



February 25, 2026

To Whom It May Concern:

Listed Company Name TOTO LTD.
 Representative Shinya Tamura
 President, Representative Director
 Code No. 5332
 (Prime Market of Tokyo Stock Exchange,
 Premier Market of Nagoya Stock Exchange,
 Fukuoka Stock Exchange)
 Contact Person Takuro Kawahara
 General Manager, Public Relations Dept.
 (TEL: +81-93-951-2901)

Executive Structure as of April 1, 2026

The Company announces that it will shift to a new management and executive structure, effective April 1, 2026. This transition is intended to achieve the “New Shared Value Creation Strategy TOTO WILL2030” (“WILL2030”), which clarifies the lifestyles, society, and environment envisioned for 2030.

Executive Structure as of April 1, 2026

Chairman of the Board, President, Senior Managing Executive Officer

Position	Name	Executive functions
Chairman of the Board	Noriaki Kiyota	
President	Shinya Tamura	In Charge of <u>Housing Equipment Business</u> , and in Charge of Management Planning, Internal Audit Office, and Secretary’s Office
Senior Managing Executive Officer	Ryosuke Hayashi	Chief Technology Officer, in Charge of <u>Business Division</u> , and in Charge of <u>Customer Quality, Design</u> , Restroom Business, Green Building Materials, and Advanced Ceramics, and in Charge of WILL2030 New Business Domains
Senior Managing Executive Officer	Tomoyuki Taguchi	Chief Financial Officer, in Charge of <u>Corporate Administrative Divisions</u> , in Charge of Legal Affairs, Human Resources, Finance and Accounting, Information System Planning, General Affairs, <u>Risk Management</u> , and in Charge of WILL2030 Management Resource Innovation

*Changes are underlined.

Managing Executive Officer

Position	Name	Executive functions
Managing Executive Officer	Yojiro Taketomi	In Charge of Bathroom, Kitchen & Lavatory Vanity, Faucets & Appliances Business, Supply Chain, and Engineering Works, and in Charge of WILL2030 Demand Chain Innovation (Supply Chain)
Managing Executive Officer	Takehiko Kitazaki	In Charge of <u>Customer Service</u> , Cultural Promotion, Sales Promotion Group, and <u>Digital Innovation</u> , and WILL2030 Japan Housing Equipment Business and in Charge of WILL2030 Marketing Innovation
Managing Executive Officer	Naomiki Takeuchi	In Charge of Global Business Promotion and Overseas Housing Equipment Business and in Charge of WILL2030 Overseas Housing Equipment Business

*Changes are underlined.

Executive Officers

Name	Responsibilities
Yukihiro Kamoda	<u>General Manager of Customer Quality Division</u>
Takeo Tsutsui	<u>General Manager of Customer Service Division</u> and President, Representative Director of TOTO Maintenance LTD.
Ikuhito Nakano	General Manager of Sales Management Division
Hiroshi Nishi (Newly appointed)	<u>General Manager of Tokyo Branch Office and in Charge of the administration of four Kanto Branch Offices</u>
Tetsuro Nakamura	General Manager of Chubu Branch Office
Mikio Yoshimitsu	General Manager of Kansai Branch Office
Tetsuya Ono	<u>General Manager of Kyushu Branch Office</u>
Kenji Doi	General Manager of Project Sales Division
Masakuni Nishi	General Manager of Retail Sales Division
Yuko Hirotsu	General Manager of Design Division
Kyoji Asada (Newly appointed)	<u>General Manager of Global Business Promotion Division</u>
Hiro moto Harano	General Manager of Overseas Business Management Division
Ryuji Ota (Newly appointed)	<u>General Manager of China Housing Equipment Business Division, and Chairman of TOTO (CHINA) Co., LTD.</u>
Toru Yamamura (Newly appointed)	<u>General Manager of Asia Oceania Housing Equipment Business Division, and President of ASIA OCEANIA PTE. LTD.</u>
Taro Muroi	General Manager of Americas Housing Equipment Business Division, and President of TOTO AMERICAS HOLDINGS, INC., and President of TOTO U.S.A., INC.
Minoru Matsui (Newly appointed)	<u>General Manager of Sanitary Ware Division, and President, Representative Director of TOTO SANITECHNO LTD.</u>
Akira Oishi	General Manager of Washlet Division, and President, Representative Director of TOTO WASHLET TECHNO LTD.
Yasutaka Tsutsui (Newly appointed)	<u>General Manager of Bathroom Division, and President, Representative Director of TOTO Bath Create LTD.</u>
Yasuhiro Kogomori (Newly appointed)	<u>General Manager of Kitchen & Lavatory Vanity Division, and President, Representative Director of TOTO High Living LTD.</u>
Hiroshi Kanemaru	General Manager of Faucets & Appliances Division, and President, Representative Director of TOTO AQUATECHNO LTD.
Hiroyuki Masumoto	General Manager of Advanced Ceramics Division
Ayumu Umemoto *1	<u>In Charge of Production Technology Business Group, and in Charge of WILL2030 Demand Chain Innovation (Production)</u>
Takayuki Matsuo (Newly appointed)	<u>General Manager of Electronics Technology Division</u>
Tomokazu Goda	General Manager of Technology Division
Tomoyasu Ichiki (Newly appointed)	<u>General Manager of Research Institute</u>
Yasunori Yamamoto	General Manager of Management Planning Division
Misaki Mizutani (Newly appointed)	<u>General Manager of Human Resource Division, and President, Representative Director of TOTO BUSINETZ LTD.</u>
Yasuo Hirai	General Manager of Accounting & Finance Division, and President, Representative Director of TOTO Finance LTD.
Naoki Sugisawa	General Manager of Information System Planning Division, and President, Representative Director of TOTO INFOM LTD.
Yoshiyuki Kawahara	General Manager of Supply Chain Division, and President, Representative Director of TOTO LOGICOM LTD.
Takahiro Yanagihara	General manager of Audit and Supervisory Committee Division
Takeshi Taniguchi	President, Representative Director of TOTO AQUAENG LTD.
Shoichi Kitayama	President, Representative Director of TOTO MTEC LTD.
Takao Hirata (Newly appointed)	<u>President, Representative Director of TOTO Kansai Sales LTD.</u>

