

TOTO

Life Anew



TOTO Guide
2021-2022

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.

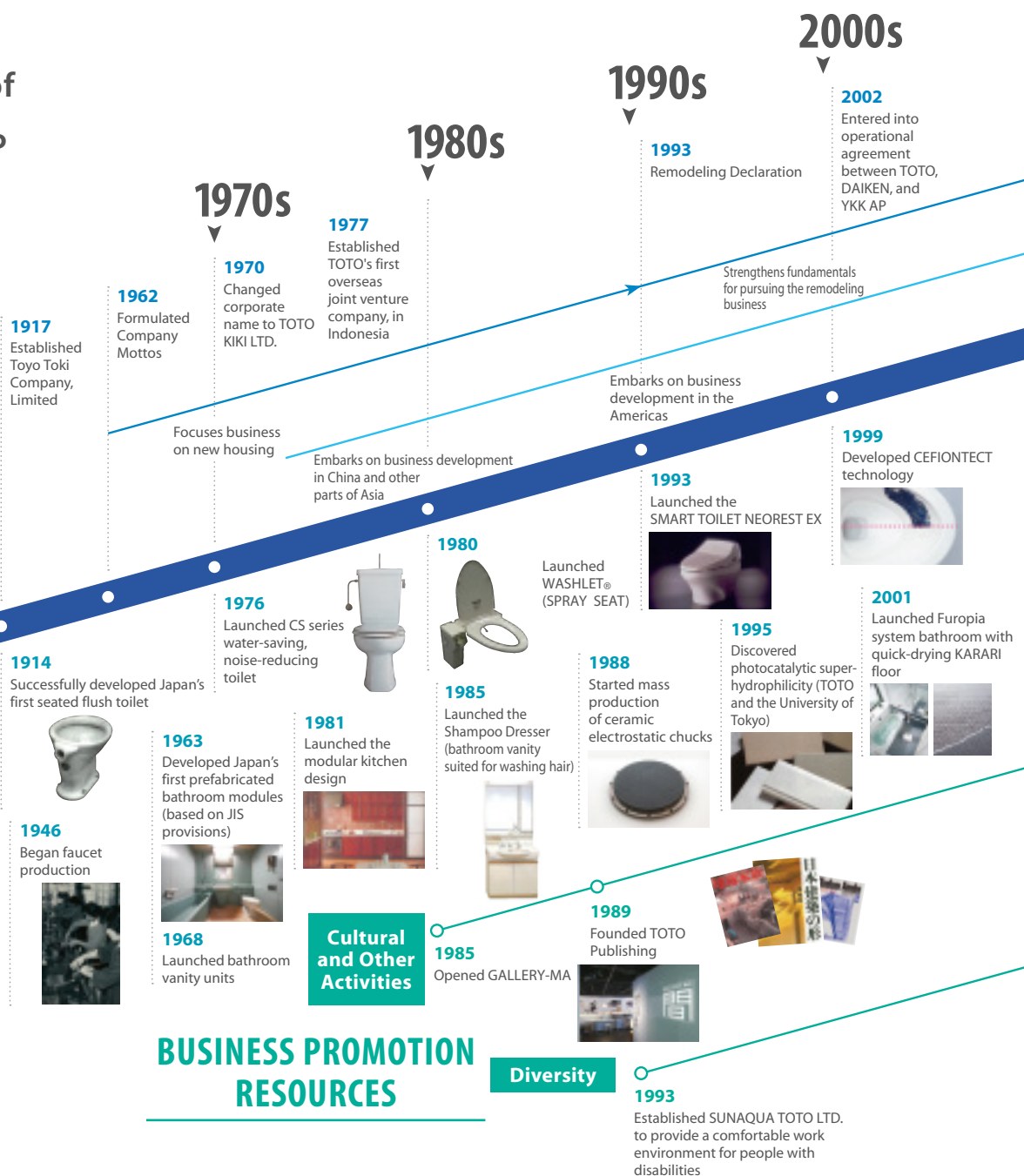
The history of TOTO GROUP

COMPANY HISTORY

PRODUCTS AND TECHNOLOGY

