

**Supplementary Explanatory Materials
for Financial Results for
the Three Months Ended February 20, 2026**

Zojirushi Corporation

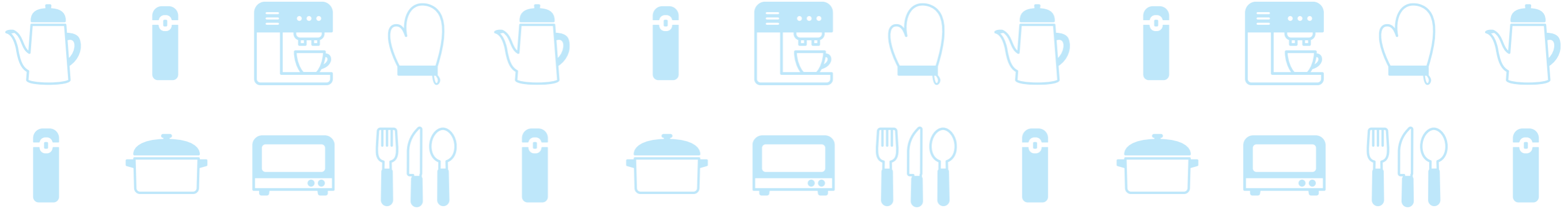
March 30, 2026



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I. Consolidated Financial Results for the Three Months Ended February 20, 2026



(1) Composition of net sales by product category/principal products

Household appliances



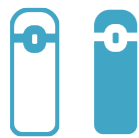
- **Air-conditioning, cooling, and heating**
Humidifiers



