

# Results for the Year Ended March 31, 2026

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

**Security Code: 5332**

TOTO LTD.  
April 30, 2026

# Introduction: TOTO Business Overview

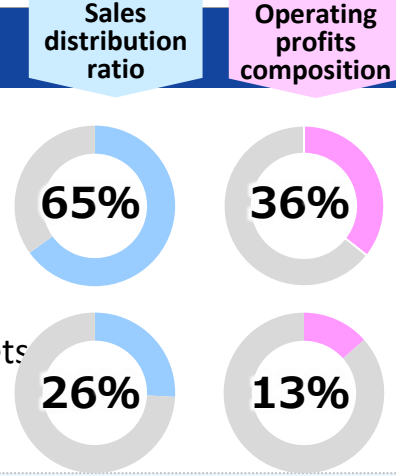
\* The sales distribution ratios and operating profits composition ratios are based on FY2025 results, excluding company-wide adjustments.

## Global Housing Equipment Business

- Japan**
- ◆ TOTO's core business that has been built up over 100 years
  - ◆ The core business is the Remodeling sector, which does not rely on new construction demand. We offer a wide range of products.

### International

- ◆ Aiming to become an indispensable presence in each country and region.
- ◆ Americas, and Asia are the growth markets based mainly on WASHLET and water-saving toilets
- ◆ In the Mainland China Business, as performance has deteriorated sharply, structural reforms are underway.



#### Main Products Sanitary Ware



Leading the world with superior quality

#### WASHLET



The core business and growth driver. Has the highest profitability in the housing equipment business.



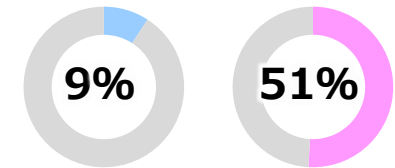
#### Faucet Fixtures

Pursuing design and water efficiency

Bathtubs/ System Bathrooms, Vanity units, Modular kitchens, etc.

## New Business Domains (Advanced Ceramics Business)

- ◆ Core products are high-grade, high-precision ceramic components for semiconductor manufacturing equipment.
- ◆ Achieving high profitability through technical expertise cultivated during sanitary ware production and a highly efficient production system.



# Summary of Today's Briefing

## 1. Results for the Year Ended March 2026

Increased net sales and operating profits. Progress is on track with the plan. Despite the challenging business environment, both net sales and operating profits reached record highs.

## 2. Topics

## 3. Plan for the Year Ending March 2027

We expect to increase net sales and operating profits.  
Aiming for record-high profits for the second consecutive year.

## 4. Financials

## 5. Initiatives Toward WILL2030

There is no change in the TOTO Group's growth strategy.  
We will adjust the trajectory of the base segments and further accelerate growth in the growth segments to achieve the 2030 goals and sustainable growth.

**1. Results for the Year Ended  
March 2026  
(FY2025)**

# Highlights

**Increased sales and profits. All businesses achieved the plan. Despite being in a challenging business environment, both net sales and operating profits reached record highs.**

## **Japan Housing Equipment Business:**

**Decreased sales and profits** (Sales remained at the same level as the previous year)

- ◆ Net sales in the second half (October to March) for remodeling increased year-on-year, driven by the effect of expanding new product sales.

## **International Housing Equipment Business: Decreased sales and profits**

- ◆ In the Americas Business, sales increased, driven by growth in WASHLET sales. Operating profits decreased due to growth investments and the impact of tariffs, but still exceeded the plan.
- ◆ In the Asia Business, sales and profits increased due to strong performance in the Taiwan region and Vietnam.
- ◆ In the European Business, sales increased and losses decreased due to higher sales of products including WASHLET (Group company results were positive for the second consecutive year).
- ◆ In the Mainland China Business, sales decreased and a loss was recorded. Business restructuring is progressing as planned.

## **New Business Domains (Advanced Ceramics Business) : Increased sales and profits**

- ◆ Sales and profits increased due to increased sales of electrostatic chucks and AD components accompanying the booming advanced semiconductor-related market.

# Financial results

Unit: Y billion

	FY24	FY25	YoY			plan	vs.plan
				Influence of exchange rate	Currency-neutral basis		
Net Sales	724.5	737.4	+13.0 (102%)	-2.7	+15.7 (102%)	734.5	+2.9 (100%)
Operating Profit [Operating Margin]	48.5 [6.7%]	53.8 [7.3%]	+5.3 (111%) [+0.6pt]	-1.9	+7.2 (115%)	49.0 [6.7%]	+4.8 (110%) [+0.6pt]
Recurring Profit	50.4	60.7	+10.3 (121%)	+4.3	+6.0 (112%)	50.0	+10.7 (121%)
Profit attributable to owners of parent Company	*12.2	40.3	+28.1 (3.3 times)	+4.9	+23.2 (2.9 times)	*29.0	+11.3 (139%)
ROA	6.0%	6.6%	+0.5pt			6.2%	+0.4pt
ROE	2.4%	7.7%	+5.3pt			5.7%	+2.0pt
ROIC *	4.8%	6.9%	+2.1pt			6.1%	+0.8pt
ROIC * (Adjusted)	6.5%	7.4%	+0.9pt			6.7%	+0.7pt

\*TOTO version ROIC

Operating profits after tax

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(Operating capital + Fixed assets)

\*Extraordinary losses of 34.1 billion yen in FY2024 and 15.2 billion yen in FY2025 were recorded as restructuring costs for the Mainland China Business (already reflected in the initial plan for FY2025).

## Exchange rates (period average)

	FY24 January to March	FY24 April to June	FY24 July to September	FY24 October to December	FY25 January to March	FY25 April to June	FY25 July to September	FY25 October to December	FY26 January to March
1 \$	¥148.6	¥155.9	¥149.7	¥152.4	¥152.6	¥144.6	¥147.5	¥154.1	¥157.0
1 CNY	¥20.6	¥21.5	¥20.9	¥21.2	¥20.9	¥20.0	¥20.6	¥21.7	¥22.7
1 €	¥161.3	¥167.9	¥164.3	¥162.6	¥160.6	¥163.8	¥172.3	¥179.4	¥183.7
1 TWD	¥4.7	¥4.8	¥4.6	¥4.7	¥4.6	¥4.7	¥4.9	¥5.0	¥5.0
1 VND	¥0.0060	¥0.0061	¥0.0060	¥0.0060	¥0.0060	¥0.0056	¥0.0056	¥0.0059	¥0.0060
1 THB	¥4.2	¥4.3	¥4.3	¥4.5	¥4.5	¥4.4	¥4.6	¥4.8	¥5.0
1 INR	¥1.8	¥1.9	¥1.8	¥1.8	¥1.8	¥1.7	¥1.7	¥1.7	¥1.7

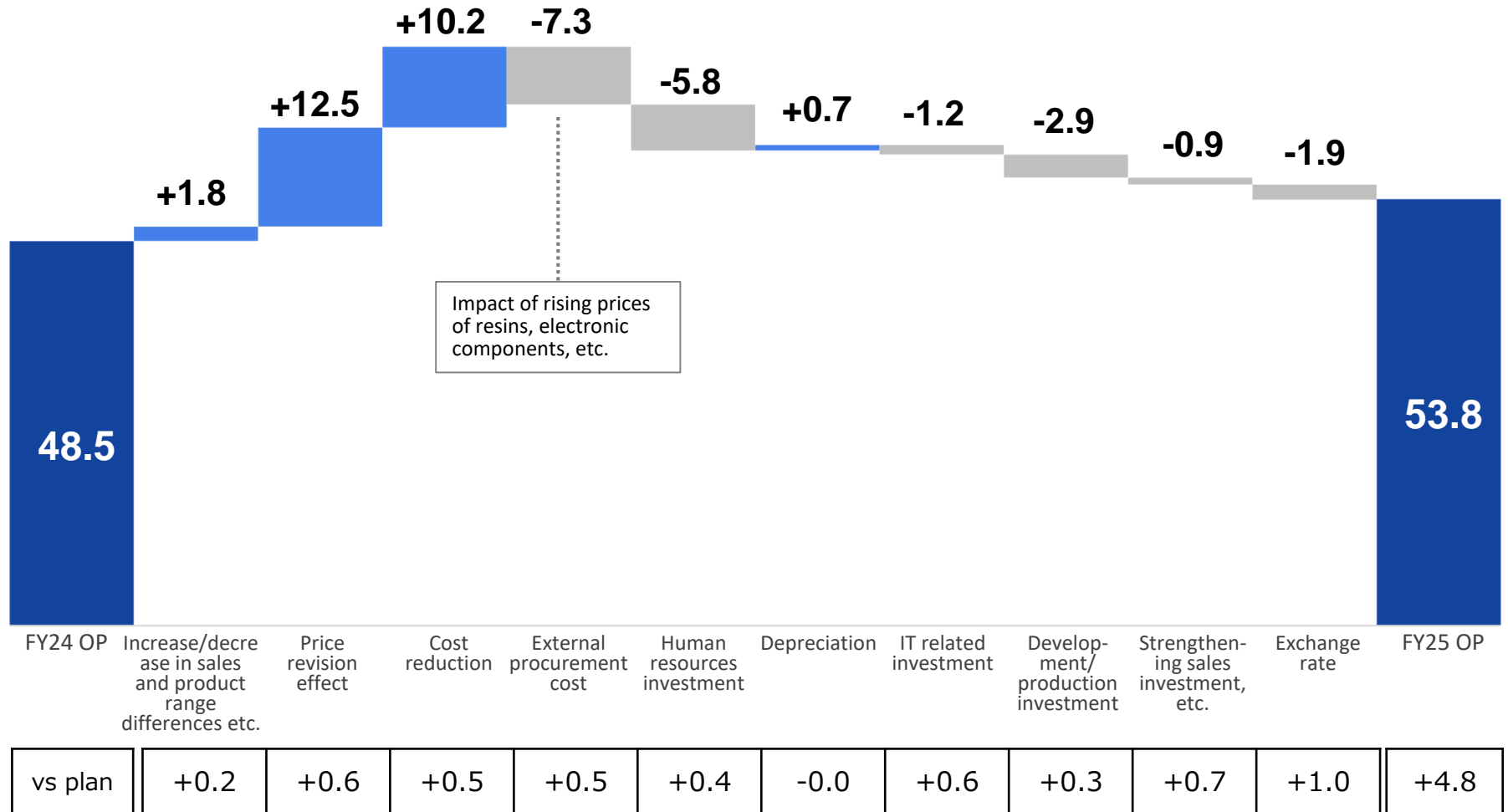
## \*Subject periods and segments

- Japan H.E. business,  
New business domains  
April 2025 to March 2026
- International H.E. business  
January to December 2025  
(April 2025 to March 2026 for India)

## Increased sales and profits

# Cause of increase/decrease of operating profits

Unit: Y billion



Although there was a decrease in sales in the Housing Equipment Business and the impact of external procurement costs, etc., profits increased due to the effects of increased sales in advanced ceramics business, price revisions, and cost reductions, etc.

# Sales and profits by business segment

\* Subject periods and segments

Japan H.E. business, New business domain: April 2025 to March 2026

International H.E. Business: January to December 2025

(April 2025 to March 2026 for India)

Unit: Y billion

<Net Sales>	FY24	FY25	YoY			plan	vs.plan
				Influence of exchange rate	Currency-neutral basis		
Japan H.E.	481.3	479.7	-1.7 (99.7%)		-1.7 (99.7%)	478.0	+1.7 (100%)
International H.E.	192.5	190.1	-2.4 (99%)	-1.8	-0.6 (100%)	189.2	+0.9 (101%)
New business domains *	50.3	67.4	+17.1 (134%)	-0.9	+18.0 (136%)	67.0	+0.4 (101%)
Others	0.3	0.3	+0.0		+0.0	0.3	-0.0
<b>Total</b>	<b>724.5</b>	<b>737.4</b>	<b>+13.0</b> <b>(102%)</b>	<b>-2.7</b>	<b>+15.7</b> <b>(102%)</b>	<b>734.5</b>	<b>+2.9</b> <b>(100%)</b>
<Operating Profit>	FY24	FY25	YoY			plan	vs.plan
				Influence of exchange rate	Currency-neutral basis		
Japan H.E.	21.9	20.3	-1.6 (93%)	-1.0	-0.7 (97%)	18.0	+2.3 (113%)
International H.E.	9.0	7.7	-1.4 (85%)	-0.0	-1.3 (85%)	7.0	+0.7 (110%)
New business domains *	20.4	28.9	+8.5 (142%)	-0.9	+9.4 (146%)	27.0	+1.9 (107%)
Others	-2.9	-3.1	-0.2		-0.2	-3.0	-0.1
<b>Total</b>	<b>48.5</b>	<b>53.8</b>	<b>+5.3</b> <b>(111%)</b>	<b>-1.9</b>	<b>+7.2</b> <b>(115%)</b>	<b>49.0</b>	<b>+4.8</b> <b>(110%)</b>

\*New business domains : Advanced Ceramics business

The housing equipment business saw decreases in sales and profits, while new business domains (Advanced ceramics business) saw increases in both sales and profits.