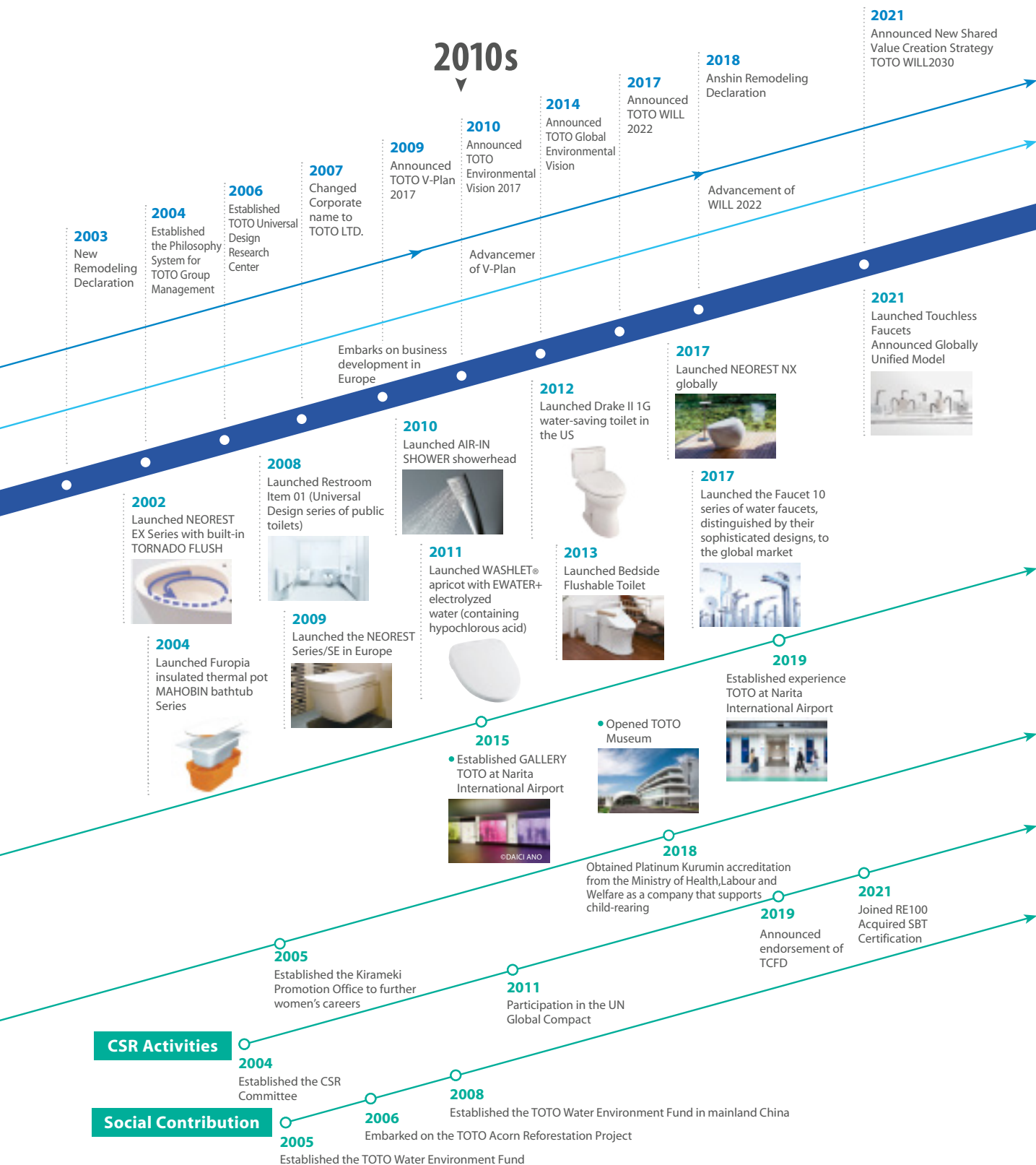
BUSINESS PROMOTION RESOURCES

Diversity



2020s

2010s



WASHLET and "WASHLET logo" are registered trademark 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

