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

1917 Established Toyo Toki Company, Limited

1914 Successfully developed Japan’s first seated flush toilet

1962 Formulated Company Mottos

1963 Developed Japan’s first prefabricated bathroom modules (based on JIS provisions)

1970 Changed corporate name to TOTO KIKI LTD.

1976 Launched CS series water-saving, noise-reducing toilet

1980 Launched WASHLET® (toilet seats with a warm-water washing feature)

1981 Launched the modular kitchen design

1985 Launched the Shampoo Dresser (bathroom vanity suited for washing hair)

1989 Started mass production of ceramic electrostatic chucks

1993 Founded TOTO Publishing

1995 Discovered photocatalytic super-hydrophilicity (TOTO and the University of Tokyo)

1993 Launched the NEOREST EX integrated toilet

1993 Remodeling Declaration

Strengthens fundamentals for pursuing the remodeling business

Embarks on business development in the Americas

Embarks on business development in China and other parts of Asia

Focuses business on new housing

Corporate Message

COMPANY HISTORY

PRODUCTS AND TECHNOLOGY

BUSINESS PROMOTION RESOURCES

Cultural and Other Activities

Diversity

Established SUNAQUA TOTO LTD. to provide a comfortable work environment for people with disabilities
1999 Developed CEFIONTECT technology

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 Changed Corporate name to TOTO LTD.

2007 Announced TOTO V-Plan 2017

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

2009 Announced TOTO Environmental Vision 2017
2010 Announced TOTO Global Environmental Vision 2017

2010 Established the Philosophy System for TOTO Group Management
2010 Established TOTO Universal Design Research Center

2012 LAUNCH OF DRINKING WATER Purification System

2013 Launched Bedside Flushable Toilet

2014 Announced TOTO Global Environmental Vision

2015 Launched AIR-IN™ SHOWER showerhead

2016 Announced TOTO Global Environmental Vision

2017 Announced TOTO WILL 2022

2017 Established experience 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

2019 Established GALLERY TOTO at Narita International Airport

2019 Announced experience of TOTO at Narita International Airport

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

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

2011 Participation in the UN Global Compact

2004 Established the CSR Committee

2003 Developed CEFIONTECT technology

2004 Launched Furopia insulated thermal pot MAHOBIN bathtub™ Series

2005 Launched Furopia system bathroom with quick-drying KARARI™ floor

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

2009 Developed the Philosophy System for TOTO Group Management

2010 Announced TOTO V-Plan 2017

2011 Launched WASHLET™ apricot with EWATER+, antibacterial electrolyzed water

2012 Launched the Faucet 10 series of water faucets, distinguished by their sophisticated designs, to the global market

2013 Launched Bedside Flushable Toilet

2014 Announced TOTO Global Environmental Vision

2015 Published TOTO Guide 2019-2020

2016 Announced the Task Force on Climate-related Financial Disclosures

2019 Established experience TOTO at Narita International Airport

2019 Announced endorsement of the Task Force on Climate-related Financial Disclosures

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* The WASHLET, KARARI floor, MAHOBIN bathtub, and AIR-IN are 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 WASHLETTM, 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
- Provides examples of actual cases include price information online
  http://su.toto.com/anshin-library

Remodeling Pro Shop
- Offers the pro shops recommended by TOTO
  http://su.toto.com/anshin-shop

Showrooms
- Proposes ideas for spaces and lets you try products
  http://su.toto.com/anshin-showroom

Support Desk for Remodeling
- 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™ (toilet seats with a warm water washing feature)
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.

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).
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.

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.
TOTO’s Mission

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 remove bacteria, prevent the buildup of dirt, and easy cleaning, 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.
Pleasant feeling for everyday use. Our products are part of life, providing revolutionary cleanliness and comfort for a thriving future.

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.

TOTO’s Universal Design
The key principle of universal design at TOTO is to make products as easy and comfortable to use as possible for as many people as possible. We firmly believe that the starting point for universal design is to define what “easy to use” and “comfort” means. To that end, we have set out TOTO’s Five Principles of Universal Design, which employees always keep in mind to help them develop better products and improve product ideas.

TOTO’s Five Principles of Universal Design
1. Easy posture and movement
2. Simple, easy to understand operation
3. Coordination to address differences and changes in users
4. Comfort
5. Safety

Inspection at TOTO Universal Design Research Center.