## Remodeling (YoY)

Net Sales

JPY **346.8** billion (101%)

Operating profits

JPY **19.9** billion (-1.6 billion yen)

## New Housing (YoY)

Net Sales

JPY **132.9** billion (97%)

Operating profits

JPY **0.4** billion (-0.1 billion yen)

## Current status of Remodeling business

### 〈Residential remodeling〉

- Although sales decreased in the first half due to the timing of price revisions, sales increased in the second half, driven mainly by new products
- Remodeling for condominiums in particular remained strong

<New function launched in Feb,2026

“Full Bathroom EWATER+ Mist”>

In addition to floor cleaning, it suppresses black mold and pink stains on walls, ceilings, and bathtub edges.



### 〈Commercial remodeling〉

- Demand for offices, retail/commercial facilities, and lodging facilities remained solid

〈New materials launched in Feb,2026〉

Expanding the color lineups of designed faucet fixtures



- TOTO CONNECT PUBLIC

Products and services that improve convenience for facility managers and users by utilizing IoT. Continuing to evolve with the aim of improving satisfaction.

Although cumulative sales for the Japan housing equipment business decreased, sales in the second half increased year-on-year for remodeling.

# International Housing Equipment Business

Unit: Y billion

Net Sales	FY24	FY25	YoY	Influence of		plan	vs.plan
				exchange rate	Currency-neutral basis		
Americas	70.5	75.6	+5.1 (107%)	-1.1	+6.2 (109%)	75.1	+0.5 (101%)
Asian & Oceanian Region	50.2	54.9	+4.7 (109%)	-0.1	+4.8 (110%)	56.0	-1.1 (98%)
Europe	4.9	5.7	+0.8 (116%)	+0.2	+0.6 (113%)	5.6	+0.1 (101%)
Mainland China	66.9	53.9	-13.1 (81%)	-0.8	-12.3 (82%)	52.5	+1.4 (103%)
<b>Total</b>	<b>192.5</b>	<b>190.1</b>	<b>-2.4 (99%)</b>	<b>-1.8</b>	<b>-0.6 (100%)</b>	<b>189.2</b>	<b>+0.9 (101%)</b>
Operating Profit	FY24	FY25	YoY	Influence of		plan	vs.plan
				exchange rate	Currency-neutral basis		
Americas	5.2	4.8	-0.4 (93%)	-0.1	-0.2 (96%)	3.5	+1.3 (137%)
Asian & Oceanian Region	8.2	10.2	+2.0 (124%)	+0.0	+2.0 (124%)	10.5	-0.3 (98%)
Europe	-0.8	-0.4	+0.4	-0.0	+0.4	-0.5	+0.1
Mainland China	-3.6	-6.9	-3.4	+0.1	-3.5	-6.5	-0.4
<b>Total</b>	<b>9.0</b>	<b>7.7</b>	<b>-1.4 (85%)</b>	<b>-0.0</b>	<b>-1.3 (85%)</b>	<b>7.0</b>	<b>+0.7 (110%)</b>

**Sales and profits decreased across the entire international housing equipment business due to slump in Mainland China business.**

\*Figures that do not include consolidated adjustment and common expense allocations

## Net Sales (YoY)

**505 million dollars**  
**(109%)**

## Operating profits (YoY)

**42 million dollars**  
**(-1 million dollars)**

Net sales growth of 1Q of FY2026 (January to March 2026) YoY: 104%

### ■ Growth rate by product

		YoY	Sales distribution ratio
Net sales	Sanitary Ware	106%	49%
	WASHLET	115%	39%
	Faucet Fixtures	92%	7%
Sales volume	WASHLET	119%	

Sales volume of WASHLET

1Q of FY2026 (January to March 2026) YoY: **88%\***

\*1Q fell below the previous year due to a reaction to inventory buildup from new product launches in the prior year

**130%** growth compared to two years ago

### ■ Market trends and WASHLET sales

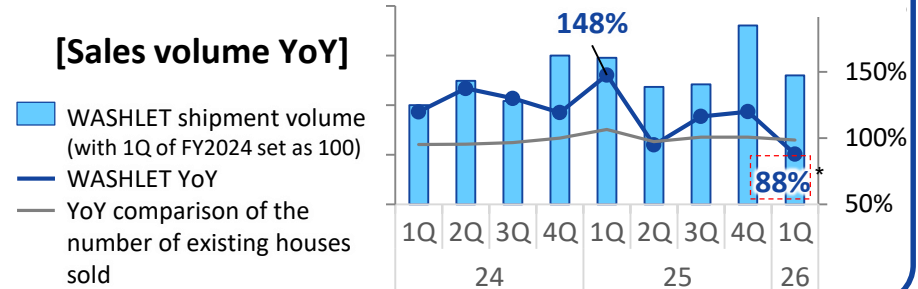
**Market conditions** YoY comparison of the number of existing houses sold (based on delivery time) Jan to Dec 2025 : 102%

Despite market stagnation due to uncertainty about the future and changes in purchasing behavior, spray seats demand remains steady.

#### WASHLET sales

Sales increased year-on-year across all channels, especially in e-commerce and retail multi-store channels.

#### [Sales volume YoY]



**Sales increased, driven by growth in WASHLET sales.**  
**Operating profits decreased due to the implementation of growth investments and the impact of tariffs, etc., but progressed better than planned.**

## ■ Net Sales (YoY in local currency)

\*Figures that do not include consolidated adjustment and common expense allocations

Taiwan region	6,186 million Taiwan dollars	(106%)
Vietnam	1,558.9 billion dong	(125%)
India	3,112 million Indian rupees	(117%)
Thailand	691 million baht	(87%)

## ■ Situation by country and region

### Taiwan Region

Sales increased due to increased sales of WASHLET integrated toilets, etc.

**Vietnam** Sales increased buoyed by the recovery trend in the market

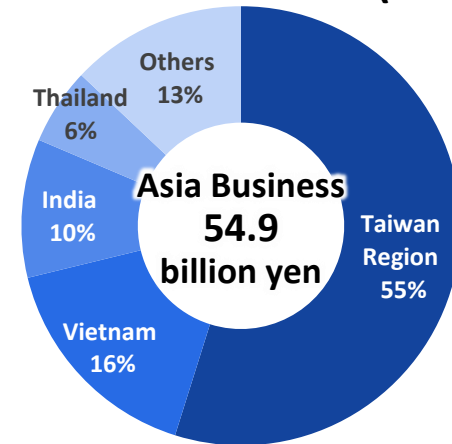
**India** Sales increased due to expanding distribution channels, etc.

**Thailand** Sales decreased due to the harsh market conditions, etc.

1Q (Jan to Mar)	YoY
Taiwan region	103%
Vietnam	156%
Thailand	101%

\* Fiscal year in India  
April 2025 to March 2026

## ■ Sales Distribution Ratio (Y Billion)



## ■ Growth rate by product (Y Billion)

Across Asia		YoY	Sales distribution ratio
Net sales	Sanitary Ware	112%	44%
	WASHLET	105%	25%
	Faucet Fixtures	110%	28%
Sales volume	WASHLET	93%	

Sales volume of WASHLET

1Q of FY2026 (January to March 2026) YoY: 138%

The Taiwan region saw increased sales due to the increased sales of WASHLET integrated toilets, etc. Vietnam saw increased sales due to strong sales of new products and a recovery in the market conditions.

\*Figures that do not include consolidated adjustment and common expense allocations

## Net Sales (YoY)

**34 million euros**  
**(113%)**

Net sales growth of 1Q of FY2026 (January to March 2026) YoY: 113%

## Operating profits (YoY)

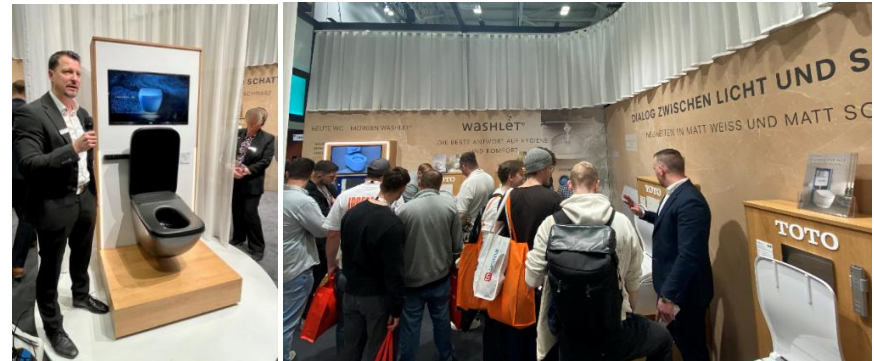
**1 million euros**  
**(+0.0 million euros)**

### ■ WASHLET: Growth in sales volume (index)



Sales volume of WASHLET  
1Q of FY2026 (January to March 2026) YoY: 123%

- **Initiatives to establish market position in the European market**  
Continue and strengthen initiatives to promote the value of WASHLET to plumbers, collaborating with the wholesalers.



Collaborative event for the plumbers

**Sales increased and profitability was maintained for the second consecutive year due to the effect of increased sales of WASHLET to key plumbers.**

\*Figures that do not include consolidated adjustment and common expense allocations

**Net Sales (YoY)**  
**2,594 million yuan**  
**(82%)**

**Operating profits (YoY)**  
**-253 million yuan**  
**(-158 million yuan)**

Net sales growth of 1Q of FY2026 (January to March 2026) YoY: 106% \*profitability achieved for operating profits

### ■ Growth rate by product

		YoY	Sales distribution ratio
Net sales	Sanitary Ware	81%	46%
	WASHLET	85%	27%
	Faucet Fixtures	78%	22%
Sales volume	WASHLET	87%	

Sales volume of WASHLET  
 1Q of FY2026 (January to March 2026) YoY: 100%

### ■ Structural Reform (announced on April, 2025)

- **Production** Completed
  - Closed two sanitary ware factories
  - Workforce optimization at faucet and bathtub factories
- **Sale** Ongoing
  - In target areas, implemented remodeling proposals through collaboration with plumbers. Achieved double-digit growth in retail sales in the second half.
- **Products** Ongoing
  - Introduced products to the mid-range market. Contribution to retail performance, including a shift-up to mid-to-high and high-end markets.
    - ⇒ Plan to continue launch of strategic products one after another

**Despite decreased sales and a loss, business restructuring is proceeding as planned.**

## Net Sales (YoY)

**67.4 billion yen**  
(134%)

## Operating profits (YoY)

**28.9 billion yen**  
(+8.5 billion yen)

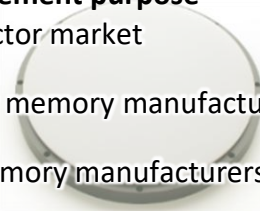
### ■ Status of major products and applications

#### | Electrostatic chucks Demand for both new and replacement purpose

Sales increased due to favorable conditions in the semiconductor market accompanying the increased demand from data centers.

New demand: Sales slowdown due to curtailed investment by memory manufacturers which prioritize DRAM Capex.

Replacement demand: Replacement demand increased as memory manufacturers continued operating at high utilization levels.



#### | AD Components

Sales increased due to robust AI-related demand and higher unit prices.



### ■ TOTO's strengths in the long-term outlook: Gaining overwhelming customer trust

	For 3D NAND Flash memory	Details explained from p39	For logic semiconductors	
Technological innovations in etching equipment	Fundamental technological innovation in semiconductor multi-layering. (High power and ultra-low temperature environments)		<ul style="list-style-type: none"> <li>Few-nanometer node miniaturization (Precise wafer temperature control)</li> <li>Thorough low-particle control</li> </ul>	
Characteristics of TOTO	<b>[Electrostatic chucks]</b> <ul style="list-style-type: none"> <li>Overwhelmingly high material purity → High durability and long service life</li> <li>Ultra-high-precision surface processing → Precise wafer temperature control</li> <li>Unique bonding &amp; insulation technology → Maintain performance at ultra-low temperatures</li> </ul>		<b>[AD Components]</b> Proprietary dense film formation → Industry-leading low-particle performance	<b>[Electrostatic chucks]</b> <ul style="list-style-type: none"> <li>High-precision heater control → Consistent temperature control</li> <li>Exceptionally high purity → High durability and long service life</li> </ul>
	Production system: Achieving high-yield, highly profitable systems through full-scale transformation to a smart factory			

We aim for long-term growth by supporting technological innovation in advanced manufacturing equipment through our proprietary technology and production system.

Sales and profits increased due to increased sales of electrostatic chucks and AD components accompanying robust advanced semiconductor market conditions.

# Reference: Global Housing Equipment Business: Net Sales by Product

Unit: Y billion

International businesses in the Americas, Asia, and Europe remained strong, centered on sanitary ware and WASHLETS (see P8, P9, P10)

Net Sales (Billion yen)	Japan Housing Equipment Business			International Housing Equipment Business		
	FY24	FY25	YoY	FY24	FY25	YoY
Sanitary Ware	102.8	105.1	+2.3 (102%)	91.3	89.1	-2.1 (98%)
WASHLET	111.6	110.8	-0.7 (99%)	60.2	63.4	+3.2 (105%)
Faucet Fixtures	93.0	92.2	-0.8 (99%)	36.3	33.1	-3.2 (91%)
Bathroom *	110.7	109.2	-1.5 (99%)	4.7	4.4	-0.3 (93%)
Modular Kitchens / Basins *	49.2	47.9	-1.3 (97%)			
Others *	14.0	14.4	+0.3 (102%)			
				* Total for Int'l H.E. Business		
<b>TOTAL</b>	<b>481.3</b>	<b>479.7</b>	<b>-1.7 (99.7%)</b>	<b>192.5</b>	<b>190.1</b>	<b>-2.4 (99%)</b>

## 2. Topics

# External Evaluation

Our products have received high acclaim in domestic and international product evaluation competitions for their design, environmental contribution, and advanced features.



reddot winner 2026

## Reddot Design Award

This is an international design competition organized by Design Zentrum Nordrhein-Westfalen, Germany, founded in 1955.