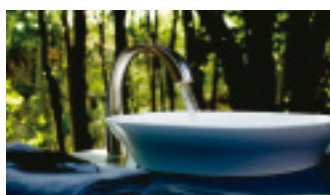


Toilets



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

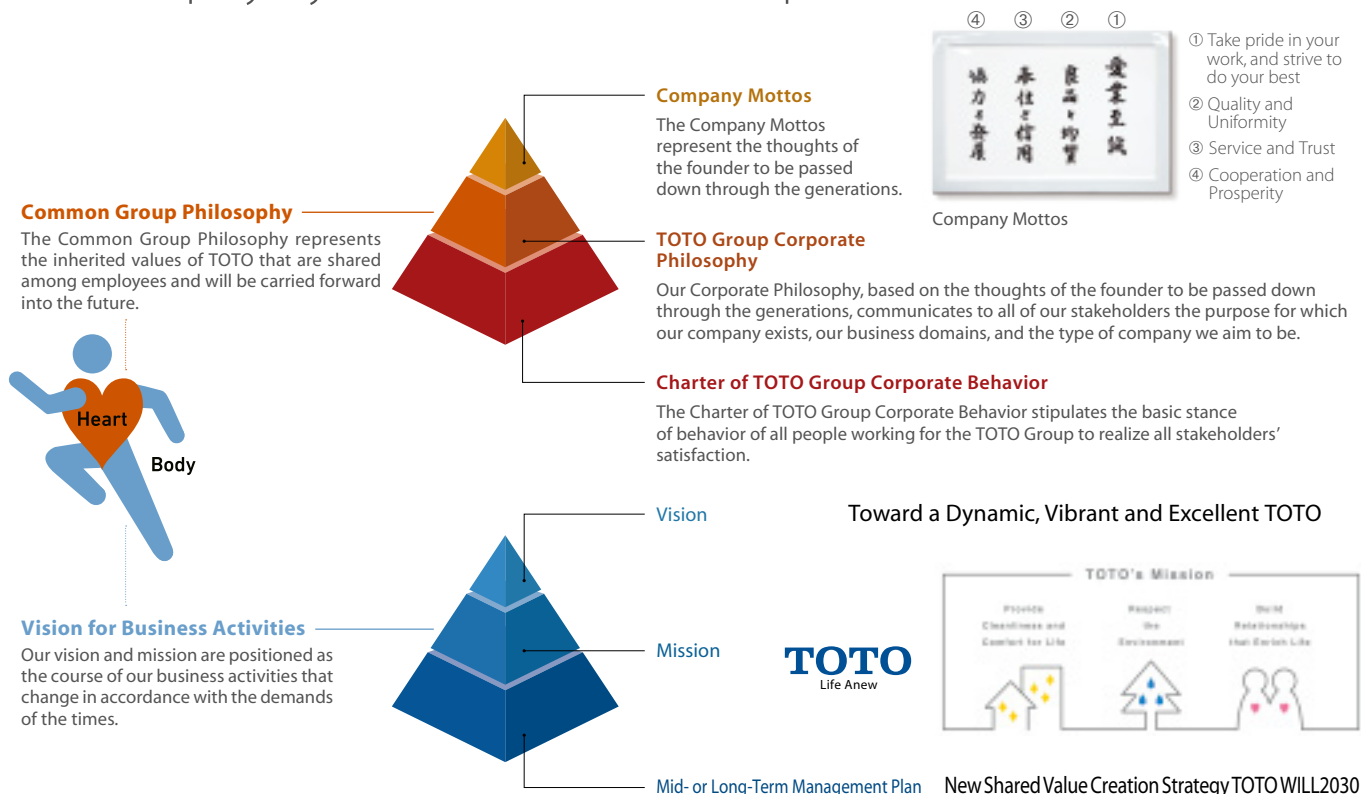
TOTO is rolling out its high-quality, high-precision advanced ceramics, including air bearings, electrostatic chucks, bonding capillaries, and receptacles, for the semiconductor, flat-panel display (FPD) manufacturing, and optical communication industries.