March 2019
Cumulative sales exceed 50 million units
Cumulative sales exceed 40 million units
Cumulative sales exceed 30 million units
Cumulative sales exceed 20 million units
Cumulative sales exceed 10 million units
Cumulative sales exceed 1 million units
Sales begin

TOTO’s Mission

Respect

TOTO’s Plumbing Equipment Products Help to Protect the Environment

The depletion of water resources is a serious global issue that TOTO 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 860 million m³ in fiscal 2018, 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 79% 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

Starting with the launch of the water-saving CS Series toilet in 1976, TOTO has been working to reduce the amount of water needed to flush toilets and to remove bacteria, germs and dirt, while ensuring toilets remain pleasant to use. We continue to fine tune our water-saving technology and currently sell products that only require 3.8L of water per flush.
the Environment

Respect for water, earth and living.
We are a socially conscious business committed to preserving the environment for our children.

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 and continues to provide grants to organizations that engage in environmental activities related to water.

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 ¥300 million in grants up until now to a total of 259 organizations active both in local communities and in the 40 prefectures throughout Japan as well as 15 different countries overseas.

TOTO Water Environment Fund

1st to 14th grant assistance total

Approx. ¥340 million

How the TOTO Water Environment Fund works

– A Positive Cycle –

Solve problems collaboratively

TOTO Group employees not only participate as volunteers but encourage the general public to participate as well.

Work with Local communities

Grants to citizen groups, NPOs and NGOs

Local water Initiative support

Japan

Aquatic environment and biodiversity conservation and revitalization

Overseas

Water resource protection and building of pleasant, sanitary lifestyle

Relationships with customers

TOTO

Matches the contributions of the three stakeholders

Employees

Volunteer in greater numbers

Shareholders

Donate via special benefit programs

Customer

Conserve water via TOTO products

Funds donated in line with environmental benefit

Water-saving Products purchased

SDGs

Respect for water, earth and living.
We are a socially conscious business committed to preserving the environment for our children.
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 2019)

Showrooms (Overseas)
TOTO has 14* directly managed showrooms in China, other markets in Asia, Americas and Europe. (*As of August 2019)
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.

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 2018

48,300 volunteers

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.
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.

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 removing bacteria, preventing the buildup of dirt, and making cleaning easier.
International Praise For TOTO

In addition to the iF Product Design Award 2018 as well as the Red Dot Design Award for NEOREST NX, we also received the iF Product Design Award 2019 for NEOREST AH/RH WASHLET integrated toilet, Wall-hung RP toilet + WASHLET RX, and Single lever faucet for washbasin, GM Series. In addition, we received the Red Dot Design Award 2019 for our GM Series, ZA Series, GE Series, and GC Series single-lever lavatory faucets with washbasin.

Quality to Impress the World

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.

Recently, we had participated in CES 2019 (USA) held in January 2019, ISH 2019*1 (Germany) held in March 2019, and KBC 2019*2 (Shanghai, China) held in May 2019.

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 TOTO proprietary technologies, 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

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.

International Praise For TOTO

In addition to the iF Product Design Award 2018 as well as the Red Dot Design Award for NEOREST NX, we also received the iF Product Design Award 2019 for NEOREST AH/RH WASHLET integrated toilet, Wall-hung RP toilet + WASHLET RX, and Single lever faucet for washbasin, GM Series. In addition, we received the Red Dot Design Award 2019 for our GM Series, ZA Series, GE Series, and GC Series single-lever lavatory faucets with washbasin.

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 2018 Results**

<table>
<thead>
<tr>
<th>Category</th>
<th>Award Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology</td>
<td>Received the “Award for Chairman of Board of ARIB” at the 29th Radio Achievement Award for the commercialization of micro-wave sensor for toilet seats</td>
</tr>
<tr>
<td>Packaging</td>
<td>Received the WorldStar Award for “uncrushed” cushioning partition using the springiness of cardboard at the WorldStar Competition 2019 held by the World Packaging Organisation</td>
</tr>
<tr>
<td>Design</td>
<td>Received the iF Product Design Award 2018 and Red Dot Design Award 2018 for the NEOREST NX WASHLET integrated toilet. Received the Gold Selection at the JIDA Design Museum Selection vol.20</td>
</tr>
<tr>
<td>Design</td>
<td>Received the iF Product Design Award 2019 for the NEOREST AH/RH WASHLET integrated toilet, wall-hung RP toilet + WASHLET RX, and GM Series single lever faucet with washbasin</td>
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</table>