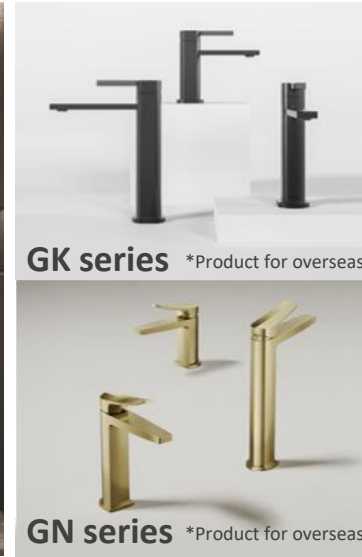
## iF Design Award

This is a German design award established in 1953. It is the world's longest-running design award and an international design competition that receives over 10,000 entries from 60 countries around the world.



## Green Good Design Award

An international environmental award established in 2009 by the Chicago Athenaeum Museum of Architecture and Design and others, with the aim of raising global environmental awareness by recognizing outstanding environmentally conscious design.



reddot winner 2026



reddot winner 2026



\*1



reddot winner 2026



reddot winner 2025  
innovative design

\*2



\*2



\*3

\*1 "G selection shower" Green Good Design Award 2026 winner: Multi-function shower with temporary water stop and new water discharge technology "CALMING SHAWL," equipped with overhead shower

\*2 The "Eco remote controller" received Red Dot Design Award 2025 in the innovative design category / iF Design Award 2025 winner

\*3 "Eco-friendly control panel" Green Good Design Award 2026 winner: WASHLET Apricot P

Highly rated not only for functionality but also for design.  
We will continue to pursue the fusion of design and technology.

# External Evaluation

## The Sustainability Yearbook - 2026 Rankings Selected as one of the Top 10% for two consecutive years

- Sustainability evaluation by S&P Global, Inc. in the US -



### **Robust Governance:**

Transparent management and long-term growth strategies.

### **Thorough Environmental Stewardship:**

Water Conservation, Circular Economy, and Climate Action.

### **Inspiring Social Contribution:**

Respect for Human Rights, Promoting Diversity, and Community Engagement.



Recognized as a top 10% company among the 848 firms listed, selected from over 9,200 evaluated companies worldwide. (Only 18 Japanese companies included.)

**We will continue to promote sustainability management with the aim of achieving clean, comfortable, and healthy lifestyles and contributing to society and the global environment.**

# External Evaluation

Our products have received high acclaim in domestic and international product evaluation competitions for their design, environmental contribution, and advanced features



NEOREST LS-W / AS-W

WASHLET-integrated toilet bowl with fecal scanning function

## Won 4 awards

\*NEOREST LS-W only



Home Appliance Awards 2025–2026  
Overall Grand Prix winner



Home Appliance Awards 2025–2026  
Smart Wellness Appliances  
Category Gold Award

### Home Appliance Awards

This is one of Japan's largest consumer-participation home appliance awards, jointly held by trend magazine GetNavi and home appliance specialty site Kaden Watch. It selects outstanding home appliances of the year through general voting and honors products with innovative technology and high design quality. It has been held annually since 2015.



iF Design  
Award 2026



GREEN GOOD DESIGN  
AWARD 2026

[https://jp.toto.com/company/press/2026\\_03\\_10/](https://jp.toto.com/company/press/2026_03_10/)

[https://jp.toto.com/company/press/2026\\_04\\_15/](https://jp.toto.com/company/press/2026_04_15/)

We will continue to pursue product evolution through the fusion of design and technology.

# External Evaluation



## 58th Ichimura Industrial Award Achievement Prize and Iwaki Award Grand Prize



Our unique technologies led to achieve more than 2 million units shipments of module bathrooms equipped with those technologies for floor and mirror

### Ichimura Industrial Award Achievement Prize (first time)



#### Hydrophilic Coating Technology for bathroom floor

- **Easy-Cleaning Hokkarari-Flooring**  
Suppresses dirt adhesion and has hydrophilic properties that allow washing with water
- **Product application:** Application and expanded adoption in fully-fitted bathrooms and module bathrooms



### Iwaki Award Grand Prize (first time)



#### DLC Coating Technology for bathroom mirror

- **Easy-Cleaning Mirror**  
Ultra-thin film of DLC (diamond-like carbon) prevents binding with dirt
- **Production technology:** Proprietary production technology for coating ultra-thin 10-nanometer films



**We will continue to promote technical research, development, and mass production efforts to provide new value to customers worldwide.**

**3. Plan for the Year Ending  
March 2027  
(FY2026)**

## Increase in net sales and operating profits: aiming for record-high profits for the second consecutive period

### **Japan Housing Equipment Business: Increase in sales, decrease in profits**

- ◆ Although sales measures and new products launch are expected to be effective, the business forecasts an increase in sales with a decrease in profits due to rising external procurement costs and the impact of various investments. (see P31-38)

### **International Housing Equipment Business: Increase in sales and profits**

- ◆ Americas Business: Increased sales and profits through the continued expansion of WASHLET sales across all channels.
- ◆ Asia Business: Despite the anticipated impact of rising external procurement costs, the business forecasts increased sales but decreased profits, while sales growth in major regions.
- ◆ Mainland China Business: Aims for increased sales and a return to profitability through the effects of structural reforms.

### **New Business Domains(Advanced Ceramics Business): Increase in sales and profits**

- ◆ Forecasts increased revenue and profits driven by sales growth of electrostatic chucks, supported by sustained demand growth in the advanced semiconductor market.

# Financial results

Unit: Y billion

	FY25	FY26			YoY	Influence of exchange rate	Currency-neutral basis
		1st Half	2nd Half	Total			
<b>Net Sales</b>	<b>737.4</b>	<b>370.0</b>	<b>415.0</b>	<b>785.0</b>	<b>+47.6</b> (106%)	<b>+12.4</b>	<b>+35.2</b> (105%)
<b>Operating Profit</b> [Operating Margin]	<b>53.8</b> [7.3%]	<b>23.0</b> [6.2%]	<b>37.0</b> [8.9%]	<b>60.0</b> [7.6%]	<b>+6.2</b> (112%) [+0.4pt]	<b>+1.9</b>	<b>+4.3</b> (108%)
<b>Recurring Profit</b>	<b>60.7</b>	<b>22.2</b>	<b>36.3</b>	<b>58.5</b>	<b>-2.2</b> (96%)	<b>-4.1</b>	<b>+1.9</b> (103%)
Profit attributable to owners of parent Company	<b>40.3</b>	<b>19.5</b>	<b>26.5</b>	<b>46.0</b>	<b>+5.7</b> (114%)	<b>-4.1</b>	<b>+9.8</b> (124%)
<b>ROA</b>	<b>6.6%</b>			<b>7.2%</b>	<b>+0.6pt</b>		
<b>ROE</b>	<b>7.7%</b>			<b>8.5%</b>	<b>+0.8pt</b>		
<b>ROIC*</b>	<b>6.9%</b>			<b>8.6%</b>	<b>+1.6pt</b>		

## ■ Exchange rates (period average)

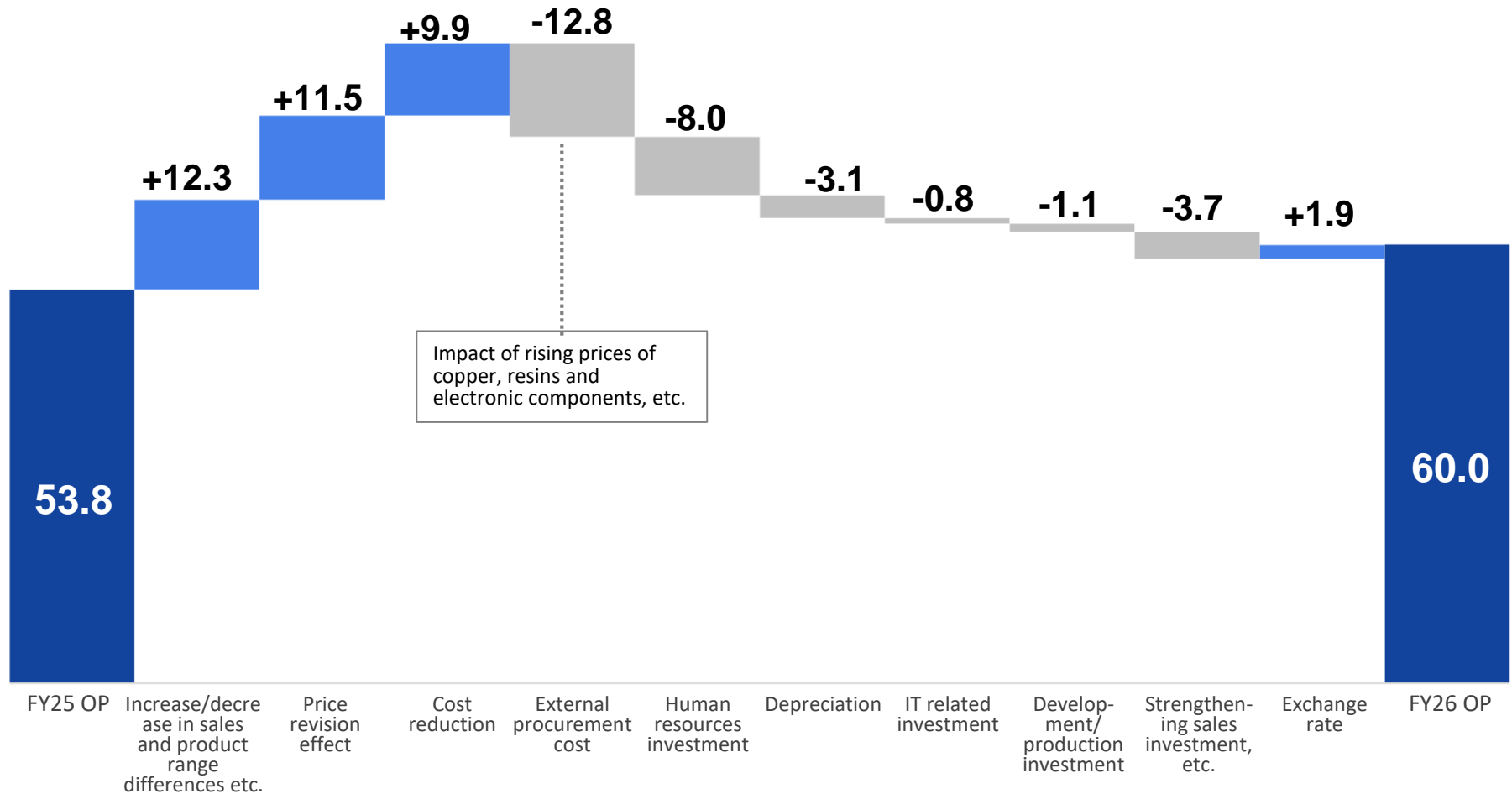
	FY25 January to March	FY25 April to June	FY25 July to September	FY25 October to December	FY26 January to March	FY26 Plan
1 \$	¥152.6	¥144.6	¥147.5	¥154.1	¥157.0	¥155.0
1 CNY	¥20.9	¥20.0	¥20.6	¥21.7	¥22.7	¥22.5
1 €	¥160.6	¥163.8	¥172.3	¥179.4	¥183.7	¥180.0
1 TWD	¥4.6	¥4.7	¥4.9	¥5.0	¥5.0	¥4.9
1 VND	¥0.0060	¥0.0056	¥0.0056	¥0.0059	¥0.0060	¥0.0059
1 THB	¥4.5	¥4.4	¥4.6	¥4.8	¥5.0	¥4.9
1 INR	¥1.8	¥1.7	¥1.7	¥1.7	¥1.7	¥1.8

<b>*TOTO version ROIC</b>
$\frac{\text{Operating profits after tax}}{\text{(Operating capital + Fixed assets)}}$

**We plan to increase both sales and profits**

# Cause of increase/decrease of operating profits

Unit: Y billion



**Aiming to increase profits due to the sales growth, price revision and cost reduction while the effect of rising procurement cost and human resources investment, etc.**

# Sales and profits by business segment

(Subject periods and segments)  
 Japan H.E. business, New domain business:  
 - April 2025 to March 2026  
 International H.E. Business:  
 - January to December 2025 (India April to March)

Unit: Y billion

<Net Sales>	FY25	FY26			YoY	Influence of exchange rate	Currency-neutral basis
		1st Half	2nd Half	Total			
Domestic H.E.	479.7	226.0	257.0	483.0	+3.3 (101%)		+3.3 (101%)
Overseas H.E.	190.1	103.4	112.9	216.3	+26.2 (114%)	+10.0	+16.3 (109%)
New Domain*	67.4	40.5	45.0	85.5	+18.1 (127%)	+2.4	+15.7 (123%)
Others	0.3	0.1	0.1	0.2	-0.1	+0.0	-0.2
<b>Total</b>	<b>737.4</b>	<b>370.0</b>	<b>415.0</b>	<b>785.0</b>	<b>+47.6 (106%)</b>	<b>+12.4</b>	<b>+35.2 (105%)</b>