Electrostatic Chucks

Used in equipment to manufacture semiconductors for smartphones and personal computers

Philosophy System for TOTO Group



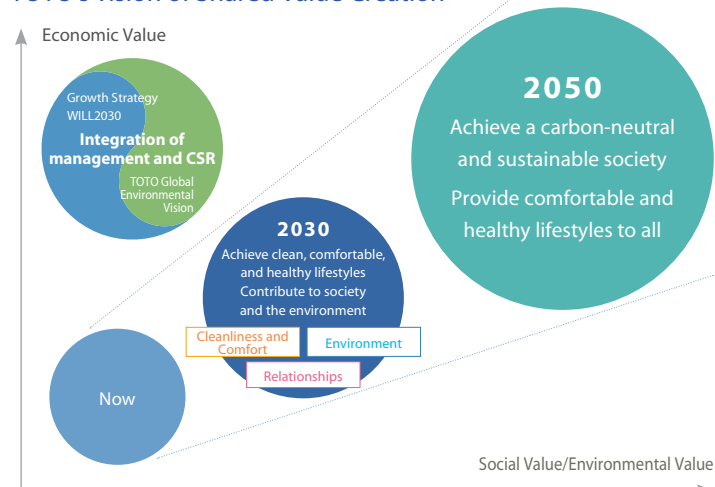
New Shared Value Creation Strategy TOTO WILL2030

The TOTO Group formulated the New Shared Value Creation Strategy TOTO WILL2030 with a focus on achieving a carbon-neutral and sustainable society by 2050, and aims to realize a sustainable society and achieve clean, comfortable, and healthy lifestyles by 2030.

With the important material issues of Cleanliness and Comfort, Environment, and Relationships for achieving our corporate philosophy, we are making efforts to integrate CSR into management, aiming to create an enriched and comfortable future society that has no impact on the global environment and to achieve economic growth.

As a result of these efforts, we will contribute to the United Nations' Sustainable Development Goals (SDGs) through WILL2030.

TOTO's vision of Shared Value Creation



TOTO Group Corporate Philosophy

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 Corporate 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.

Materiality (the important issues)

Cleanliness and Comfort



Environment



Relationships



SUSTAINABLE DEVELOPMENT GOALS

Provide Cleanliness

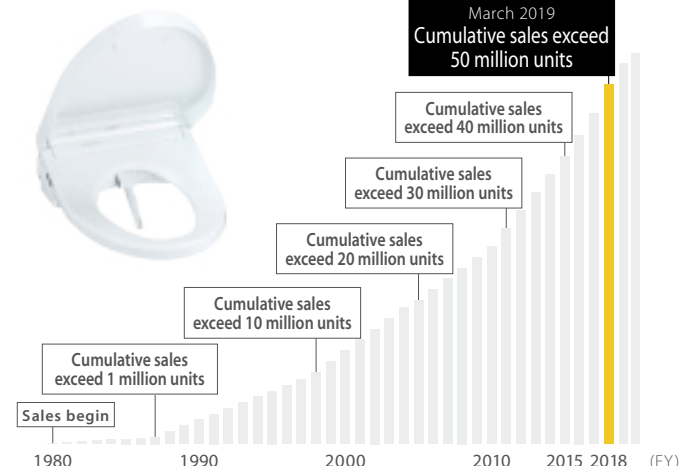
Realize Cleanliness and Comfort throughout the World

The TOTO Group has refined its manufacturing technology over the last 100 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, TORNADO FLUSH, and non-contact technology like Touchless. Based on TOTO CLEANOVATION, derived from the words "CLEAN" and "INNOVATION," we will communicate our three values for the continuation of clean innovation to customers around the world.



