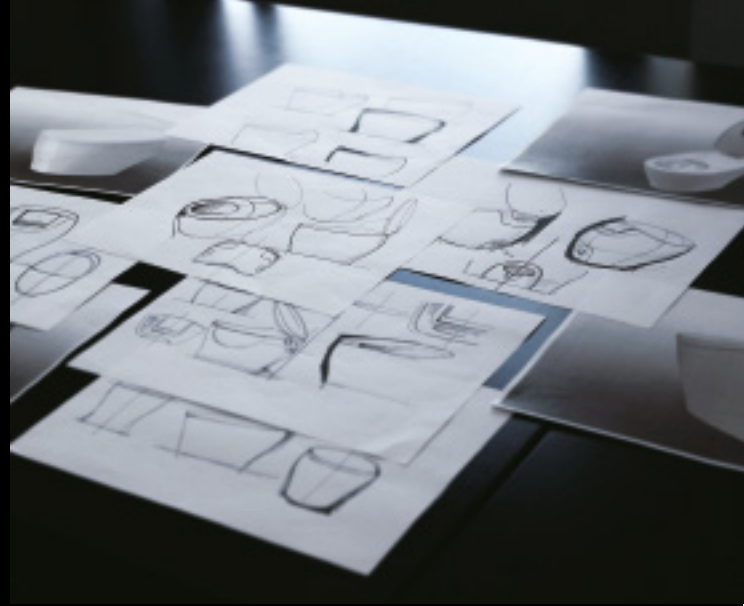
Strengths of TOTO

Committed to Design

Design that is understated yet perfectly in tune with the user. In developing products, TOTO has been steadfast in its pursuit of beautiful design that harmonizes perfectly with various types of spaces, while also delivering outstanding quality and functionality.

Our latest NEOREST NX product embodies our focus on the use of curves to accentuate the beauty of ceramic sanitary ware, and our desire to create a product with an artistic aura. This product represents countless rounds of examination to ensure outstanding functionality, without compromising design, and painstaking efforts to eliminate unnecessary surface elements and spaces. In the end, we created a design conceding nothing at an overall or detailed level.

The result of this beautiful combination of cutting-edge technology and design is what TOTO, a company that has been making ceramic sanitary ware for over a century, believes is the ultimate in toilet design.

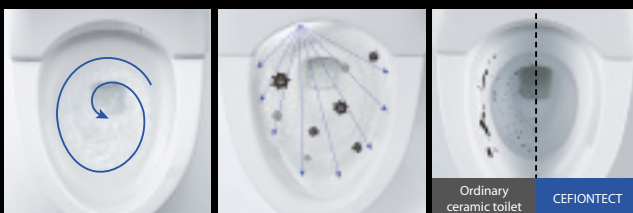


Design and Functionality



Adding Functionality to Augment Beautiful Design

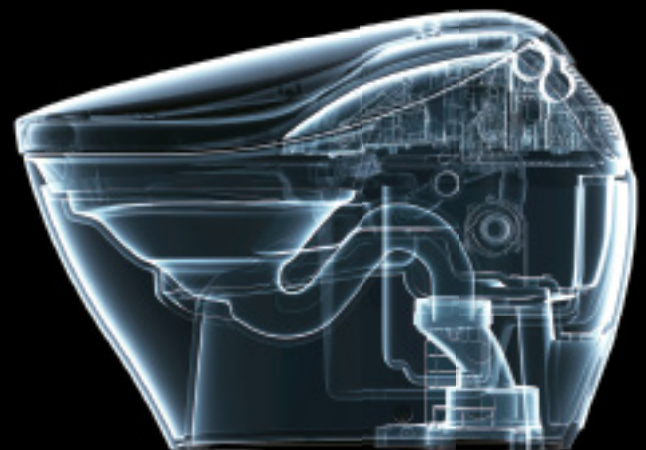
Incorporated in the beautiful design of the NEOREST NX are technologies for maintaining the appearance of the product and ensuring that it will provide users with the expected comfort over the long term. In combination, TOTO's revolutionary TORNADO FLUSH and RIMLESS, proprietary CEFIONTECT dirt-repelling technology and EWATER+ achieve new heights in keep clean, preventing the buildup of dirt, and cleanability.



TORNADO FLUSH

EWATER+

Ordinary ceramic toilet CEFIONTECT





Top CES 2020 held in Las Vegas, Nevada (USA)
Bottom ISH 2019^{*1} fair held in Frankfurt, Germany

Offering New Value to Customers

To offer the WASHLET and other TOTO products to customers throughout the world, we participate in international trade shows spotlighting bathroom and kitchen plumbing fixtures and housing equipment. These events are held in various countries across the globe.

We participated in ISH 2019^{*1} held in Germany in March 2019, KBC 2019^{*2} held in Shanghai in May 2019, and CES 2020 held in the United States in January 2020.

