



Dear TOTO Valued Partner,

In response to ongoing economic conditions and sustained increases in material, freight, and production-related costs, TOTO will implement a weighted average list price adjustment of approximately 4.5%, effective January 1, 2026. This pricing update is a necessary step to ensure we continue delivering the operational reliability, product quality, and service performance you've come to expect from our brand.

An updated list price file is attached that reflects the 1/1/26 List Price Adjustment accordingly. Your TOTO Sales Team will continue to support strategic discussions, and assist with any questions related to this pricing transition.

**Price Protection**

1. Non-Quoted orders received after January 1, 2026, will be based on the new price increase.
2. Non-Quoted orders specifying immediate shipment and received by TOTO on or before December 31, 2025, will receive pricing in effect at that time. We reserve the right to restrict order size to not exceed 120% of historical/current three months average quantity by SKU.
3. TOTO reserves the right to change job quotes with a 30-day notice.
4. Requests to extend current job quote pricing that expires on December 31, 2025, or later will be reviewed by each TOTO Regional Sales Leader for eligibility.
5. All standard TOTO USA freight and discount programs apply.

Please note, TOTO USA will not be accepting new orders from 12/29/25 – 1/5/26, as stated in the Year-End Important Dates bulletin SB#25-03.

We appreciate your continued confidence in the TOTO brand and look forward to delivering excellence together in 2026.

Thank you.

*Sincerely,*

**KatzNojima**  
**Executive VP TOTO Americas Holdings**

**Hisashi Baba**  
**President, Sales Strategy**

**William Strang**  
**President, Corporate Strategy**