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

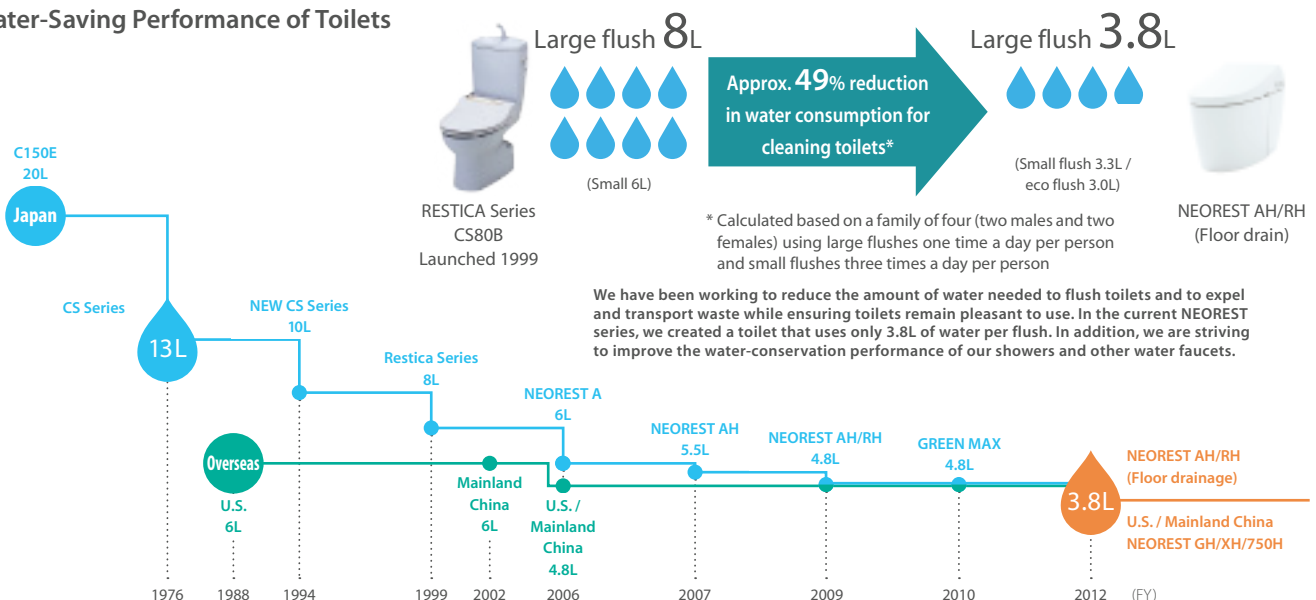
Respect



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 900 million m³ in fiscal 2020, 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



Undertake Initiatives to Fight Global Warming and Coexist With the Earth

The TOTO Group recognizes the impact of climate change as a business risk, and works to reduce the emission of greenhouse gas based on the scientific grounds that are consistent with the Paris Agreement toward the realization of a carbon-neutral and sustainable society. On average, our products are used over a 20-year period, and if we look at this from the perspective of the entire life cycle this means the period of product use accounts for over 90% of our overall CO₂ emissions. By actively working to reduce emissions in this stage of the life cycle, we aim to realize both comfortable and eco-friendly everyday lifestyles.

In regard to CO₂ emissions from our business activities, we are promoting CO₂ reduction plans that take into account analyses of climate change by 2050 and our long-term business growth by 2030. Under these plans, we are actively introducing renewable energy sources on a Groupwide basis.



Installation of solar power generation facilities

Aim for Sustainable Development Together with Local Communities

To develop sustainable local communities and a society that uses water effectively into the future, not only are the business activities of corporations important but the role of civic activities is also essential.

To that end, we established the TOTO Water Environment Fund in 2005 with the aim of to support the activities that are working to preserve the global environment and create sanitary and comfortable living environments. Through this fund and other measures, we are contributing to the resolution of issues in local communities as well as their sustainable development.

TOTO Water Environment Fund
1st to 16th grant assistance total

Grant assistance

¥391.78 million

Number of organizations

281



Children pleasantly cleaning a toilet installed by OISCA, an organization supported by the TOTO Water Environment Fund (Indonesia)

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 Neorest Hybrid Series



2009

TOTO was a factory

Bangkok
TOTO Technical Center Bangkok

1980

1993

2008
TOTO Asia-Pacific

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 showrooms overseas to highlight and explain our unique technologies to customers in international markets.