The concept of our exhibits expresses TOTO's constant desire to update and enrich daily life for people across the globe. Through our exhibit spaces, we introduce products such as the NEOREST series and technologies exclusive to TOTO, including ones for saving water and removing the bacteria that hinders the thorough cleaning of toilet surfaces. These efforts help to establish TOTO as a global brand.

*1 International Sanitary and Heating 2019

*2 Kitchen & Bath China 2019

Quality to Impress the World

Experiential Spaces for Promoting Japan's Toilet Culture and Technology to the World

GALLERY TOTO, an experiential space located at Narita International Airport, was opened in April 2015, and experience TOTO, a cutting edge omotenashi (welcoming) restroom space utilizing IoT technology, was opened in April 2019. The purpose of these facilities is to give foreign visitors to Japan an opportunity to see, touch, and experience the beauty and comfort of restroom spaces created by TOTO.



GALLERY TOTO

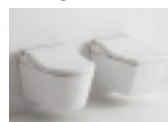


experience TOTO

International Praise For TOTO

We received the iF Design Award 2020 for the seventh consecutive year with the WASHLET RW/SW for overseas use and the SP Wall-Hung Toilet + WASHLET SX. In addition, six products including the SMART TOILET NEOREST DH, Wash basin TA (vessel type), FLOATATION TUB (Free standing bathtub) and the Lavatory faucet (single lever) GF series received the Red Dot Design Award 2020. It was the eighth consecutive year in which we received this award.

iF Design Award 2020



WASHLET RW/SW

Red Dot Design Award 2020



Lavatory faucet(single lever) GF series

NEOREST NX

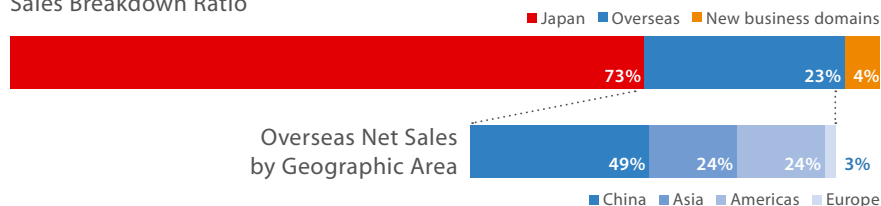
The NEOREST NX is a flagship product incorporating design seen nowhere else and the ultimate in clean functionality. Offered in markets throughout the world, the NEOREST NX is destined to add refinement to restrooms across the globe.



Fiscal 2019 Results

Net sales	¥596.5 billion
Operating Profit	¥36.8 billion
Operating Margin	6.2%
ROA	6.3%
ROE	7.0%

Sales Breakdown Ratio



Number of employees (consolidated)

33,554

Ratio of female managers

(total for Japan and overseas)

15.6%

Ratio of employees with disabilities (Japan)

2.58%

Platinum Kurumin



TOTO Water Environment Fund 15th grant assistance











10 Organizations ¥26.56 million

Health and Productivity Stock

Selection for sixth consecutive year



Notable Awards from 2019 Onward

Category	Award Description			
Design	Received the iF Product Design Award 2020 for the WASHLET RW/SW and the SP Wall-Hung Toilet + WASHLET SX, which are geared toward overseas markets.			
		WASHLET RW/SW	SP Wall-Hung Toilet + WASHLET SX	
Design	Received the Red Dot Design Award 2020 for the SMART TOILET NEOREST DH, WASHLET Instant-type (for overseas market), Wash basin TA (vessel type), Lavatory faucet (single lever) GB series, GF series, and FLOATATION TUB (Free standing bathtub)			
		Lavatory faucet (single lever) GB series	Wash basin TA (vessel type)	
Environment	Received the GREEN GOOD DESIGN AWARDS 2020 for the wall-hung auto-flush urinal.			
		Wall Hung Automatic Flushing Urinal	Set of Wall Hung Urinals with Microwave Sensors (With target marks)	
Product	Received recognition as FY2020 architectural facility technology heritage for the SMART TOILET NEOREST EX (TOTO History Museum) from the Japanese Association of Building Mechanical and Electrical Engineers.			
		NEOREST EX		
Management	Received FY2020 Intellectual Property Achievement Award at the Ministry of Economy, Trade and Industry Awards (Design-Based Management)			

Corporate Profile (As of March 2020)

Company Name	TOTO LTD.	Capital	¥35,579 million
Headquarters	1-1, Nakashima 2-chome, Kokurakita-ku, Kitakyushu, Fukuoka, Japan	Number of Employees	Consolidated: 33,554 Non-consolidated: 8,169
Establishment	May 15, 1917		

• More About TOTO (List of links)



TOTO GLOBAL SITE
<https://www.toto.com>



TOTO Museum
<https://jp.toto.com/museum/en>



GALLERY TOTO
<https://www.toto.com/en/gallerytoto>

Message of the President



Keep Gaining TOTO Fans around the World

TOTO's first president, Kazuchika Okura, wrote a letter to his successor, Saburo Momoki. The words contained in that letter have been treasured by the TOTO Group ever since as the Words of Our Founder. These words express the idea that "kindness must always come first" and state that our goal should be to provide good products and satisfy the customer and, by accomplishing that, profit and compensation will follow. The Words of Our Founder are positioned at the center of the Group's management and represent our unchanging vision. In April 2020, I became TOTO's 17th president, and my duty is to ensure that this vision, which has been cherished by each president before me, is passed down to the next generation.