**Notable Awards from 2018 Onward**

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<tr>
<th>Category</th>
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<tbody>
<tr>
<td>Technology</td>
<td>N/A</td>
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<tr>
<td>Packaging</td>
<td>N/A</td>
</tr>
<tr>
<td>Design</td>
<td>N/A</td>
</tr>
<tr>
<td>Design</td>
<td>N/A</td>
</tr>
<tr>
<td>Design</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Corporate Profile (As of March 2019)**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>TOTO LTD.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headquarters</td>
<td>1-1, Nakashima 2-chome, Kokurakita-ku, Kitakyushu, Fukuoka, Japan</td>
</tr>
<tr>
<td>Establishment</td>
<td>May 15, 1917</td>
</tr>
</tbody>
</table>

**Company Profile**

- **Company Name**: TOTO LTD.
- **Headquarters**: 1-1, Nakashima 2-chome, Kokurakita-ku, Kitakyushu, Fukuoka, Japan
- **Establishment**: May 15, 1917

**Number of employees (consolidated)**

- **33,431**

**Ratio of female managers (total for Japan and overseas)**

- **14.7%**

**TOTO Water Environment Fund**

- **10 Organizations ¥24.65 million**

**Health and Productivity Stock**

- **Selection for fifth consecutive year**

**Operating Performance**

- **Net sales**: ¥586.0 billion
- **Operating Profit**: ¥40.1 billion
- **Operating Margin**: 6.9%
- **ROA (Based on operating profit)**: 7.1%
- **ROE (Based on net profit)**: 9.6%

**Sales Breakdown Ratio**

<table>
<thead>
<tr>
<th>Geographic Area</th>
<th>Japan</th>
<th>Overseas</th>
<th>New business domains</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Breakdown</td>
<td>73%</td>
<td>22%</td>
<td>5%</td>
</tr>
</tbody>
</table>

**Overseas Net Sales by Geographic Area**

- **China**: 49%
- **Asia**: 24%
- **Americas**: 24%
- **Europe**: 3%

**Ratio of employees with disabilities (Japan)**

- **2.61%**

**More About TOTO (List of links)**

- [TOTO GLOBAL SITE](https://www.toto.com)
- [TOTO Museum](https://jp.toto.com/museum/en)
- [GALLERY TOTO](https://jp.toto.com/gallerytoto/en)
Message of the President

The entire process from manufacturing to after-sales and follow-up services contributes to building the TOTO brand, and all Group employees understand that this process must be rigorously upheld. I believe that my mission as president is to ensure that this understanding is passed on to future generations so that we can create enriched and comfortable lifestyles centered on bathroom and kitchen plumbing products.

Moving toward a Dynamic, Vibrant, and Excellent TOTO

The majority of TOTO’s products are used by customers for 10 to 20 years. Ensuring that our products are chosen again in 10 to 20 years’ time is what will guide the next 100 and 200 years of the Company. It is for this reason that we believe our main role as a manufacturer is to cherish our customers and the excellent products that bring joy to their lives. In addition, customer satisfaction helps enhance employee motivation. To pass these ideas on to the next generation, it is important that we develop our employees. To that extent, the Group’s approach to workstyle reform is to focus on establishing an environment in which all employees can work in a lively manner. Also, our business activities are supported not only by our customers and employees but also by our various other stakeholders, including our shareholders, business partners, and local community members. We must therefore strive for collaboration and co-creation with these stakeholders.

We would like to express our gratitude for the continued support of all of our stakeholders, and we ask that you look forward in anticipation to the future of the TOTO Group going forward.

Madoka Kitamura
President, Representative Director

Leveraging the Vision of Our Founder as a Touchstone

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 as the Words of Our Founder. Beginning with “Kindness must always come first,” the Words of Our Founder state that our goal should be to provide good products and satisfy the customer and, by accomplishing that, profit and compensation will follow. Accordingly, the Words of Our Founder represent a vision that I as president must place at the center of the Group’s management. In addition, this vision acts as a touchstone that has been passed on for over a century, making it an extremely valuable asset to the TOTO Group.

Amid the changing times, we must never lose sight of our vision to constantly pursue new technologies and even better craftsmanship and strive for levels of satisfaction that exceed the expectations of our customers.

Company Mottos

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

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.
Group Companies and Main Affiliates (As of April 1, 2019)

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.
- 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.
  - BEIJING TOTO 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)

32 Locations in 18 Countries and Territories

*Excluding Japan