- **Kitchen housework**
Dish dryers

- **Other household appliances**
Bedding dryers

Household and thermal products



- **Glass vacuum bottles**
Glass carafes



- **Stainless-steel vacuum bottles**
Stainless-steel bottles

- **Other household and thermal products**

Cooking appliances



- **Rice cooking**
Rice cookers



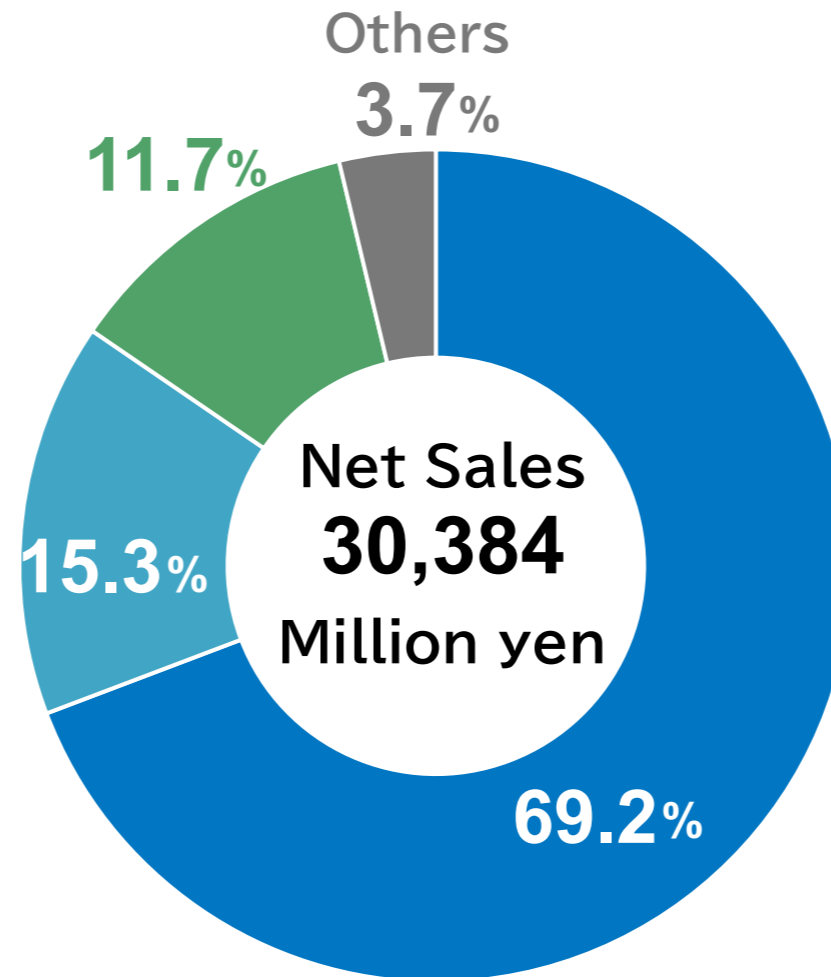
- **Water boiling**
Electric pots



- **Electric cooking**
Toaster ovens
Electric griddles



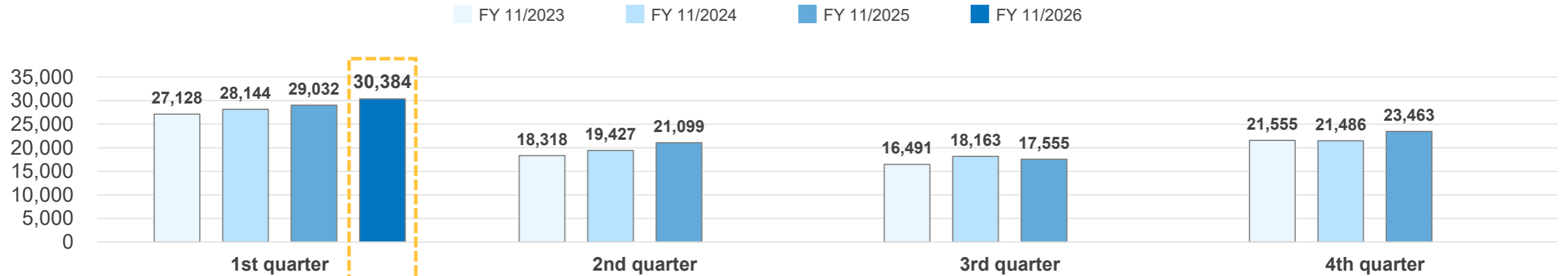
- **Microwave cooking**
Oven ranges



(2) Comparison of quarterly financial results

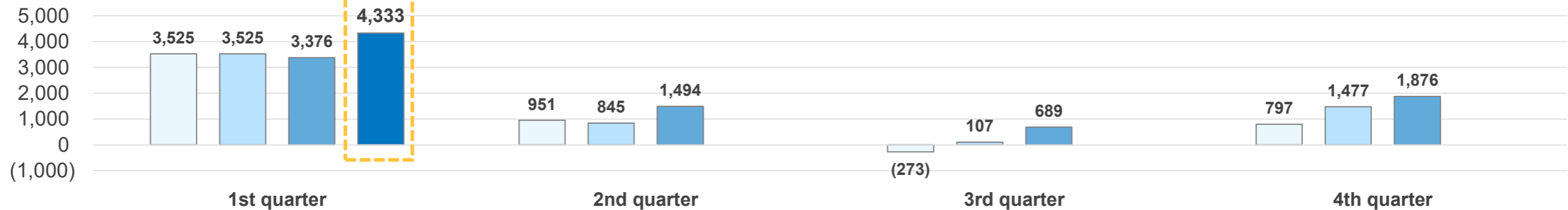
Quarterly net sales

Unit: Million yen



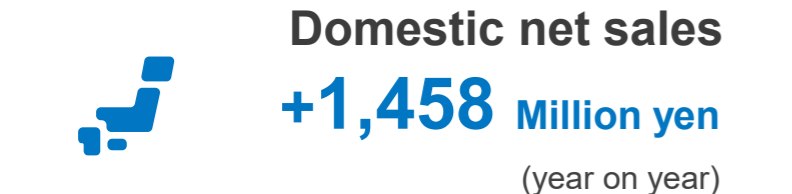
Quarterly operating profit

Unit: Million yen



(3) Overview of financial results

- Domestic sales of Embudaki and humidifiers remained strong, and efforts to pass on higher import costs progressed, resulting in an increase in net sales year on year.
- Despite an increase in selling, general and administrative expenses, operating profit increased year on year.



Cooking appliances
 sales of rice cookers/warmers exceeded the previous year's results due to strong sales of the top-of-the-line induction heating pressure rice cooker "Embudaki." Additionally, sales increased due to the launch of a new 30-liter model of the "EVERINO" oven range, and toaster ovens were strong.