The world currently finds itself in a period of dramatic change, uncertainty and complexity which includes the COVID-19 pandemic, frequent natural disasters, trade conflict between the United States and China, and the progression of artificial intelligence (AI), the Internet of Things (IoT), and other digital technologies. Under these circumstances, we are once again faced with a fundamental question: "What is the purpose of TOTO's existence as a company under such drastic

Company Mottos

Company Mottos represent the thoughts of the founder to be passed down through the generations.



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

change?" I believe that the answers are to be found in the thoughts of our founder and corporate philosophy.

Our corporate philosophy is to provide a culture of lifestyle abundance and comfort for the world around us, for people, for society and for our customers. By ensuring that our corporate philosophy is shared among all employees of the TOTO Group, our aim is not only to be a company that responds swiftly to changes but also to achieve our ideal by changing in advance of the world around us.

The keywords for doing so are "speed and challenge." We must promptly pursue bold challenges without fear of failure. Focusing on the circumstances at hand, our most important mission is to consistently propose resolutions in anticipation of the concerns our customers will have in the near future. Going forward, we will maintain a thorough awareness that the pursuit of this mission will enable us to provide good products and satisfy the customer. By continually taking on challenges and innovation, we will increase the number of our fans globally as we aim to be a company that is indispensable to the world around us.

Our business activities are made possible thanks to the support and cooperation of our various stakeholders, including not only our customers and employees but also our shareholders, business partners, and local community members.

It is therefore essential that we remain a company that possess a high sense of ethics and can be relied upon. This means that we listen closely to the opinions and concerns of our customers and promote honest work in an honest manner. Going forward, we will always make sure to value our stakeholders as we strive to realize growth together with them.

Noriaki Kiyota

Noriaki Kiyota
President, Representative Director

TOTO Group Corporate Philosophy

Our corporate philosophy, based on the thoughts of the founder to be passed down through the generations, communicates to all of our stakeholders the purpose for which our company exists, our business domains, and the type of company we aim to be.

The TOTO Group strives to be 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.

TOTO Group Overseas Business Sites (As of April 1, 2020)



31 sites 18 countries and regions

Group Companies and Main Affiliates (As of April 1, 2020)

Japanese Group Companies

TOTO SANITECHNO LTD.
TOTO WASHLET TECHNO LTD.
TOTO Bath Create LTD.
TOTO High Living LTD.
TOTO AQUATECHNO LTD.
SUNAQUA TOTO LTD.
TOTO PLATECHNO LTD.
TOTO Maintenance LTD.
TOTO AQUAENG LTD.
TOTO MTEC LTD.
TOTO Kansai Sales LTD.
TOTO Hokkaido Sales LTD.
TOTO Tohoku Sales LTD.
TOTO Chubu Sales LTD.
TOTO Chugoku Sales LTD.
TOTO Shikoku Sales LTD.
TOTO Kyushu Sales LTD.
CERA TRADING LTD.
TOTO Remodel Service LTD.
TOTO Finance LTD.
TOTO INFOM LTD.
TOTO BUSINETZ LTD.
TOTO LOGICOM LTD.
TOTO Fine Ceramics LTD.
TOTO MATERIA LTD.
TOTO OKITSUMO Coatings LTD.

TOTO LTD.

1-1, Nakashima 2-chome, Kokurakita-ku, Kitakyushu, Fukuoka, 802-8601, Japan
URL: <https://www.toto.com>

Overseas Group Companies

● Americas

TOTO AMERICAS HOLDINGS, INC.
TOTO U.S.A., Inc.
TOTO MEXICO, S.A. DE C.V.

● Europe

TOTO Europe GmbH
TOTO Germany GmbH

● Asia

TOTO (CHINA) CO., LTD.
TOTO (BEIJING) CO., LTD.
NANJIN TOTO CO., LTD.
TOTO DALIAN CO., LTD.
TOTO (SHANGHAI) CO., LTD.
TOTO EAST CHINA CO., LTD.
TOTO (FUJIAN) CO., LTD.
TOTO (GUANGZHOU) CO., LTD.
TOTO (H.K.) LTD.
XIAMEN AND LIDO BATHROOM TECHNOLOGY CO., LTD. (Affiliate Company)
TAIWAN TOTO CO., LTD.
TOTO ASIA OCEANIA PTE. LTD.
TOTO VIETNAM CO., LTD.
TOTO (THAILAND) CO., LTD.
TOTO INDIA INDUSTRIES PVT. LTD.
TOTO MALAYSIA SDN. BHD.
TOTO KOREA LTD.
P.T. SURYA TOTO INDONESIA TBK. (Affiliate Company)