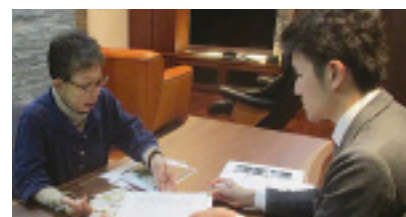
Customer Consultation Centers

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.



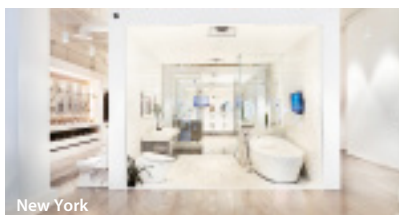
Remodeling Network

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)

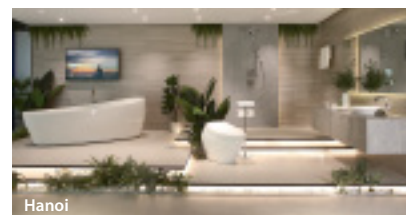
TOTO has 100* showrooms in Japan, giving customers the opportunity to see, touch and experience our products for themselves. (*As of April 2021)



New York

Showrooms (Overseas)

TOTO operates 12 showrooms and technical centers. (*As of April 2021)



Hanoi

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.



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.

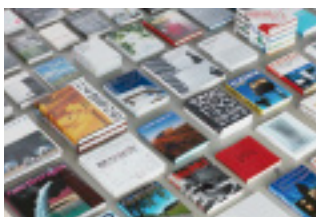


TOTO Museum

Promoting architectural culture



TOTO GALLERY-MA
Erika Nakagawa: JOY in Architecture
(2021)



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.



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.

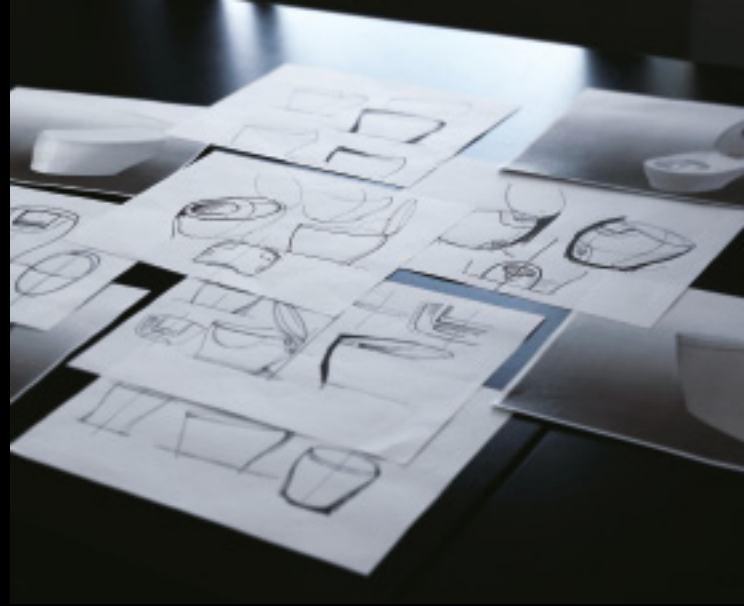
Strengths of TOTO

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.