Cooking appliances
 sales increased in South Korea due to the new introduction of the "EVERINO" oven range, but overall sales decreased year on year due to a decrease in sales of rice cookers/warmers in China and Taiwan.

Household and thermal products
 while sales of stainless-steel carry tumblers performed well, overall sales fell short of the previous year's results due to sluggish sales of the flagship stainless-steel vacuum mugs.

Household and thermal products
 while stainless-steel carafes in China performed well, sales of stainless-steel vacuum mugs were weak in China and Taiwan, resulting in an overall sales decrease year on year.

Household appliances
 sales exceeded the previous year's results due to strong sales of humidifiers in response to increased demand.

Household appliances
 sales of humidifiers increased in South Korea, exceeding the previous year's results.

Attributable to net sales **+348** Million yen

Attributable to gross profit margin **+782** Million yen

Attributable to selling, general and administrative expenses **-174** Million yen

Impact of foreign exchange rates **-0** Million yen

FY11/2025 Q1 : 1USD = ¥154
 FY11/2026 Q1 : 1USD = ¥155

(4) Statements of income (P/L)

- Although there was a decrease in the share of profit of entities accounted for using the equity method and an increase in the tax burden rate, profit increased due to higher net sales and operating profit.

(Unit: Million yen, %)

	Three months ended February 20, 2025		Three months ended February 20, 2026		YoY change	
	Amount	Composition	Amount	Composition	Amount	Rate
Net sales	29,032	100.0%	30,384	100.0%	1,352	4.7%
Gross profit	9,478	32.6%	10,682	35.2%	1,203	12.7%
Selling, general and administrative expenses	6,102	21.0%	6,348	20.9%	246	4.0%
Operating profit	3,376	11.6%	4,333	14.3%	956	28.3%
Ordinary profit	3,504	12.1%	4,327	14.2%	822	23.5%
Profit attributable to owners of parent	2,291	7.9%	2,760	9.1%	469	20.5%

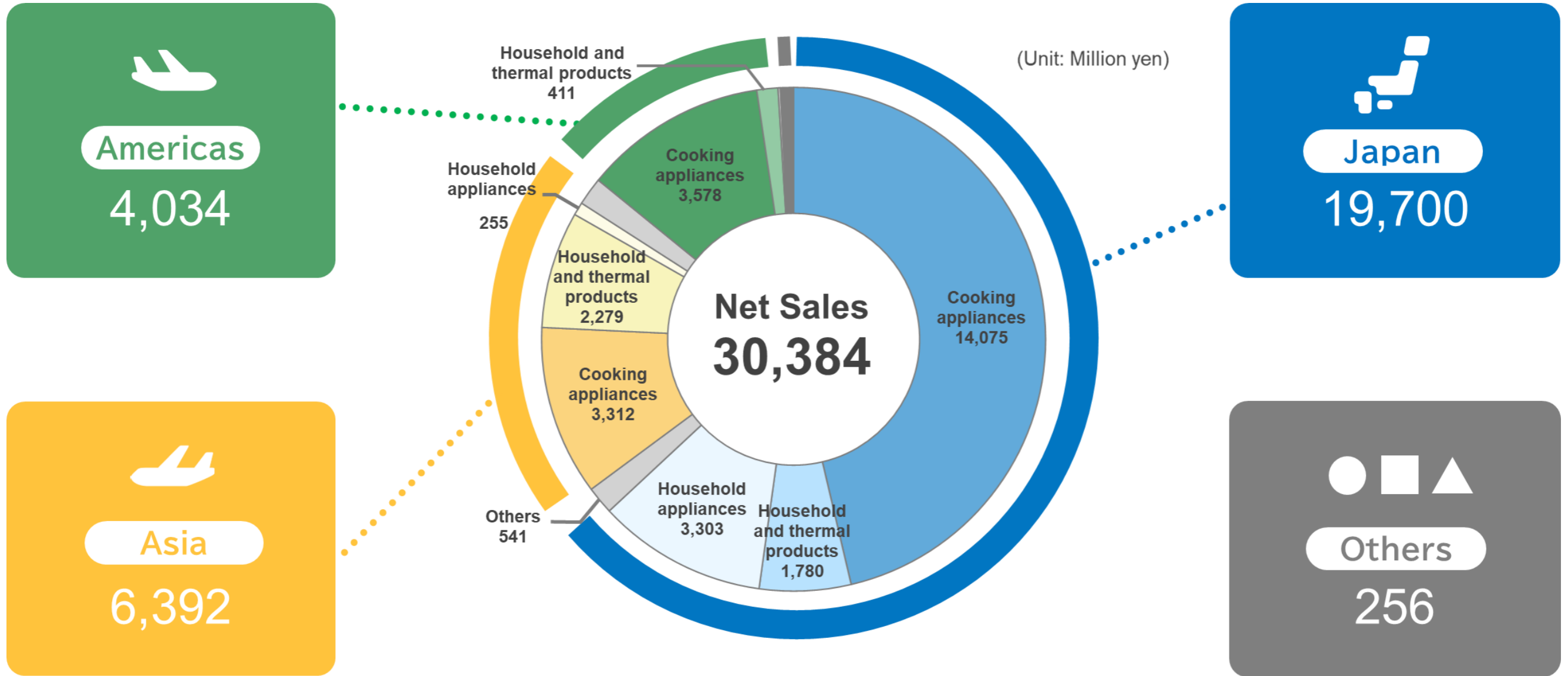
(5) Net sales/operating profit by region and product category

