

February 26, 2021

To Whom It May Concern:

Listed Company Name	TOTO LTD.
Representative	Noriaki Kiyota President, Representative Director
Code No.	5332 (First Section of Tokyo/Nagoya Stock Exchanges, Fukuoka Stock Exchange)
Contact Person	Yoshihiko Oki, General Manager of Public Relations Dept. (TEL: +81-3-6836-2025)

Change of Directors and Reorganization and Appointments as of April 1, 2021

At the Board of Directors Meeting held today, TOTO LTD. (the "Company") decided on the candidates for Director whose appointment will be proposed at the 155th Ordinary General Meeting of Shareholders.

These candidates for Director will be formally approved at the 155th Ordinary General Meeting of Shareholders as well as the Board of Directors Meeting, which will be held after the General Meeting of Shareholders.

The Company will proceed with the new structure on April 1, 2021. Along with this shift, we will reorganize the Company and change the executive officers in charge.

1. Changes in Directors

(1) Changes as of April 1, 2021

Name	New Title	Current Title
Soichi Abe	Director	Director, Senior Managing Executive Officer

(2) Changes as of the date of Ordinary General Meeting of Shareholders to be held on June, 2021

(i) Candidate for Newly Appointed Director

Name	New Title	Current Title
Yojiro Taketomi	Director, Managing Executive Officer	Senior Executive Officer

(ii) Retiring Director

Name	New Title	Current Title
Soichi Abe	(Retired)	Director (as of April 1)

* Soichi Abe will be appointed as an adviser after retiring.

This notice has been translated from the original notice in Japanese. In the event of any discrepancy, the original in Japanese shall prevail.

2. Management and Administrative Organizational Structure as of April 1, 2021

Directors

Representative Director, Chairman of the Board	Madoka Kitamura	
President, Representative Director	Noriaki Kiyota	In Charge of Digital Innovation, Global Business Promotion, Management Planning, <u>Internal Audit Office</u> , and Secretary's Office
Representative Director, Executive Vice President	Satoshi Shirakawa	In Charge of Customer Service, Cultural Promotion, Design, <u>Legal Affairs</u> and in Charge of WILL2022 Marketing Innovation
Director, Senior Managing Executive Officer	Ryosuke Hayashi	In Charge of Restroom Business Group, <u>Green Building Materials</u> , <u>Advanced Ceramics</u> , and in Charge of WILL2022 New Business Domains
Director, Managing Executive Officer	Tomoyuki Taguchi	In Charge of Human Resources, Finance and Accounting, Information System Planning, General Affairs, (<u>Chigasaki/Shiga & Shiga No. 2/ Kokura No. 1) Plants</u> , <u>Tokyo General Affairs</u> , and in Charge of WILL2022 Management Resource Innovation
Director, Managing Executive Officer	Shinya Tamura	In Charge of <u>China & Asia Housing Equipment Business</u> , Americas & Europe Housing Equipment Business, and in Charge of <u>WILL2022 China & Asia Housing Equipment Business</u> , and in Charge of WILL2022 Americas & Europe Housing Equipment Business
Director, Managing Executive Officer	Toshiya Kuga	In Charge of Sales Promotion Group, Logistics, and in Charge of WILL2022 Japan Housing Equipment Business
Director, Managing Executive Officer	Takayuki Shimizu	In Charge of Bathroom, Kitchen & Lavatory Vanity, <u>Supply Chain Promotion</u> , and in Charge of WILL2022 Demand Chain Innovation
Director	<u>Soichi Abe</u>	
Outside Director	Masatsugu Shimono	
Outside Director	Junji Tsuda	
Outside Director	Shigenori Yamauchi	

Audit & Supervisory Board Members

Audit & Supervisory Board Member, Standing	Yuichi Narukiyo
Audit & Supervisory Board Member, Standing	Shigeki Inoue
Audit & Supervisory Board Member, Outside	Shuichi Sarasawa
Audit & Supervisory Board Member, Outside	Yasushi Marumori

<p>This notice has been translated from the original notice in Japanese. In the event of any discrepancy, the original in Japanese shall prevail.</p>

