

Dear TOTO Valued Partner,

We appreciate your continued partnership and trust in TOTO. As always, our priority is to provide you with high-quality, innovative products and exceptional service while maintaining transparency regarding market conditions that impact our industry.

Due to ongoing economic pressures, including the rising costs of raw materials and increased operational expenses driven by new global trade policies, on May 1, 2025, we must implement a weighted average price adjustment of 3.8 % on all product categories, with the *exception* of the WASHLET category (excluding the G5A), which will not be impacted and will remain at current list price accordingly.

We understand that price changes affect your business, and we have worked diligently to minimize this adjustment while ensuring we continue delivering the reliability, innovation, and service you expect from TOTO. Our goal is to support your success by maintaining the highest standards in product quality, performance, and customer experience.

TOTO will provide an Excel file as a separate attachment, reflecting the new May 1, 2025 adjusted list price for each product. Additional future communications on new product announcements and price book supplemental materials will be communicated closer to June.

#### **Price Protection and Order Protocol**

1. All purchase orders received and accepted by April 30, 2025, will receive current 2025 pricing, for immediate shipments only, no future shipping dates.
2. Purchase orders received starting April 1, 2025, with a shipment request date on or after May 1, 2025, will be invoiced at the new May 1st, 2025 adjusted list price.
3. TOTO reserves the right to limit purchase orders received from March 17, 2025, through April 30, 2025 to 120% of the historical three-month average quantity per SKU.
4. TOTO reserves the right to change job quotes with a 30-day notice.
5. Requests to extend current job quote pricing that expires on April 30, 2025, or later will be reviewed by each TOTO Regional Sales Leader for eligibility.
6. All standard TOTO USA freight and discount programs apply.

If you have any questions regarding this new price adjustment please don't hesitate to reach out to your TOTO Sales Representative for more information. Thank you for your continued trust and collaboration. We sincerely appreciate your business and look forward to our continued partnership.

*Best Regards,*



**Katz Nojima**  
Executive VP TOTO Americas Holdings



**Taro Muroi**  
President, Sales Strategy



**William Strang**  
President, Corporate Strategy