Three months ended February 20, 2026

(Unit: Million yen, %)

	Japan	Overseas				Subtotal	Total
		Asia	Of which, China	Americas	Others		
Cooking appliances	14,075	3,312	705	3,578	69	6,960	21,035
YoY change rate	8.5%	(7.2)%	(30.2)%	(3.8)%	1.7%	(5.4)%	3.5%
Household and thermal products	1,780	2,279	1,196	411	183	2,874	4,654
YoY change rate	(6.6)%	(5.1)%	(2.9)%	(8.0)%	(7.2)%	(5.7)%	(6.1)%
Household appliances	3,303	255	20	—	—	255	3,558
YoY change rate	15.0%	20.5%	(23.1)%	—	—	20.5%	15.4%
Others	541	545	61	44	3	594	1,136
YoY change rate	9.1%	277.6%	17.1%	74.0%	576.8%	247.8%	70.2%
Net sales	19,700	6,392	1,984	4,034	256	10,683	30,384
Composition	64.8%	21.0%	6.5%	13.3%	0.8%	35.2%	100.0%
YoY change rate	8.0%	1.0%	(14.6)%	(3.8)%	(3.7)%	(1.0)%	4.7%
Operating profit	2,295	1,110	281	891	36	2,038	4,333
Profit ratio	11.7%	17.4%	14.2%	22.1%	14.3%	19.1%	14.3%
Composition	53.0%	25.6%	6.5%	20.6%	0.8%	47.0%	100.0%
YoY change rate	38.3%	19.1%	(16.4)%	18.3%	14.3%	18.7%	28.3%

(6) Net sales by region and product category



(7) Net sales by product category (details)

(Unit: Million yen, %)

Net sales	Three months ended February 20, 2025		Three months ended February 20, 2026		YoY change	
	Amount	Composition	Amount	Composition	Amount	Rate
	29,032	100.0%	30,384	100.0%	1,352	4.7%
Total of cooking appliances	20,327	70.0%	21,035	69.2%	708	3.5%
Rice cooking	12,807	44.1%	13,710	45.1%	903	7.1%
Water boiling	2,672	9.2%	2,569	8.5%	(103)	(3.9)%
Electric cooking	3,638	12.5%	3,436	11.3%	(202)	(5.6)%
Microwave cooking	1,208	4.2%	1,319	4.3%	110	9.2%
Total of household and thermal products	4,954	17.1%	4,654	15.3%	(299)	(6.1)%
Glass vacuum bottles	438	1.5%	394	1.3%	(43)	(10.0)%
Stainless-steel vacuum bottles	4,447	15.3%	4,181	13.8%	(265)	(6.0)%
Other household and thermal products	68	0.2%	77	0.3%	9	13.9%
Total of household appliances	3,083	10.6%	3,558	11.7%	474	15.4%
Air-conditioning, cooling, and heating	2,697	9.3%	3,198	10.5%	501	18.6%
Kitchen housework	200	0.7%	187	0.6%	(12)	(6.4)%
Other household appliances	185	0.6%	172	0.6%	(13)	(7.1)%
Others	667	2.3%	1,136	3.7%	468	70.2%