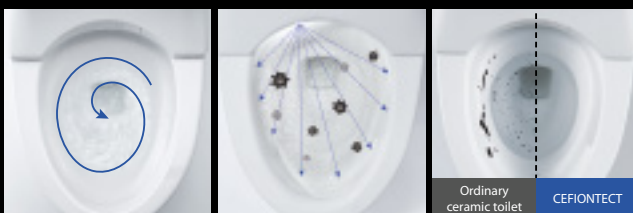


Design and Technology



Adding Technology to Augment Beautiful Design

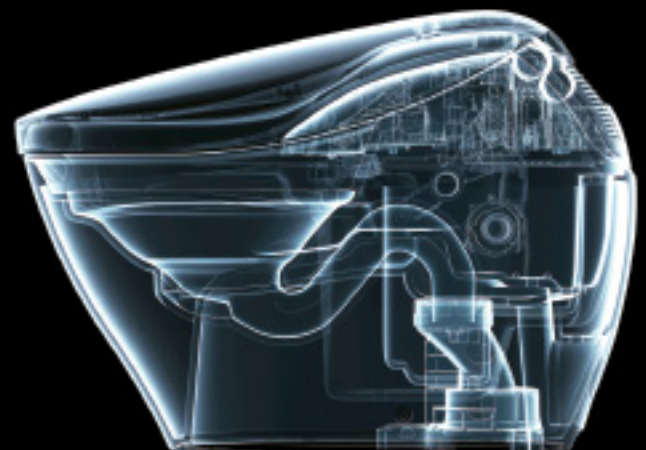
Incorporated in the beautiful design of the NEOREST NX are technologies for maintaining the appearance of the product and ensuring that it will provide users with the expected comfort over the long term. In combination, TOTO's revolutionary TORNADO FLUSH and RIMLESS, proprietary CEFIONTECT dirt-repelling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



TORNADO FLUSH

EWATER+

CEFIONTECT





Top CES 2021 held online
Bottom ISH 2021 held online

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 CES 2021 held in the United States in January 2021, and ISH 2021* held in Germany in March 2021. (held online)

As a manufacturer of plumbing equipment, we aim to spread our innovative technologies that contribute to a hygienic, clean, and comfortable everyday life around the world, as we have continued to do over our 100-year history, by promoting the concept of TOTO CLEANOVATION. We also made the first announcement of our WELLNESS TOILET initiative, aimed at creating new lifestyle value in health.

* International Sanitary and Heating 2021

Quality to Impress the World

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

"experience TOTO," a cutting edge omotenashi (welcoming) restroom space utilizing IoT technology, was opened in April 2019 to allow visitors to interact with products and gain a better insight of using a clean and comfortable restroom. This facility aims to give foreign visitors to Japan an opportunity to see, touch, and experience the beauty and comfort of restroom spaces created by TOTO, so that when they return home they would want to use the toilet they experienced while in Japan.



experience TOTO

International Praise For TOTO

We received the iF Design Award 2021 for six products including the TOUCHLESS FAUCET, the SMART TOILET for the overseas market, the Wall Hung Urinal with Built-In Sensor, and the FLOTATION TUB and Vessel CE series. This marks the eighth consecutive year that the Company has won this award. The TOUCHLESS FAUCET and the SMART TOILET for overseas use also received the Red Dot Design Award 2021, with the touchless faucet for overseas the TOUCHLESS FAUCET TLE24 series in particular winning the highest "Best of the Best" award. This marked the ninth consecutive year in which we received the Red Dot Design Award, and the second time winning the "The Best of the Best" award since 2017.

iF Design Award 2021



SMART TOILET WASHLET® G5
(for the overseas market)



Red Dot Design Award 2021



TOUCHLESS FAUCET TLE24 series
(for the overseas market)



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 2020 Results

Net sales	¥577.8 billion
Operating Profit	¥39.7 billion
Operating Margin	6.9%
ROA (Operating profit base)	6.5%
ROE (Net profit base)	7.7%

* New revenue recognition guidelines have been applied

Sales Breakdown Ratio

■ Japan ■ Overseas ■ New business domains



Number of employees (consolidated)

33,800

Ratio of female managers (Japan)

14.0%

Ratio of employees with disabilities (Japan)