<Operating Profit>	FY25	FY26			YoY	Influence of exchange rate	Currency-neutral basis
		1st Half	2nd Half	Total			
Domestic H.E.	21.9	2.0	11.0	13.0	-8.9 (59%)	-1.5	-7.4 (66%)
Overseas H.E.	6.3	5.5	8.0	13.5	+7.2 (2.1 times)	+1.1	+6.2 (2 times)
New Domain*	28.7	17.0	19.5	36.5	+7.8 (127%)	+2.4	+5.4 (119%)
Others	-3.1	-1.5	-1.5	-3.0	+0.1	+0.0	+0.1
<b>Total</b>	<b>53.8</b>	<b>23.0</b>	<b>37.0</b>	<b>60.0</b>	<b>+6.2 (112%)</b>	<b>+1.9</b>	<b>+4.3 (108%)</b>

\*Advanced Ceramics Business

Partial revision of the allocation method for corporate expenses starting this fiscal year

**We plan to increase sales and decrease profits in Japan H.E.. and increase sales and profits in International H.E. and new domain business.**

# International Housing Equipment Business

Unit: Y billion

<Net Sales>	FY25	FY26			YoY	Influence of exchange rate	Currency-neutral basis
		1st Half	2nd Half	Total			
Americas	75.6	43.0	44.0	87.0	+11.4 (115%)	+3.1	+8.3 (111%)
Asia	54.9	27.9	34.4	62.3	+7.4 (113%)	+2.0	+5.4 (110%)
Europe	5.7	3.5	3.5	7.0	+1.3 (123%)	+0.4	+0.9 (115%)
Mainland China	53.9	29.0	31.0	60.0	+6.1 (111%)	+4.5	+1.6 (103%)
<b>Total</b>	<b>190.1</b>	<b>103.4</b>	<b>112.9</b>	<b>216.3</b>	<b>+26.2 (114%)</b>	<b>+10.0</b>	<b>+16.3 (109%)</b>

<Operating Profit>	FY25	FY26			YoY	Influence of exchange rate	Currency-neutral basis
		1st Half	2nd Half	Total			
Americas	4.4	2.0	3.0	5.0	+0.6 (113%)	+0.3	+0.3 (106%)
Asia	9.7	3.4	4.2	7.6	-2.1 (78%)	+0.4	-2.5 (74%)
Europe	-0.4	-0.2	-0.4	-0.6	-0.2	+0.0	-0.2
Mainland China	-7.4	0.3	1.2	1.5	+8.9	+0.3	+8.6
<b>Total</b>	<b>6.3</b>	<b>5.5</b>	<b>8.0</b>	<b>13.5</b>	<b>+7.2 (2.1 times)</b>	<b>+1.1</b>	<b>+6.2 (2 times)</b>

Partial revision of the allocation method for corporate expenses starting this fiscal year

**Planning for double-digit revenue growth in all regions and an increase in profits, supported by the Mainland China business returning to profitability.**

# Impact of the Situation in the Middle East on Business Performance (As of April 30)

The following impacts, which have materialized as of the current date, are incorporated into the plan. (Full-year impact on operating profits: approx. -7 billion yen)

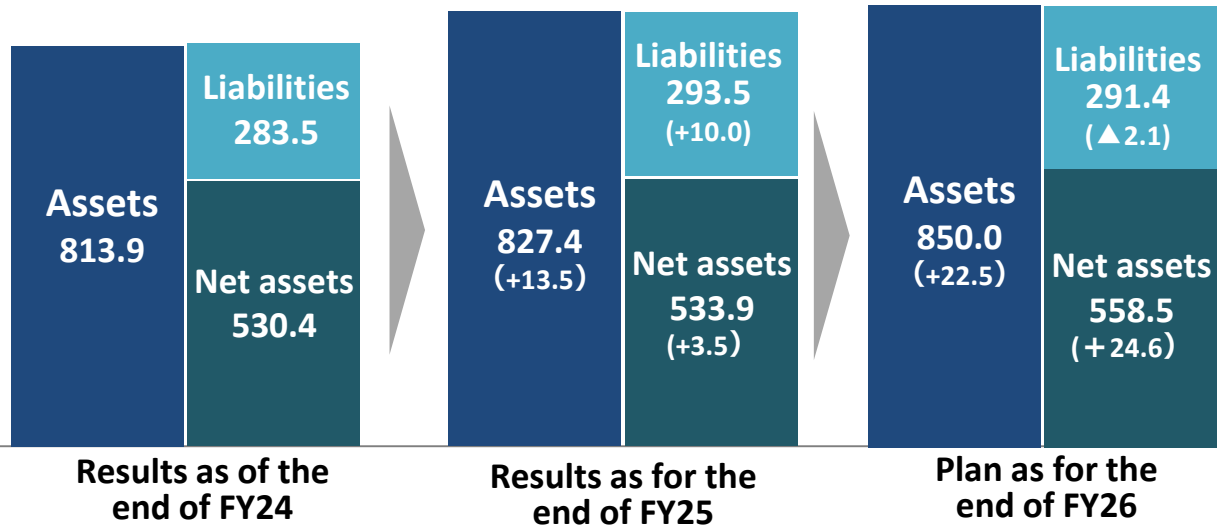
## ■ Impacts on performance in the 1st quarter

Business	Production	Sales
Japan H.E.	(Bathroom) Loss from reduced production due to decreased sales (Bathroom, WASHLET, sanitary ware, etc.) Increase in external procurement costs for resins, etc.	(Bathroom) Phased resumption of order intake starting from April 20
International H.E.	-	-
New business domains	-	-

## ■ Impacts on performance from the 2<sup>nd</sup> quarter onward

Business	Production	Sales
Japan H.E.	(Bathroom, WASHLET, sanitary ware, etc.) Increase in external procurement costs for resins, etc.	-
International H.E.	(All regions) Increase in external procurement costs for resins, etc.	(Asia) Decrease in sales in the Middle East
New business domains	-	-

# 4. Financials



<Discipline>  
 Equity ratio: 50% or higher  
 DE ratio: 0.5 times or lower

	FY25 Results	FY26 Plan
Equity ratio	63.8% ▲0.3P YoY	65% *1
DE ratio	0.14 times	0.13 times

**\*1: We recognize the current deviation from our financial discipline as a key management priority. In addition to assessing optimal capital levels, we will formulate and implement a capital policy for the next Medium-Term Management Plan (WILL2030 STAGE3) that incorporates the strategic use of debt to optimize our capital structure.**

Japan-Led Inventory Optimization

Ongoing Reduction of Cross-shareholdings

\*2: In addition to shares, including capital contributions or invested capital

■ TOTO version ROIC-related indicators (focusing on improvement drivers)

	As of the end of FY24	As of the end of FY25	As of the end of FY26
Inventories	134.6	121.6	118.9
Fixed assets	297.9	306.9	316.6
Investment Securities *2	57.1	52.1	49.4
Invested Capital (Operating capital + Fixed Assets)	508.5	503.1	518.1
ROIC	4.8%	6.9%	8.5%

**ROIC is on a steady upward trend, and we are striving for further enhancement.**

	FY25 Results	FY26 Plan
<b>Operating CF</b>	<b>+71.2</b>	<b>+73.2</b>
Strategic investment (Capital investment)	-43.1	-52.6
Sale of fixed assets and investment securities	+21.3	+6.9
<b>Investment CF</b>	<b>-21.8</b>	<b>-45.7</b>
<b>Free CF</b>	<b>+49.4</b>	<b>+27.4</b>
<b>Financial CF</b>	<b>-39.3</b>	<b>-21.7</b>
<b>Change in CF</b>	<b>+10.1</b>	<b>+5.6</b>
<b>Cash and deposits at end of period</b>	<b>132.8</b>	<b>138.5</b>

+: Increase -: Decrease

Ongoing Reduction of Cross-shareholdings

	Discipline	Plan
Cash on hand (compared to monthly sales)	1.5 months	2.1 months

We plan to implement our allocation initiatives at the appropriate timing, while carefully assessing the evolving situation in the Middle East and its impact on our financial results.

## Ongoing execution of capital allocation aligned with financial discipline

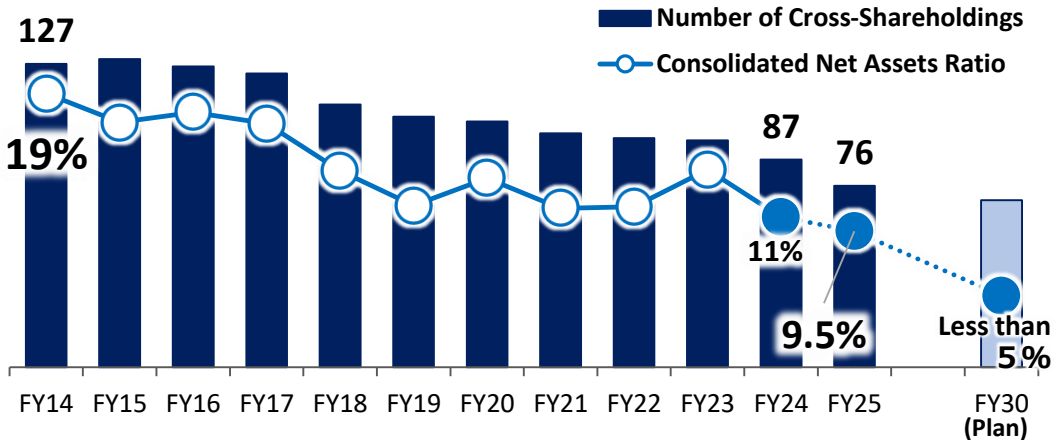
# Financial Discipline

## Reduction of cross-shareholdings

### Ratio to consolidated net assets

- Plan for the end of FY25: Less than 10%
- Results for the end of FY25: 9.5%
- Plan for the end of FY30: Less than 5%

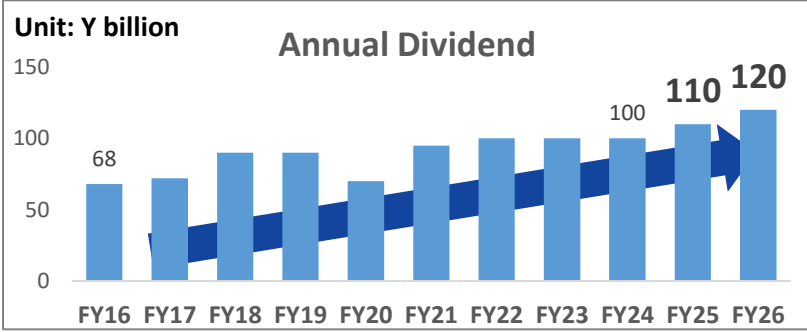
conducted a thorough review of the purpose and strategic rationale for our shareholdings. By divesting shares that no longer serve a strategic purpose, we have met our reduction targets for FY2025. We will remain focused on the systematic reduction of these holdings.



## Dividend Plan

### FY25 Year end: +10 yen increase, FY26 Year end: Additional +10 yen increase plan

	FY25		FY26
	Plan	Results	Plan
1st Half	¥50.0	¥50.0	¥60.0
2nd Half	¥50.0	¥60.0	¥60.0
Full Year	¥100.0	¥110.0	¥120.0
Dividend Payout Ratio	52.1%	45.3%	42.9%



For the shareholder returns, we plan consecutive dividend increases for FY25 and FY26, guided by financial discipline

# Capital Expenditure, depreciation expenses, and R&D expenses

Unit: Y billion

	FY25 Results	FY26 Plan
Capital Expenditure	43.2	52.7
Depreciation expense	34.3	37.4
R&D expense	26.3	30.5

## ■ Breakdown of capital investments for STAGE2(FY24-FY26)

	STAGE2 Initial Plan (FY24 – FY26)	STAGE2 Plan FY24-FY26		Investment ÷ Sales in the same period	Main investment contents for FY26
		FY26 Plan	Estimated Amount		
Strategic Investment for Int'l H.E.	72.0	21.5	80.0	13.4%	<ul style="list-style-type: none"> <li>• New WASHLET launch</li> <li>• Sanitary ware factory related (Americas)</li> </ul>
Strategic Investment for Advanced Ceramic	29.0	7.6	16.5	8.1%	<ul style="list-style-type: none"> <li>• R&amp;D / Manufacturing system, etc</li> </ul>
Strategic Investment for Japan H.E.	32.0	6.1	15.4	1.1%	<ul style="list-style-type: none"> <li>• Smart Factory related, etc</li> </ul>
Investment for strengthening foundation	42.0	17.5	34.7		<ul style="list-style-type: none"> <li>• System related, etc</li> </ul>
<b>TOTAL</b>	<b>175.0</b>	<b>52.7</b>	<b>146.6</b>		

Investments that have been delayed will be executed according to plan going forward.