* Changes are underlined.

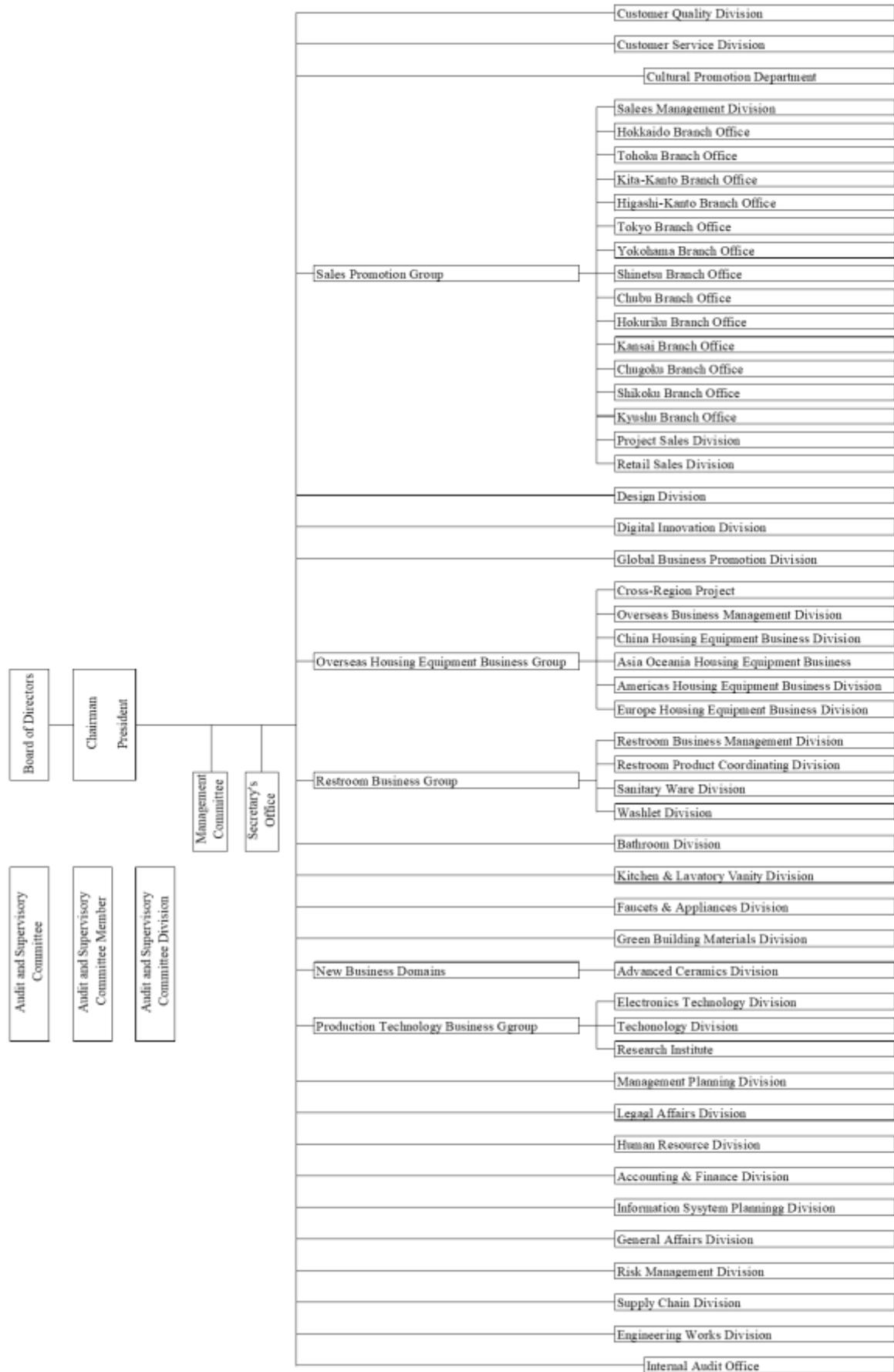
*1: Ayumu Umemoto will be promoted to Managing Executive Officer from Executive Officer by the resolution adopted at the Board of Directors Meeting, to be held in June, 2026.

Fellows

Name
Toshimi Kitakado
Jun Miyaji

* Fellow: A top-class specialist, with the world's top level of technical knowledge, who contributes greatly to the improvement of corporate value, brand and performance through research and development related to the TOTO Group's core technology, and who appoints research and development personnel who are highly regarded both within and outside the Company. A fellow is treated as the equivalent of an Executive Officer.

(Reference 1) Organization Chart (as of April 1, 2026)



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