Executive Officers

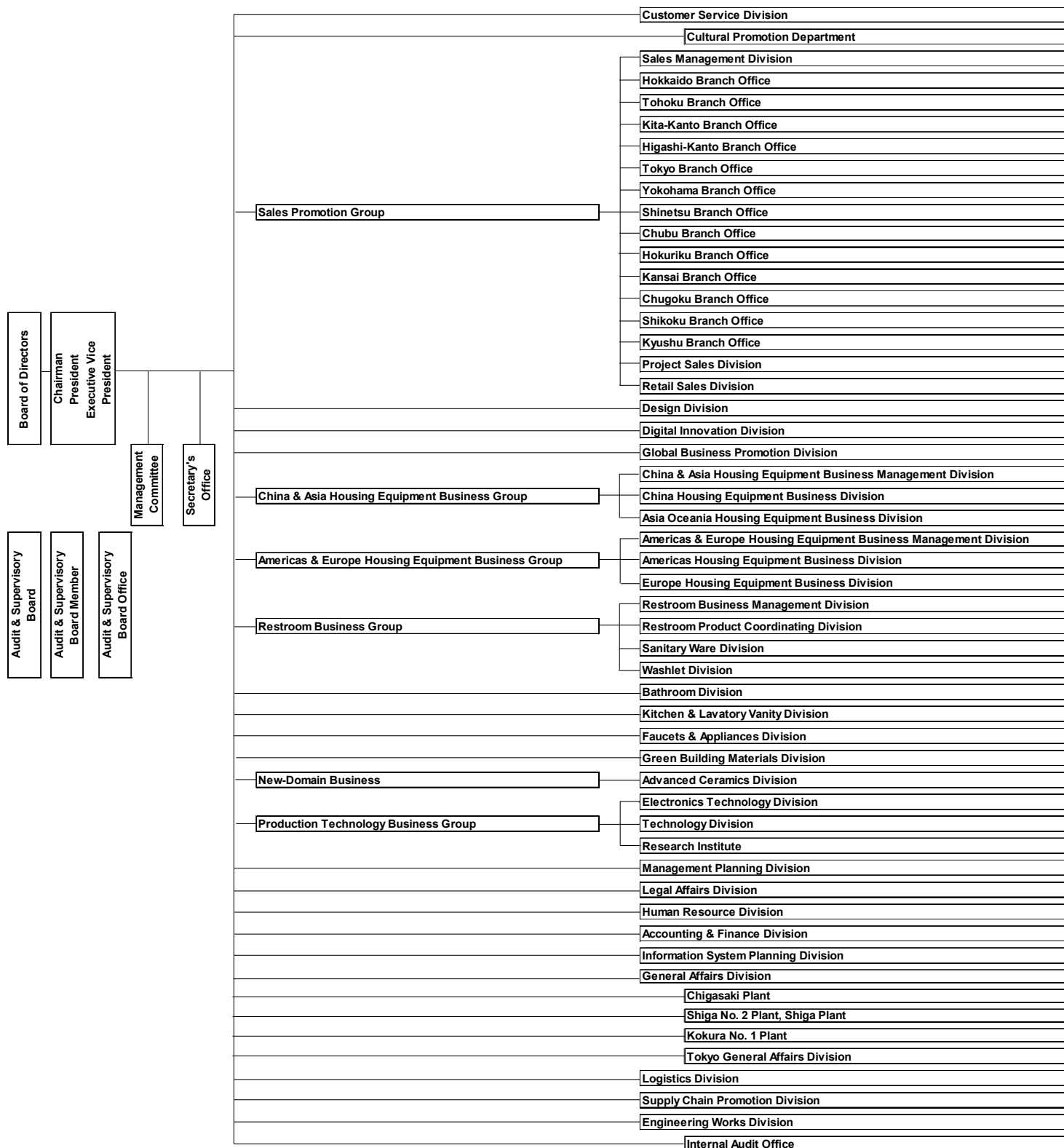
Senior Executive Officer	Shinsuke Yoshida	General Manager of Project Sales Division
Senior Executive Officer	Haruo Tsuji	General Manager of Kansai Branch Office
Senior Executive Officer	Jun Miyaji	General Manager of Advanced Ceramics Division
Senior Executive Officer	Hironori Suga	General Manager of Logistics Division, and President, Representative Director of TOTO LOGICOM LTD.
Senior Executive Officer	Shuji Inoue	General Manager of Technology Division
Senior Executive Officer	Noboru Shinbara	General Manager of Research Institute
Senior Executive Officer	<u>Satoshi Nakamori</u> (Promoted)	President, Representative Director of TOTO AQUAENG LTD.
Senior Executive Officer	<u>Masao Yamasaki</u> (Promoted)	General Manager of Sanitary Ware Division, and President, Representative Director of TOTO SANITECHNO LTD.
Senior Executive Officer	Toru Iwasaki	<u>General Manager of Global Business Promotion Division</u>
Senior Executive Officer	<u>Ryuichi Ito</u> (Newly appointed)	<u>General Manager of Chubu Branch Office</u>
Senior Executive Officer	<u>Shoji Ota</u> (Newly appointed)	<u>General Manager of Kyushu Branch Office</u>
Senior Executive Officer	<u>Takahiro Yanagawa</u> (Newly appointed)	<u>General Manager of Customer Service Division</u>
Senior Executive Officer	<u>Koji Yamada</u> (Promoted)	<u>President, Representative Director of TOTO MTEC LTD.</u>
Senior Executive Officer	<u>Satoru Hata</u> (Promoted)	General Manager of Tokyo Branch Office and in Charge of the administration of four Kanto Branch Offices
Senior Executive Officer	Yoshihito Abe	President, Representative Director of TOTO Maintenance LTD.
Senior Executive Officer	Daijiro Nogata	General Manager of Asia Oceania Housing Equipment Business Division, and President of TOTO ASIA OCEANIA PTE. LTD.
Senior Executive Officer	Mikio Horimoto	General Manager of Washlet Division, and President, Representative Director of TOTO WASHLET TECHNO LTD.
Senior Executive Officer	Yojiro Taketomi*1	In Charge of <u>Faucets & Appliances Business, Production Technology Business Group, Engineering Works</u> , and General Manager of Faucets & Appliances Division, and President, Representative Director of TOTO AQUATECHNO LTD.
Senior Executive Officer	<u>Shinya Matsuo</u> (Promoted)	<u>President, Representative Director of TOTO Kansai Sales LTD.</u>
Senior Executive Officer	<u>Takahiro Yanagihara</u> (Promoted)	General Manager of China Housing Equipment Business Division
Executive Officer	<u>Hidemi Ishikawa</u> (Newly appointed)	<u>General Manager of Americas Housing Equipment Business Division, and President of TOTO AMERICAS HOLDINGS, INC., and President of TOTO U.S.A., INC.</u>
Executive Officer	<u>Takayuki Usami</u> (Newly appointed)	General Manager of Information System Planning Division, and President, Representative Director of TOTO INFOM LTD.
Executive Officer	Takehiko Kitazaki	General Manager of Sales Management Division
Executive Officer	Makoto Maeda	General Manager of Retail Sales Division
Executive Officer	Masayuki Yoshioka	General Manager of Accounting & Finance Division, and President, Representative Director of TOTO Finance LTD.
Executive Officer	Noriyuki Maehara	General Manager of Human Resource Division
Executive Officer	Hiroaki Hashiguchi	General Manager of Bathroom Division, and President, Representative Director of TOTO Bath Create LTD.
Executive Officer	Yoshiyuki Kawahara	<u>General Manager of Supply Chain Promotion Division</u>
Executive Officer	<u>Akira Oishi</u> (Newly appointed)	General Manager of Kitchen & Lavatory Vanity Division, and <u>President, Representative Director of TOTO High Living LTD.</u>
Executive Officer	Yuko Hirotsu	General Manager of Design Division
Executive Officer	<u>Yasunori Yamamoto</u> (Newly appointed)	<u>General Manager of Management Planning Division</u>

