

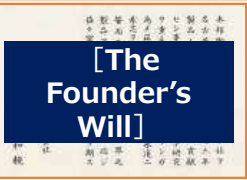


Subcommittee : Toilets excellently add value to your life

- Leadership Organization : TOTO LTD.
- Representative : Hiroyuki Suzuki (General Manager)
- Leader : Katsuhiro Egami (General Manager)
 - Hiroyuki Matsushita(Chief Senior Engineer)
 - Okano Shinji(Manager)
- Content of Effort : Toilets excellently support your physical wellbeing
- Societal Issues : physical wellbeing

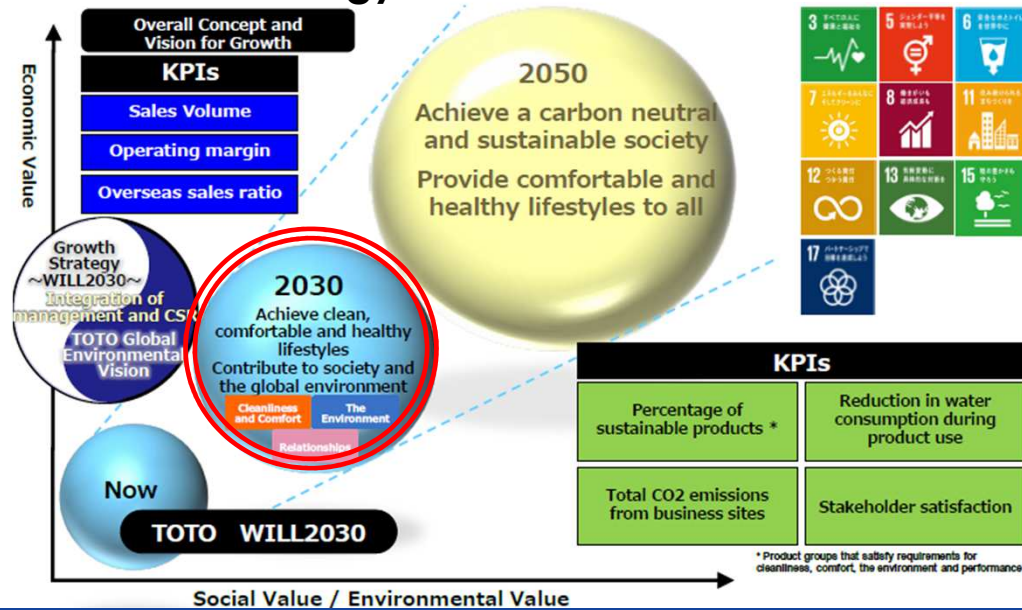


TOTO WILL2030 – TOTO’s Vision for Creating Shared Value



- Providing a healthy and civilized way of life **Create an enriched and more comfortable lifestyle and culture**
- Popularizing sanitary ceramic toilets will surely **contribute to the betterment of society**





New Shared Value Creation Strategy WILL 2030



The will of our founder has been handed down over generations, and will continue to guide WILL2030 our united Group pursues in the future through the Toilets excellently add value to your physical wellbeing


TOTO Journey of Product Development

100 Year Journey of Product Development

- 1912 ■ Established R&D of ceramic sanitary ware
- 1914 ● Launched **Japan's first** seated flush toilet → 
- 1917 ■ Toyo Toki Company, Limited established
 - Launched ceramic sanitary ware
- 1946 ● Launched faucet
- 1955 ● Establish the technology of mass production ceramic sanitary ware
- 1958 ● Launched **Japan's first** FRP bathtubs → 
- 1963 ● Launched **Japan's first** prefabricated bathroom module → 
- 1968 ● Launched **dresser**
- 1970 ■ Corporate name changed to TOTO KIKI LTD.
- 1980 ● Launched **WASHLET** (toilet seats with warm-water washing feature) → 
- 1981 ● Launched modular kitchens
- 1985 ● Launched Shampoo Dresser (vanity suitable for washing hair) driven by the "Asa Shan" fad of morning hair washing
- 1986 ● Launched Intelligent Toilet(NTT,OMRON,TOTO)
- 2005 ● Launched Intelligence Toilet(Daiwa House, TOTO)
- 2007 ■ Corporate name changed to TOTO LTD.

Health Wellness Toilet

Launched at 1986 Intelligent Toilet




urinary glucose monitoring

Blood pressure

progress

Launched at 2005 Intelligence Toilet



urinary glucose

Blood pressure

Body Fat

Weight

Launched Health Wellness Toilet through 100 Year journey

Our Target

Concept of Wellness Toilet : CLEANLINESS—For Your Wellness

CES2021 Concept of Wellness Toilet attracted a lot of attention from customers around the world.

Some types of new sensors will be used to measure the wellness data without comfort aspects of the original toilet.