Rice cooking

Rice cookers/warmers



Water boiling

Electric pots/kettles



Electric cooking

Electric griddles/coffee makers/
toaster ovens



Microwave cooking

Oven ranges



Glass vacuum bottles

Glass carafes



Stainless-steel vacuum bottles

Stainless-steel vacuum bottles/
tumblers/soup jars



Air-conditioning, cooling, and heating

Humidifiers/air cleaners

Kitchen housework

Dish dryers

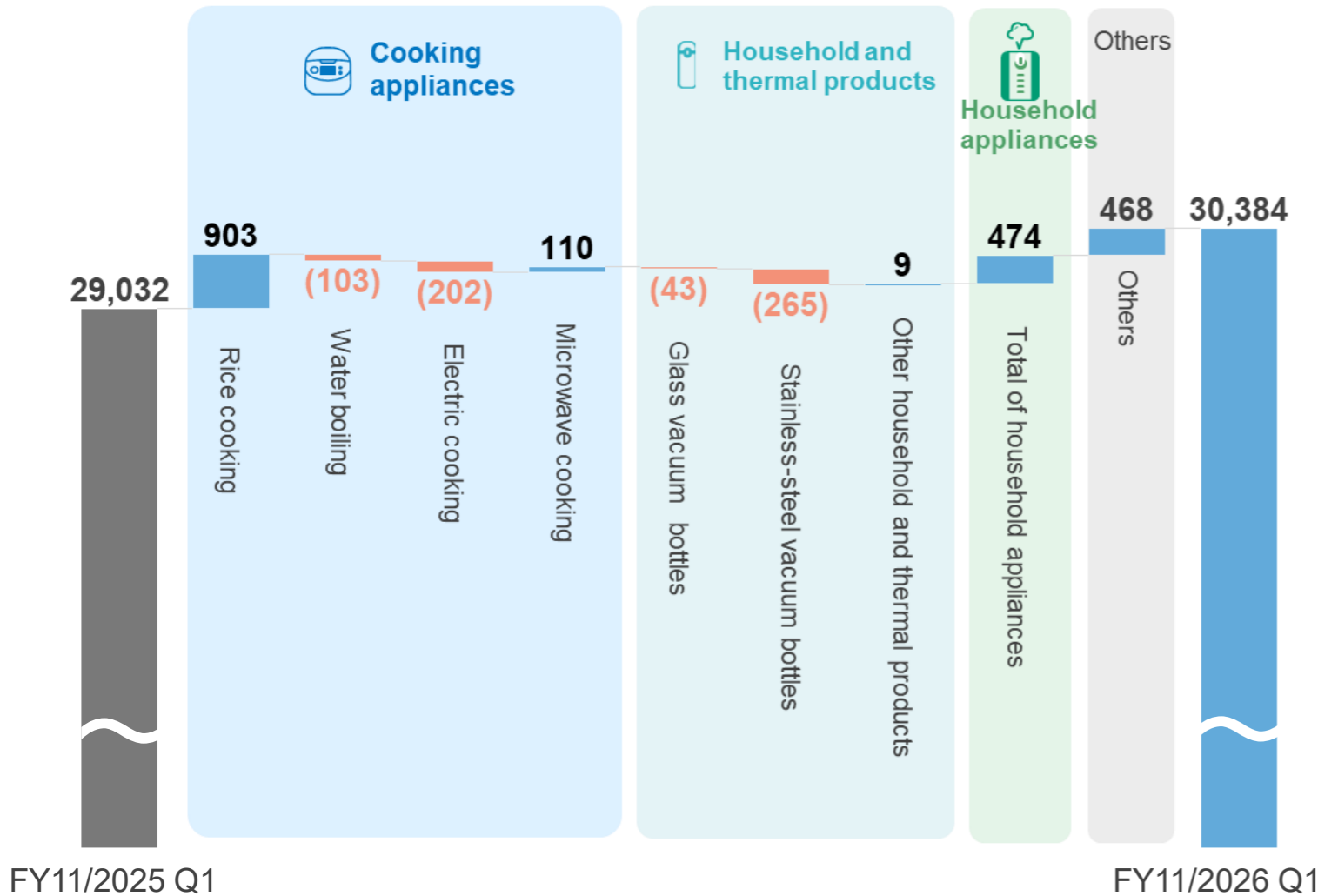
Others

Restaurant business, etc.