2.63%

Platinum Kurumin



TOTO Water Environment Fund 16th grant assistance

12 Organizations ¥27.47 million

Health and Productivity Stock

Selection for seventh consecutive year



Notable Awards

Category	Award Description	
Design	Received Red Dot Design Award 2021 for the TOUCHLESS FAUCET TLE24 series*, TOUCHLESS FAUCET TLE23 series*, TOUCHLESS FAUCET TLE25 series, TOUCHLESS FAUCET TLE26 series, TOUCHLESS FAUCET GM series*, and SMART TOILET WASHLET G5 *	
Design	Received iF Product Design Award 2021 for the TOUCHLESS FAUCET TLE27 series, TOUCHLESS FAUCET TLE29 series*, SMART TOILET WASHLET G5, Wall-Hung Urinal with Built-in Sensor, FLOTATION TUB and Lavatory CE series (Round)*, and FLOTATION TUB and Lavatory CE series (Square)*	
Environment	Received GREEN GOOD DESIGN AWARDS 2021 for TOUCHLESS FAUCET	
Product	Received JAPAN NAMING AWARD 2020 Excellence Award for the WASHLET®	
Management	Received FY2020 Intellectual Property Achievement Award at the Ministry of Economy, Trade and Industry Awards (Design-Based Management)	

*For the overseas market

Corporate Profile (As of March 2021)

Company Name	TOTO LTD.	Capital	¥35,579 million
Headquarters	1-1, Nakashima 2-chome, Kokurakita-ku, Kitakyushu, Fukuoka, Japan	Number of Employees	Consolidated: 33,800 Non-consolidated: 8,158
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>

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. My duty is to ensure that this vision, which has been cherished by each president before me, is passed down to the next generation.

We have found ourselves in a period of dramatic change and uncertainty in recent years that has included the COVID-19 pandemic, frequent natural disasters, changes to the international situation, and the progression digital technologies. Under these circumstances, we are faced with the fundamental question of "what is the purpose of TOTO Group's existence as a company?" As the TOTO Group heads into the future, the answer to how we can be useful to people and society comes back to the Words of Our Founder. Our purpose is to create enriched and comfortable lifestyles for customers around the world. The world is always undergoing change. And, if during this change we ever find ourselves unsure about something, the Words of Our Founder and our Corporate Philosophy lay out everything that we need to continue to value as we go forward.

The Company Mottos, TOTO Group Corporate Philosophy, and Charter of TOTO Group Corporate Behavior represent the inherited values, in other words the "heart," of TOTO that are shared among employees and will be carried forward into the future. This remains unchanged. However, the way our "body" (business activities) moves will adapt in response to changes in the business environment. The TOTO Group's strength lies in the fact that the "heart" are firmly rooted as the precondition of each employee's actions.

Starting in fiscal 2021, we launched our New Shared Value Creation Strategy TOTO WILL2030 (hereinafter, "WILL2030"), which clarifies the lifestyle, society, and environment we want to achieve from a long-term perspective.

With the important material issues of Cleanliness and Comfort, Environment, and Relationships, we are making efforts to integrate CSR into management, aiming to create an enriched and comfortable future society that has no impact on the global environment and to achieve economic growth. As a result of these efforts, we will contribute to the SDGs through WILL2030.

We conduct our business activities under the long-cultivated TOTO brand, which has refined the concept that "good people make good products." The TOTO Group's approximately 34,000 employees conduct themselves in an appropriate manner. They wholeheartedly work for the benefit of our customers and society to create something different from mere industrial goods. When we communicate this to our customers through our products and services, I believe that the TOTO brand can shine even brighter. I am confident that as we continue to further refine the TOTO brand, we will keep gaining TOTO fans around the world.

Noriaki Kiyota

Noriaki Kiyota
President, Representative Director

**Kindness must always come first.
Bring the concept of service to your work.
Your goal should be to provide good products and
satisfy the customer.
Accomplish that, and profit and
compensation will follow.
Many in this world chase after the shadow of profit.
But, in the end, they never capture the real thing.**

Words of Our Founder

A letter written by TOTO's first president, Kazuchika Okura, to his successor, Saburo Momoki, contains words that have been treasured as the Words of Our Founder.

Japan 44 sites

Overseas 32 sites in 18 countries and regions

Group Companies and Main Affiliates (As of April 1, 2021)

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.

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.
VORETO (XIAMEN) PLUMBING 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)

TOTO LTD.

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