**Continuously invest in future business growth**

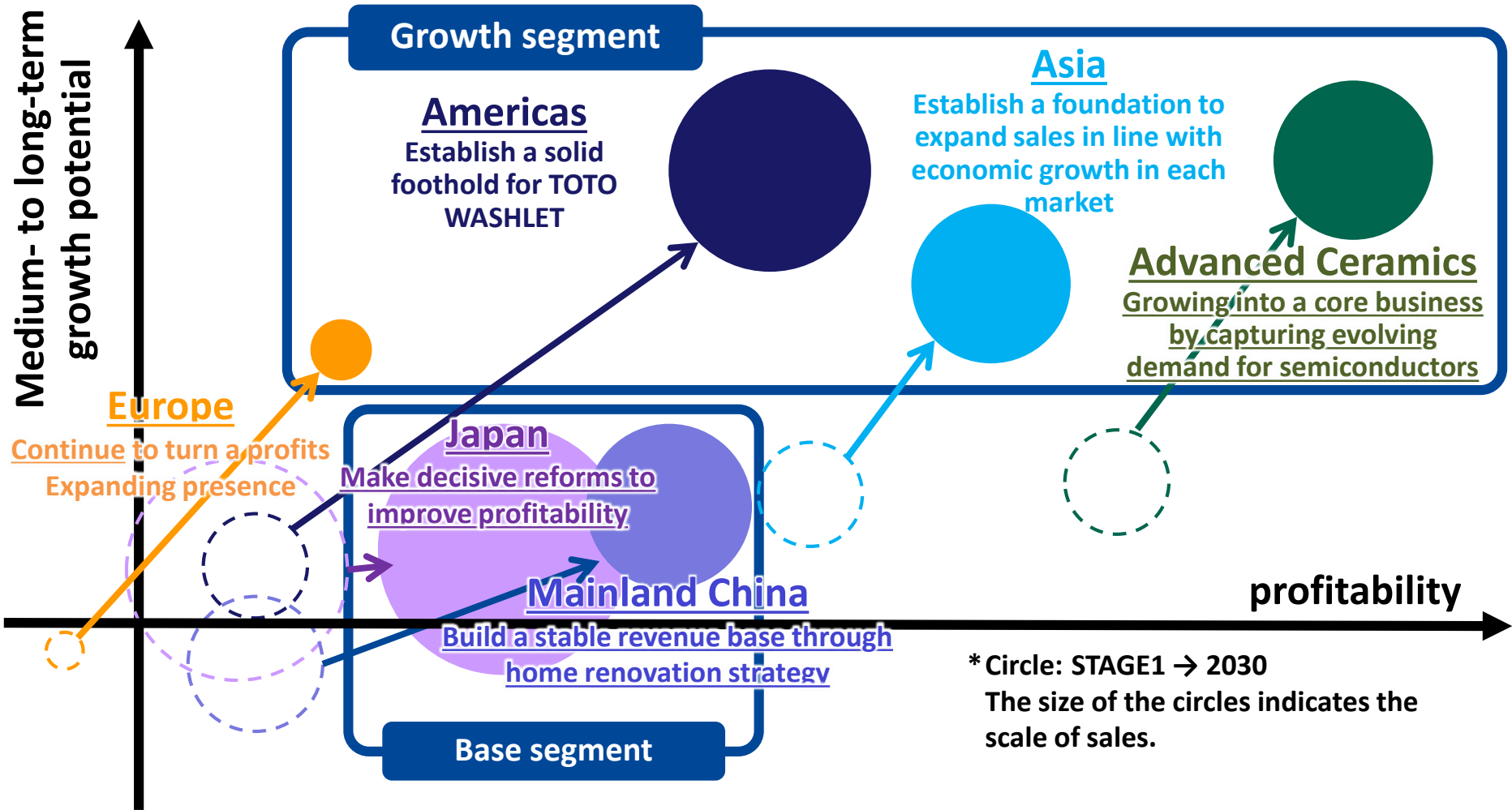
# 5. Initiatives toward WILL2030

- 5-1. Commitment for the company-wide growth toward 2030
- 5-2. Global housing equipment business
- 5-3. New business domains (Advanced ceramics business)

**5-1. Commitment for the  
company-wide growth toward 2030**

# Commitment for the company-wide growth toward 2030

There is no change in the Business Group's growth strategy. We will adjust the trajectory of the base segments and further accelerate growth in the growth segments to achieve the 2030 goals and sustainable growth.



## **5-2. Global housing equipment business**

# (1) The Americas Business: Building Customer Contact Points Toward 2030

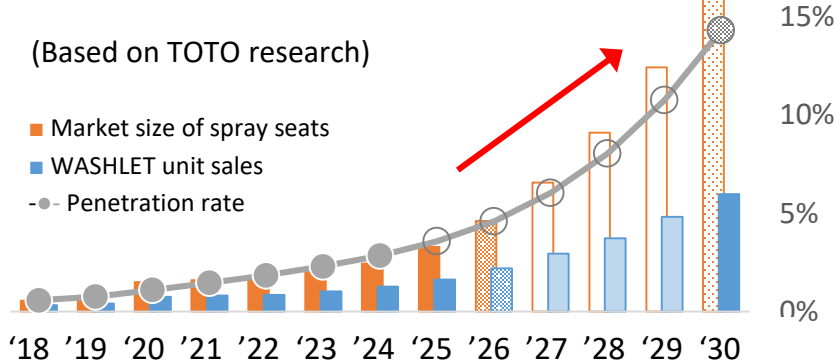
## WASHLET demand creation model in the Americas Business



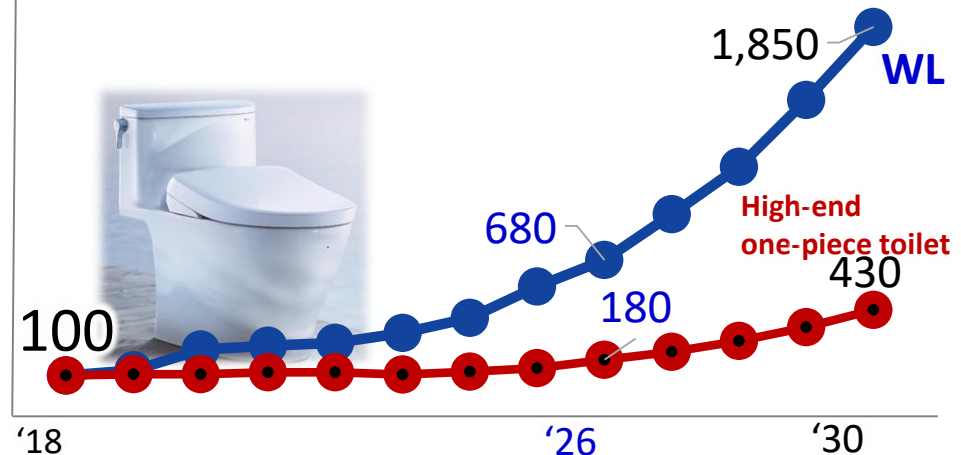
In the 63 metropolitan areas with populations of 300,000 or more, fully implement all four packages without omission

While accelerating the penetration rate, continue to maintain the No. 1 market share in the target market

[Assumed size of the spray seat market and WASHLET sales plan]



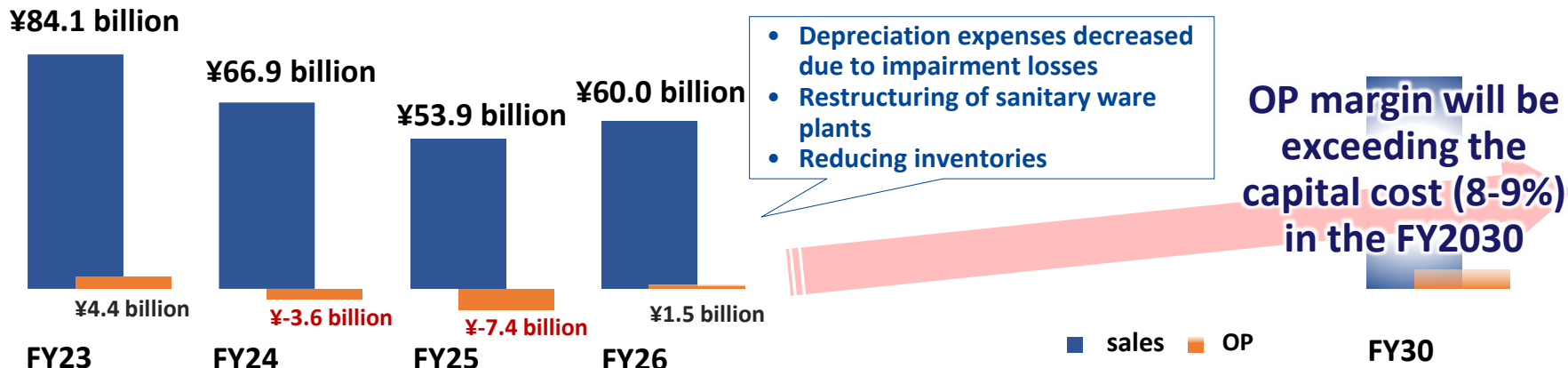
[Growth index of key product unit sales (with 2018 set as 100)]






Aiming for long-term growth independent of the existing home market by leveraging our four pillars of sales infrastructure established in demand areas across the US

## (2) Mainland China Business Structural Reform

Each structural reform strategy is being implemented as planned; we aim to turn profitable this fiscal year and build a stable foundation toward FY2030



### Structural reform strategy

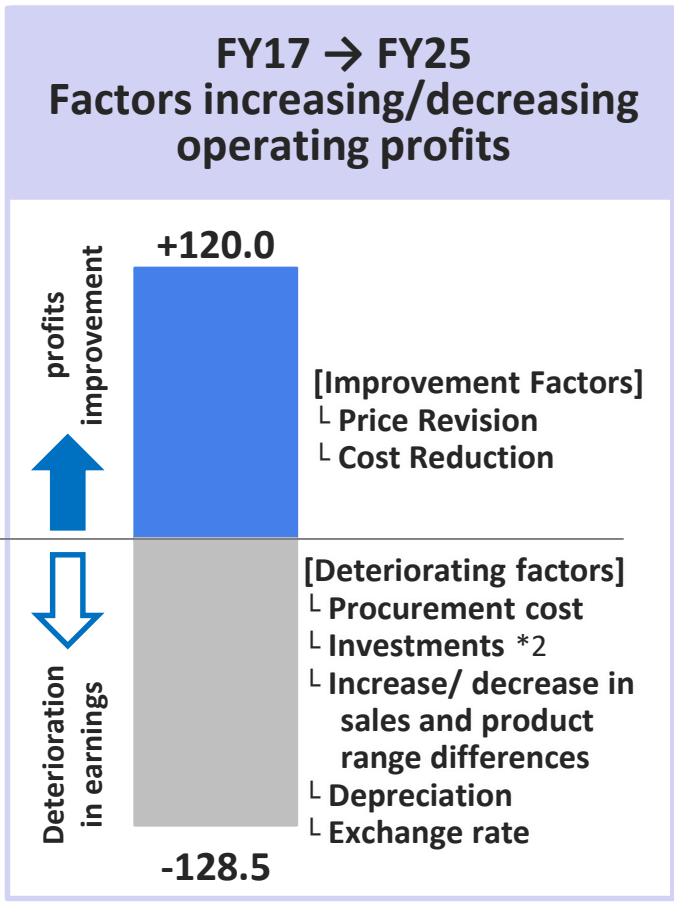
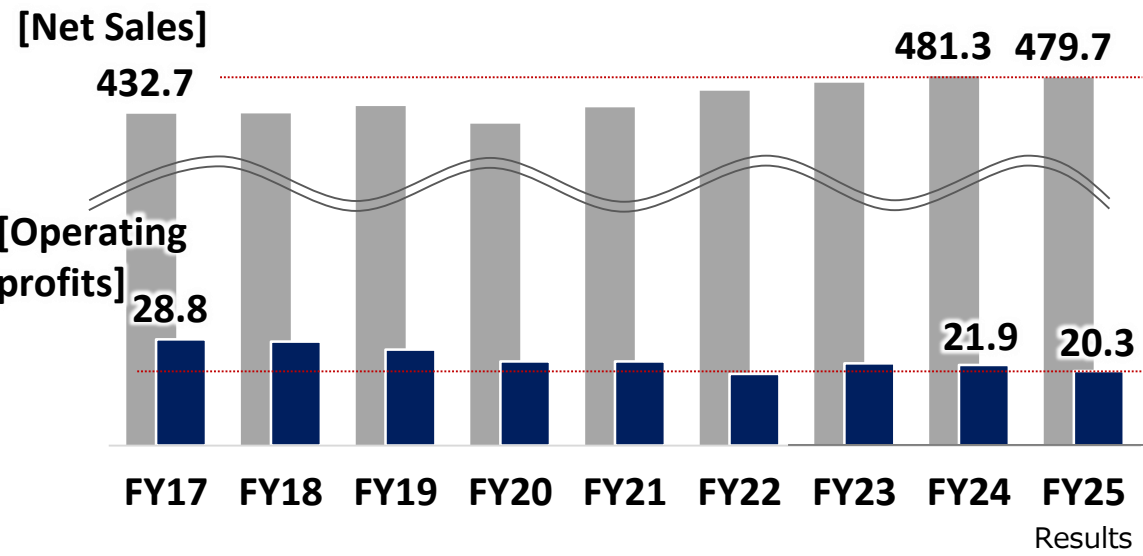
Production <span style="background-color: red; color: white; padding: 2px;">Completed</span>	<p>Optimization of assets Inventory adjustment</p> <p style="text-align: center; font-weight: bold;">Maintain optimized assets and maximize production efficiency</p>
Sale <span style="background-color: red; color: white; padding: 2px;">Progress as planned</span>	<p style="font-weight: bold;">Resource concentration in areas where remodeling strengths can be leveraged</p> <p>Retail: Focusing on specific areas, uses, and plumbers; implementing remodeling proposals targeting product stock demand At construction sites: Demand generation for public remodeling, differentiation proposals, etc.</p> 
Products <span style="background-color: red; color: white; padding: 2px;">Progress as planned</span>	<ul style="list-style-type: none"> <li>Create demand in the high-end market</li> <li>Expand product lineup in the middle-high-end and middle-end markets</li> </ul> <p>From February 2025: Launch of new products in the mid-end market We plan to continue launching products that capture market needs without interruption</p> <div style="display: flex; align-items: center; justify-content: center;">  <span style="font-size: 2em; margin: 0 10px;">+</span>  </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="text-align: center;"> <p>January 2026</p> </div> <div style="text-align: center;"> <p>Sequential strengthening</p> </div> </div>

# (3) Japan Housing Equipment Business: Structural Reform: Environmental Awareness and Challenges

From the half-year financial results materials for the fiscal year ended March 2026

Although continuous cost reductions and price revisions are producing effects, operating profits has been on a gradual downward trend due to various cost increases. ⇒ By 2030, there is a risk of posting a loss unless structural reforms are implemented. While carefully monitoring structural changes in demand, we need to begin fundamental structural reforms immediately.