* Changes are underlined.

*1: Yojiro Taketomi will be appointed as Director and Managing Executive Officer by the resolution adopted at the 155th Ordinary General Meeting of Shareholders to be held on June, 2021 and the Board of Directors Meeting.

This notice has been translated from the original notice in Japanese.
In the event of any discrepancy, the original in Japanese shall prevail.

(Reference 1) New Organization Chart (as of April 1, 2021)



This notice has been translated from the original notice in Japanese.
In the event of any discrepancy, the original in Japanese shall prevail.

(Officers in Charge of WILL2022)

	Japan Housing Equipment Business	China & Asia Housing Equipment Business	Americas & Europe Housing Equipment Business	New Business Domains
	Toshiya Kuga	Shinya Tamura	Shinya Tamura	Ryosuke Hayashi
Marketing Innovation	Satoshi Shirakawa			
Demand Chain Innovation	Takayuki Shimizu			
Management Resource Innovation	Tomoyuki Taguchi			

This notice has been translated from the original notice in Japanese.
In the event of any discrepancy, the original in Japanese shall prevail.

(Reference 2) Brief History of Candidate for Newly Appointed Director

(Director)

Name	Yojiro Taketomi
Place of Birth	Yamaguchi
Date of Birth	Sept. 8, 1965
Education	Mar. 1988 Graduated from the Faculty of Electrical Engineering, Musashi Institute of Technology
Brief Career History	<p>Apr. 1988 Joined the Company</p> <p>Apr. 2010 General Manager of Faucet Product Development Department, Product Development Division, TOTO Europe GmbH</p> <p>Apr. 2012 General Manager of Global Business Promotion Center, Faucets & Appliances Division of the Company</p> <p>Apr. 2013 General Manager of Faucets & Appliances Development Department, Faucets & Appliances Division of the Company</p> <p>Oct. 2014 General Manager of Faucet Global Business Promotion Department, Faucets & Appliances Division, and General Manager of Faucets & Appliances Development Department of the Company</p> <p>Apr. 2015 Deputy General Manager of Faucets & Appliances Division, and General Manager of Faucet Global Business Promotion Department of the Company</p> <p>Oct. 2015 Deputy General Manager of Faucets & Appliances Division, and General Manager of Appliance Development Department of the Company</p> <p>Apr. 2016 Deputy General Manager of Faucets & Appliances Division of the Company</p> <p>Apr. 2017 Executive Officer, General Manager of Faucets & Appliances Division of the Company, and President, Representative Director of TOTO AQUATECHNO LTD.</p> <p>Apr. 2020 Senior Executive Officer, General Manager of Faucets & Appliances Division of the Company, and President, Representative Director of TOTO AQUATECHNO LTD.</p>

End of document

This notice has been translated from the original notice in Japanese.
In the event of any discrepancy, the original in Japanese shall prevail.