Wellness Toilet will provide Recommendations through the user interface screen on the app-

By announcing our concept for this, we look forward to meeting with new partners from around the world,

who will recognize the value in our of vision for the future and want to collaborate with us



Toilets excellently support your physical wellbeing

Just use the toilet as usual



Dairy Wellness Data is automatically acquired & analyzed

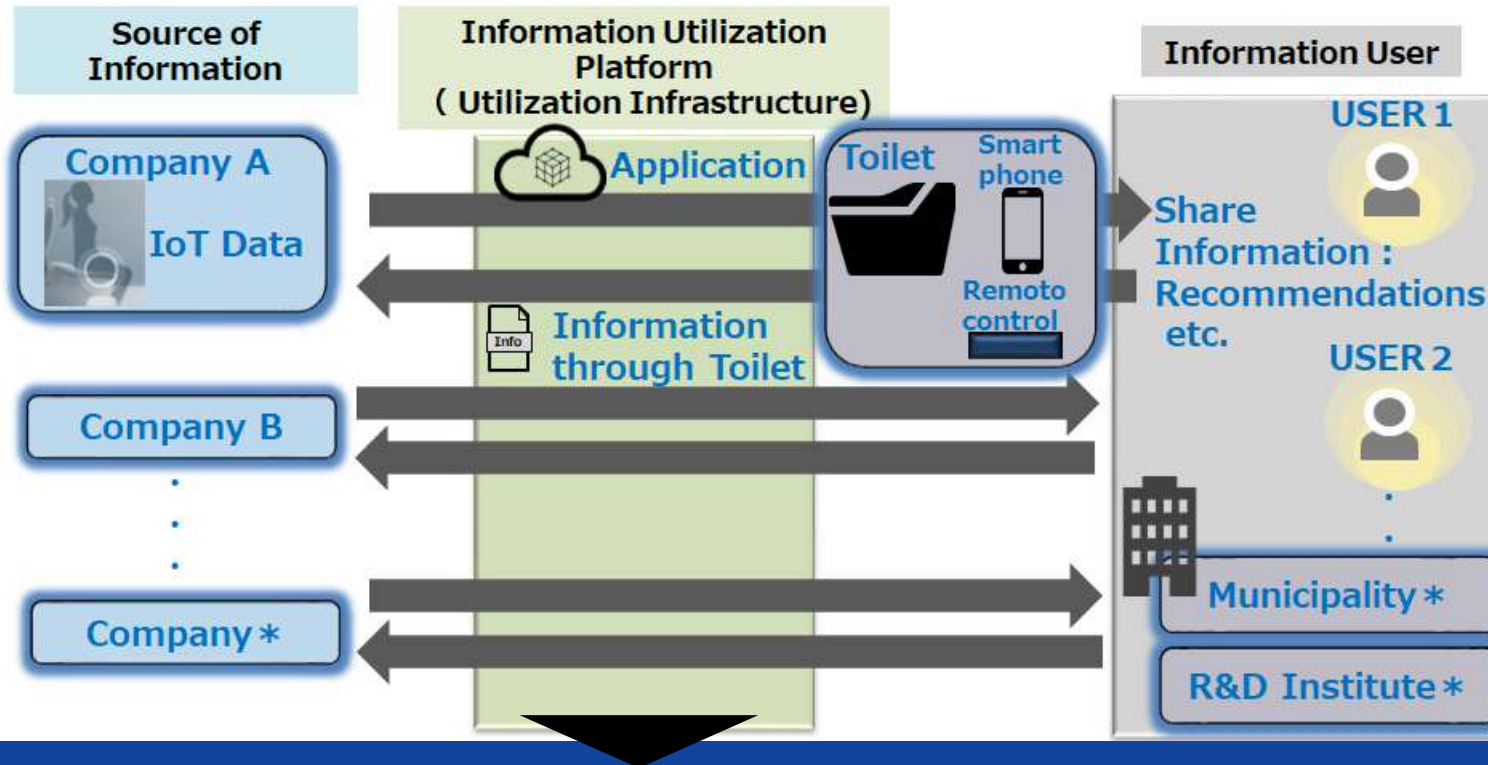


Provide Recommendations through the user interface screen on the app-



Toilets excellently add value to your life through information acquired & analyzed

Subcommittee Benefit : Information Utilization



Issue : Many Companies provide original Information for Users ,Municipality etc. that utilized it (Ex. Term definition of Recommendations)
Solution : Based on standardize Information through Toilet , We will promote to create the Information Utilization Platform that all user easy to use

Plan for standardization



Contents	FY2024	FY2025	FY2026	FY2027	FY2028
Information through Toilet/Term definition	→				
Information through Toilet/Requirement definition	→				
Information through Toilet/Measuring method		→			
Peripheral equipment/Data Linkage			→		
Information through Toilet/Standardization				→	→

Collaboration with regional company that provide information Infrastructure

Collaboration with Public organization, Competent Authority, International Organization for Standardization

Based on Standardization Information through Toilet ,Toilets excellently add value to your life through information acquired & analyzed