## Japan Housing Equipment Business: Historical Performance \*1



\*1 The figures indicate the results after reviewing the allocation basis for common expenses as the new revenue recognition standard was applied in FY21.

\*2 Human resources investment, IT related investment, Development production investment, Strengthening sales investment, etc.

# (3) Japan Housing Equipment Business: Approach to Structural Reform Measures

- ✓ Utilizing and evolving Remodeling expertise cultivated over many years of experience.
- ✓ Promoting company-wide initiatives for comprehensive profitability improvement across Sales, Products, Production, and Indirect divisions to achieve optimal business processes.

## Sales and Business Model Development

### Customer-Centric Renovation Demand Creation and High-Value Product Proposals



### New Business Models (e.g., Daily Wellness)



## profitability Improvement Activities

Execute full-scale improvement initiatives across all divisions to enhance profitability, with a focus on ROIC (Return on Invested Capital).

### Sales

- Agile Price Revision strategies.
- Improving productivity through the utilization of digital tools.

### Production

- Sustained strengthening of cost reduction activities.
- Improving production efficiency via SF and FA\*.

### Corporate

- Improving overall operational efficiency

Other theme-based initiatives will be reviewed and implemented sequentially.

- Strengthening global R&D and development structures.

## Leveraging Digital Technology



# Overall Picture of Structural Reform

## [Pillars of structural reform]

**【1】 Creation of new value and demand (mission to be fulfilled by TOTO)**

**【2】 Redefinition of target demand and product strategy in the remodeling market**

**【3】 Optimization of business cost structure (fixed and variable costs)**

**\* We will reform the business structure by continuously optimizing assets and business activities while providing new value in response to changing demand.**



**Japan Housing Equipment Business profits targets for 2030**

**Operating margin: 8% or higher**

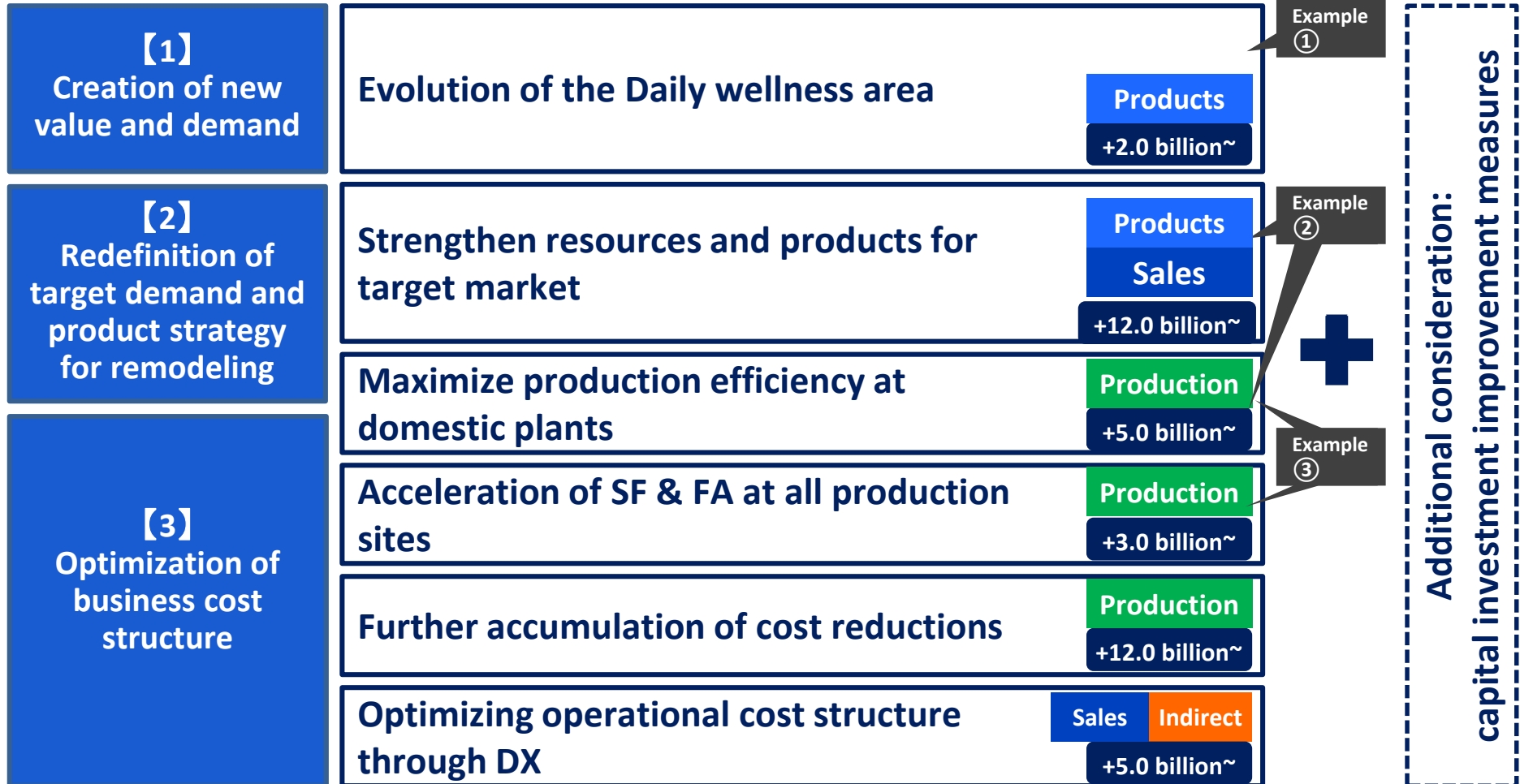


**Contribute to achieve Company-wide ROIC target:  
12% or higher**

# Overview of Structural Reform

Rebuilding a robust business structure through value propositions and production innovations only possible because TOTO has led the market, combined with thorough streamlining of business activities

\*Reforms will start mainly with profits and loss improvement measures, while also considering and implementing additional measures to optimize invested capital



Providing ahead of others with a future in which living itself leads to better health

## [Daily Wellness proposed by TOTO]

### 1. Evolution of the compatible toilet, DAILY WELLNESS

Promoting the evolution of recommendations and sensing development



### 2. Rolling out to other spaces



Expands to bathroom, kitchen, and washroom spaces

### 3. Building a new business model

Co-creation with external collaborative partners to expand areas of value provision



Customer value concept aimed at  
**Aging Gracefully**

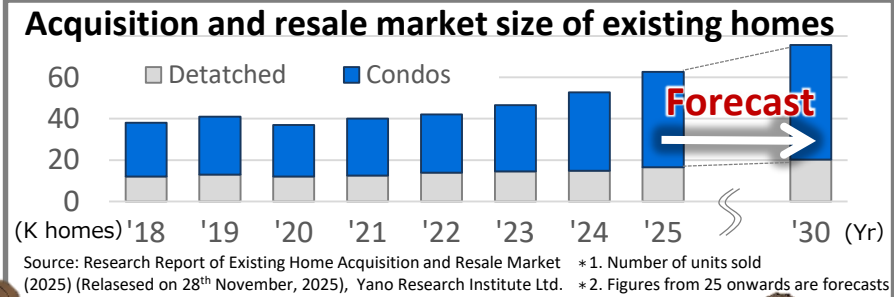
We will further strengthen daily wellness initiatives.  
We aim to create attractive value and new business models with a sense of speed.

# Overview of Structural Reform

(Example 2: Strengthening Resources and Products for Target Markets)

Sales

Strengthening response to target urban markets and existing condominium market



Condominium remodeling	<b>Continued target</b>	<b>Senior segment</b> Emphasis on trust-based relationship (50s-70s)		<b>New target</b>	<b>Middle-age segment</b> Digital natives (40s or younger)	
	Urban areas <small>Tokyo's 23 wards and government-designated cities</small>	Emphasis on showroom experiences ~Remodeling while in residence Continued population concentration in urban area		Emphasis on self research ~Remodeling after purchasing existing condos Increase in multi-room remodeling		

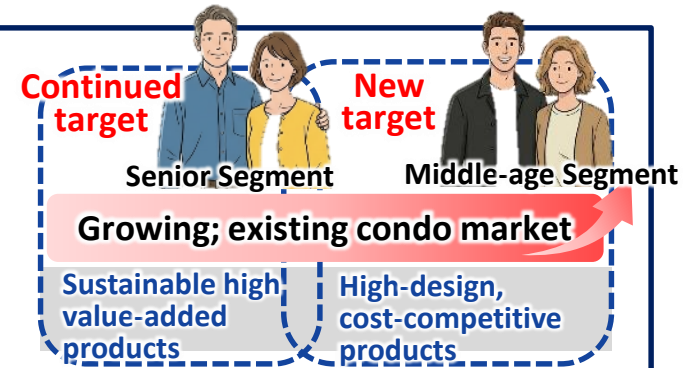
Strategy	<ul style="list-style-type: none"> <li>✓ Products:                     <ul style="list-style-type: none"> <li>➢ Sustainable high value-added products</li> </ul> </li> <li>✓ Promotion:                     <ul style="list-style-type: none"> <li>➢ Showroom displays according to region and demand</li> </ul> </li> <li>✓ Collaboration with major general contractor (Remodeling Clubs)</li> </ul>	<b>Continued strengthening</b>	<ul style="list-style-type: none"> <li>✓ Products:                     <ul style="list-style-type: none"> <li>➢ High-design, cost-competitive products</li> </ul> </li> <li>✓ Promotion:                     <ul style="list-style-type: none"> <li>➢ Communication through social media and information-related websites</li> </ul> </li> <li>✓ Collaboration with leading remodeling specialists</li> </ul>	<b>New enhancements</b>	
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Structural reform	<ul style="list-style-type: none"> <li>✓ Concentrated resource deployment in target demand areas</li> <li>➢ Strengthen sales by <b>20%</b> (FY26)</li> </ul>	<b>New enhancements</b>
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By implementing new strategies and structural reforms for target segments, aim to expand sales and contribute to increased production.

## Maximization of production efficiency at domestic plants

- ✓ By launching products into target markets, we will improve profitability through increased market share and higher capacity utilization (products dedicated to condominium remodeling in urban areas, etc.)



## Efficiency improvement through production that leverages product characteristics and acceleration of SF and FA

- ✓ Optimization of global production sites (sanitary ware, etc.)  
Expansion of production volume and improvement in productivity by promoting local production for local consumption
- ✓ Capacity increase and productivity improvement through DX utilization (WASHLET)  
Further automation of assembly lines



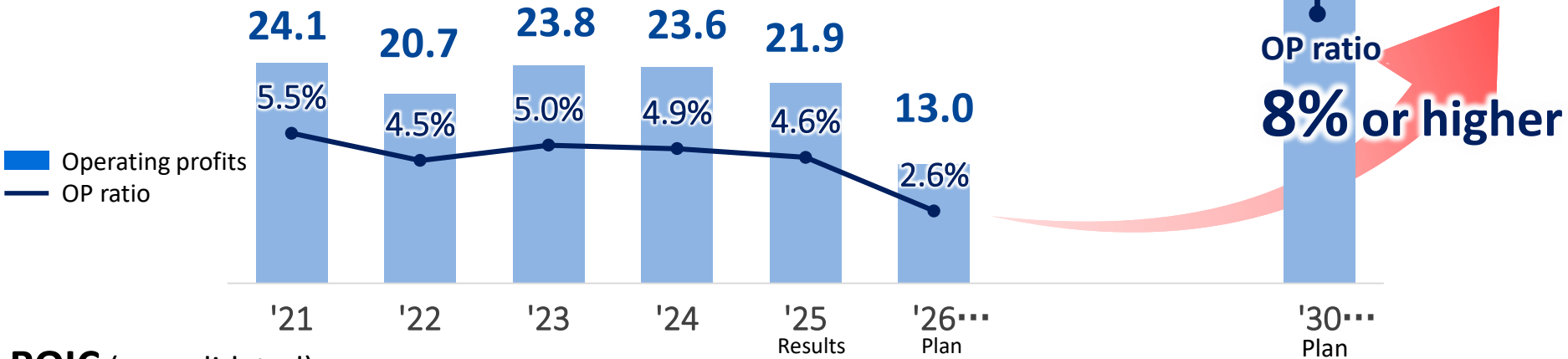
\*Optimize workforce distribution by upskilling and redeploying personnel to high-growth segments and key domestic markets.

**Aim to raise the floor of profitability through increased unit volume and higher capacity utilization in demand-expansion zones, coupled with production efficiency improvements**

# Image of Improvement Toward 2030

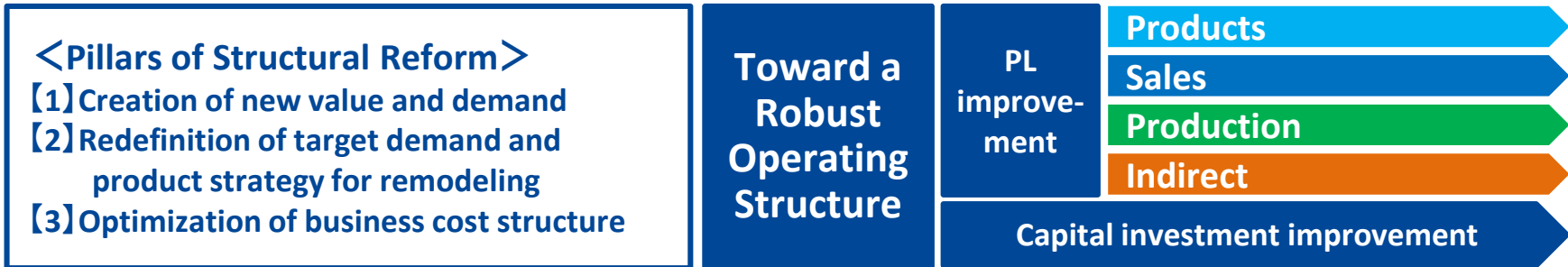
## Operating profits of Japan Housing Equipment Business

Based on revised allocation standards  
(FY2021–2025 figures have been retroactively adjusted).



## ROIC (consolidated)

8.9%	7.4%	5.9%	4.8%	6.9%	8.6%	12% or higher
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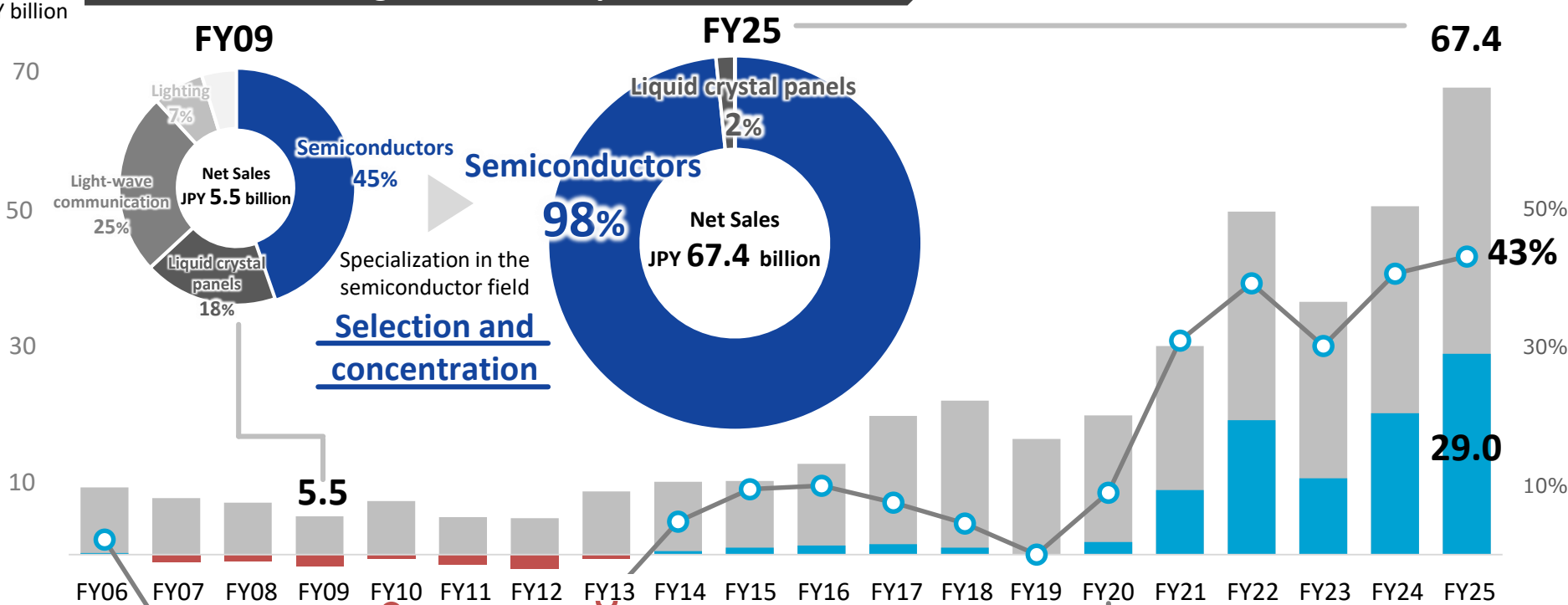


We will boldly implement structural reform measures, including additional measures, across the entire company to accumulate their financial effects and achieve a profits margin exceeding the cost of capital in 2030

**5-3. New business domains  
(Advanced ceramics business)**

# Ceramic Business: Performance Trends

## Change in sales composition



Net Sales  
Operating profits  
Operating margin

Specialization in the semiconductor field  
**Selection and concentration**



### Implementing major investments

**Nakatsu New Building (No. 4) commences operations**

Mass production plant specializing in electrostatic chucks  
High efficiency and yield improvement through smart factories and factory automation

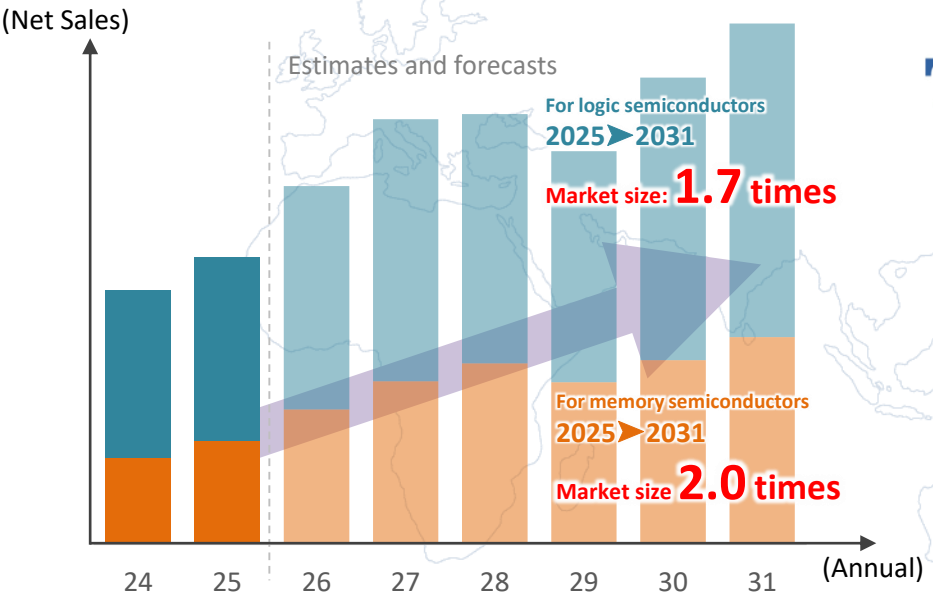
**Transformation into a highly profitable structure through selection and concentration, as well as new buildings (smart factories and factory automation)**

# Semiconductor Market Growth Forecast / Our Position in the Electrostatic Chuck Market

## Global semiconductor manufacturing equipment market size forecast

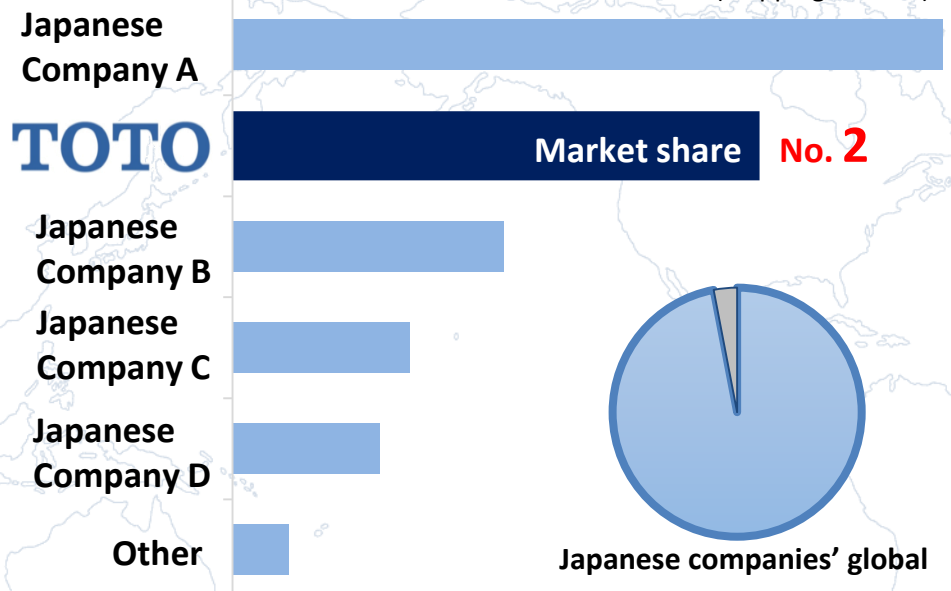


- \* Manufacturing equipment in all processes
- Manufacturing equipment for logic semiconductors
- Manufacturing equipment for memory semiconductors



Source: Techinsights Inc. March 2026 Data

## Electrostatic chuck market share by manufacturer (2025)

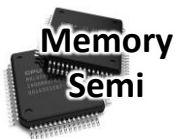


Source: Fuji Chimera Research Institute  
 "Current Status and Future Outlook of Advanced/Noteworthy Semiconductor-Related Markets in 2026" (published March 2026)

With the further evolution of AI as the starting point, the semiconductor market is expected to continue expanding. Our electrostatic chucks, which are essential components for leading-edge semiconductor manufacturing equipment, are expected to grow steadily.

# 3D NAND Memory Semiconductor Technology Trends

Technological innovations in semiconductor manufacturing are demanding higher levels of performance from electrostatic chucks



2020

2021

2022

2023

2024

2025

2026

2027

2028

2029

2030

Multi-layering

128 layers

300/400 layers

1,000 layers

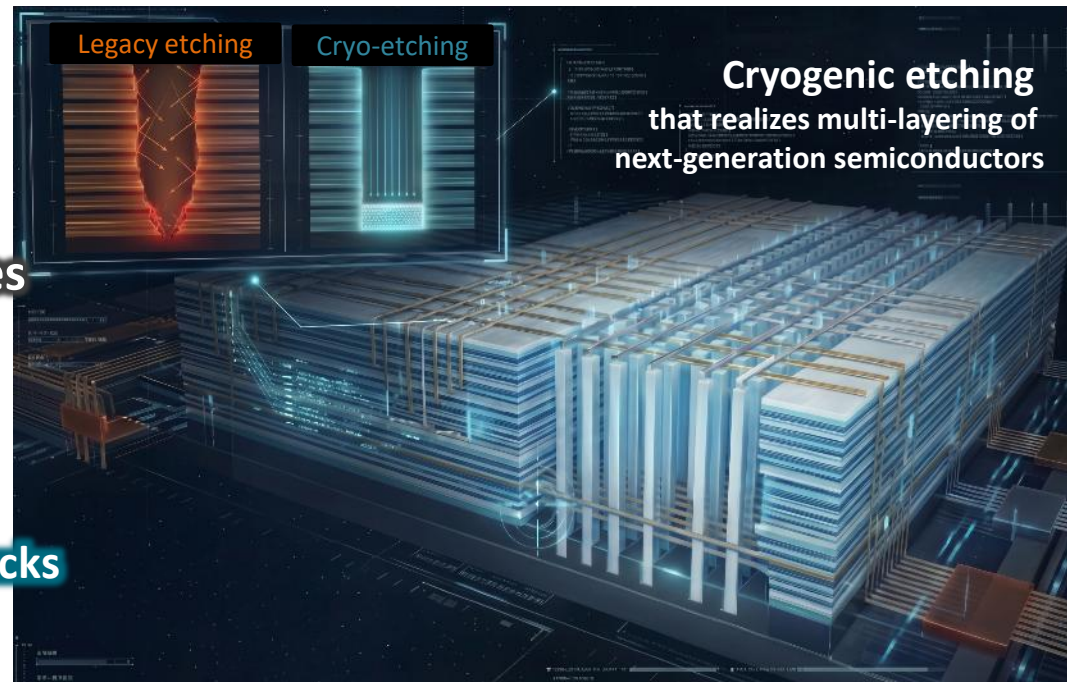
Multi-layering to increase memory capacity



Unlocking higher memory capacities with cryogenic etching: superior depth, speed, and precision



High durability of electrostatic chucks maximizes customer's productivity under extreme plasma environments



\* image created by AI

As memory technology advances and layer counts increase, etching environments become more extreme, making durability of electrostatic chucks a vital competitive advantage.

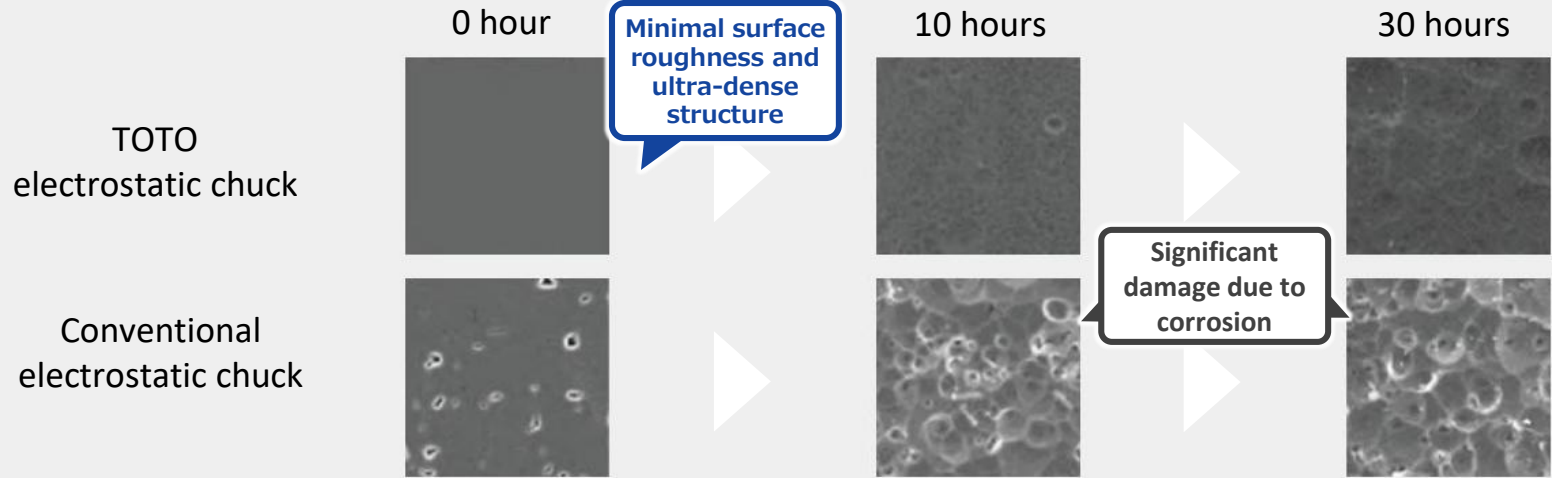
# Features of TOTO Electrostatic Chuck

Long life and high durability

TOTO's strength lies in achieving superior plasma resistance through our high-purity and ultra-dense sintered ceramics



## Plasma exposure test results

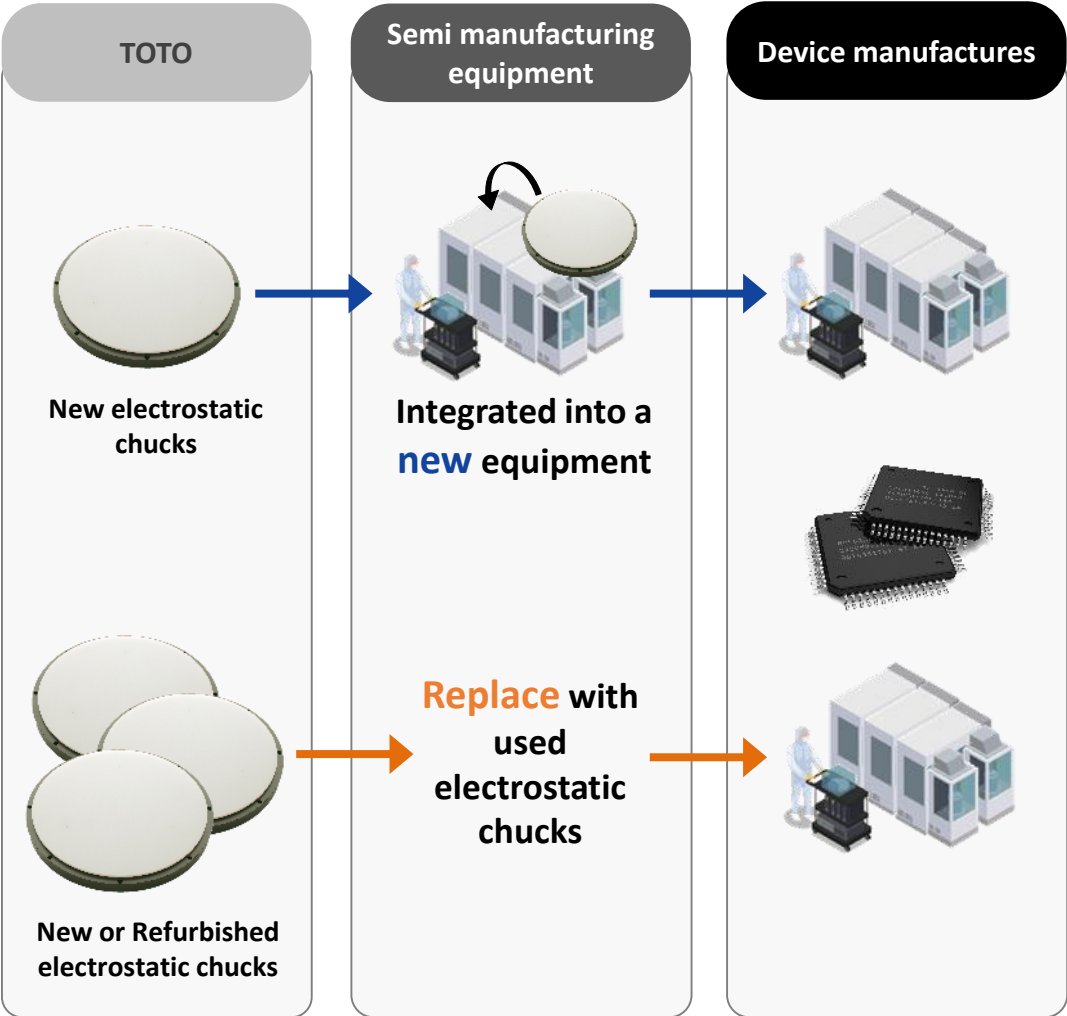


We will accelerate the development of next-generation products through strategic investments to meet the trend toward high-layer stacking and evolving quality requirements.

Our design expertise and value proposition in solving customer challenges are highly evaluated, resulting in a strong relationship of trust.

Collaboration is also underway in the development of next-generation products.

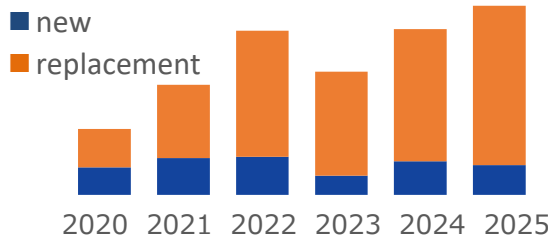
# Features of demand for TOTO electrostatic chucks



## New demand

Growth driven by rising CAPEX from device makers. There are significant growth opportunities in equipment upgrade demand which drives enhancements in components specifications, resulting in higher value-added components.

New vs replacement sales ratio trends



## Replacement demand

Growth driven by an increase in the number of manufacturing units from new capital investments and rising equipment utilization rates by device makers. Increased layering in memory semiconductors leads to harsher chamber environments, driving a trend toward more frequent component replacement.

We expect demand for TOTO electrostatic chucks to further expand, driven by rising new demand from the surge in AI and increased replacement demand stemming from use in harsh equipment environments.

# Business Group Collaboration in Development and Manufacturing

## Advanced Ceramics Division

### Sales bases

Tokyo Shiodome Office



TOTO U.S.A.  
Advanced Ceramics Division  
(Silicon Valley, San Jose)



### R&D bases

Speedy development of  
one-of-a-kind products

Advanced Ceramics Division Headquarters  
TOTO Chigasaki Plant (Kanagawa)



### Manufacturing bases

Solid business foundation  
through smart factories

TOTO Fine Ceramics Ltd.  
Headquarters and Nakatsu Plant (Oita)  
Buzen Plant (Fukuoka)



## All of TOTO's technological capabilities

Research Institute  
TOTO Chigasaki Plant  
(Kanagawa)



**R&D collaboration**  
Joint research, strengthening  
of analysis technology, etc.

Technology Department, Electronics Technology Division  
TOTO Headquarters and Kokura Plant



Special-purpose machines

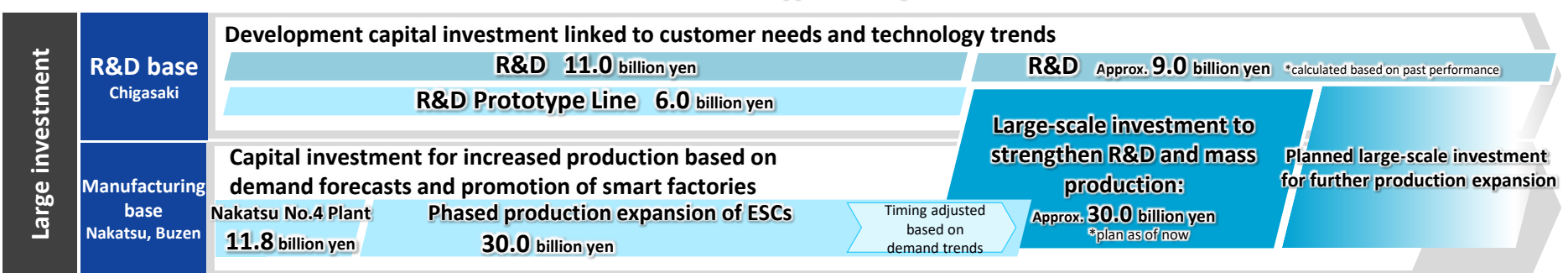
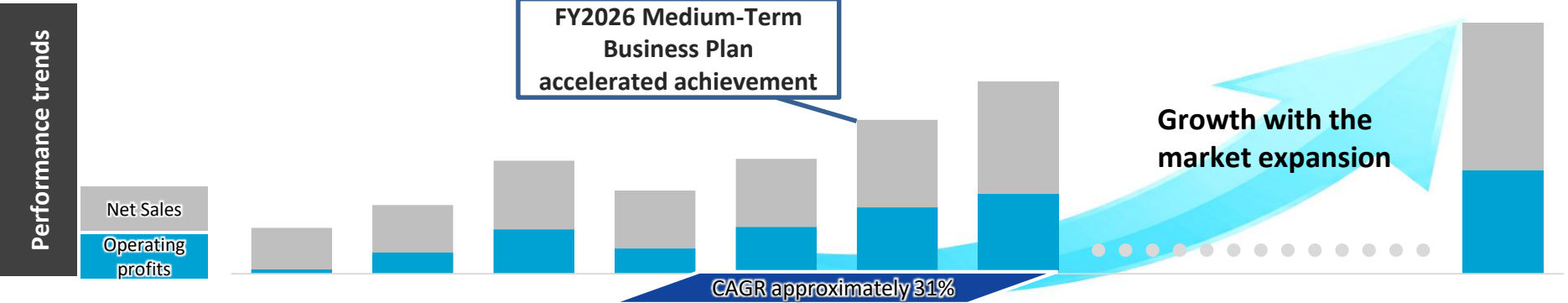
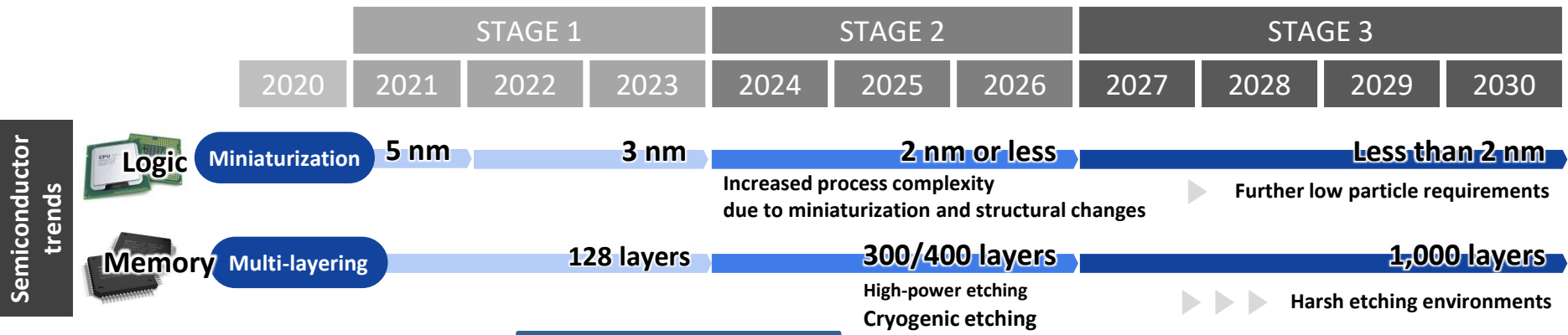
**Production technology collaboration**  
Smart factories, AI,  
big data utilization, etc.



High-efficiency  
Cutting tools

At R&D bases, we collaborate with the Research Institute to strengthen development and analysis technology capabilities.  
At manufacturing bases, we collaborate with the Technology Department to evolve smart factories.

# Business Growth Prospects/Investment Plans



**We will maintain continuous investment in new product development and production capacity. We aim to support the thriving semiconductor industry by upholding our corporate philosophy of 'Quality and Uniformity'.**

This presentation material contains forward-looking statements based on assumptions, estimates and plans as of April 30, 2026.

Actual performance may differ materially from these forward-looking statements due to risks and undermined factors arising from changes in the world economy, competition and foreign currency exchange rates.

あしたを、ちがう「まいにち」に。

**TOTO**