(8) Factors of YoY change in net sales/operating profit

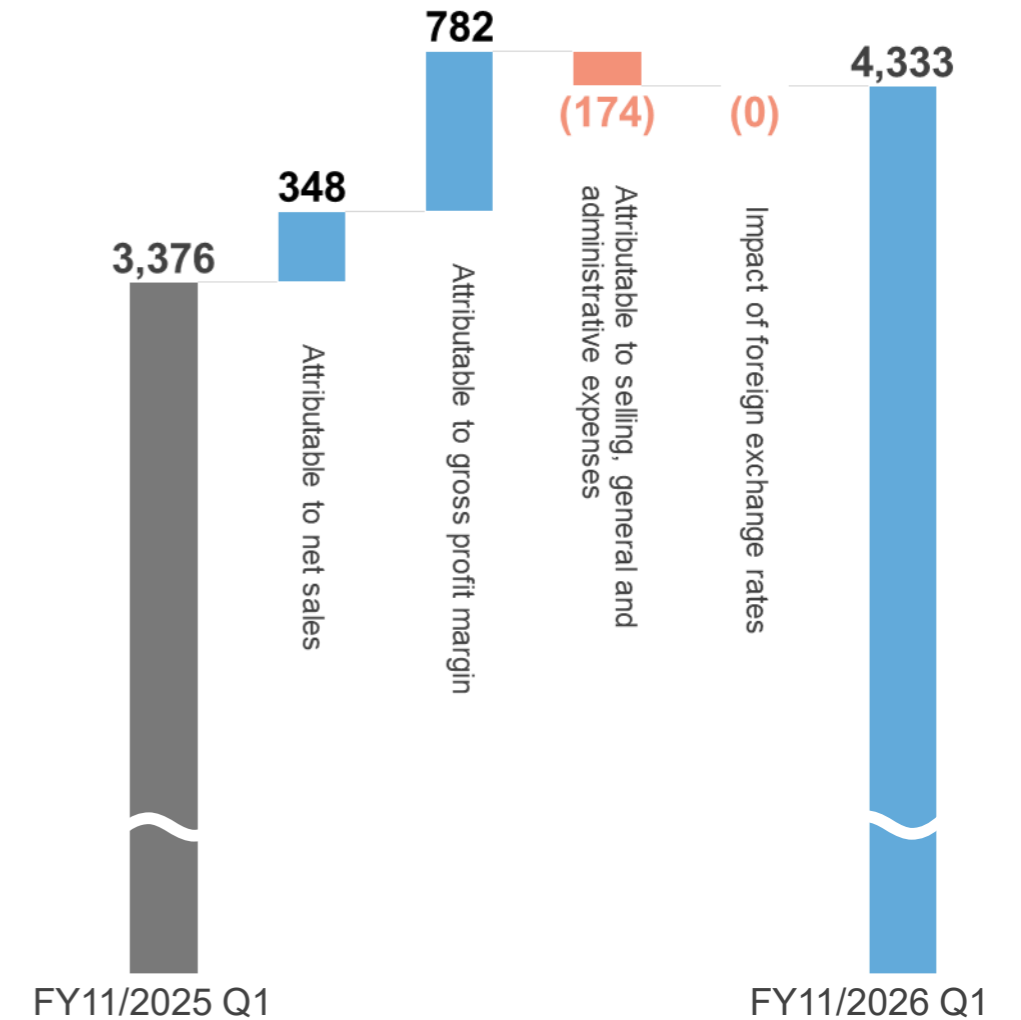
Net sales

(Unit: Million yen)



Operating profit

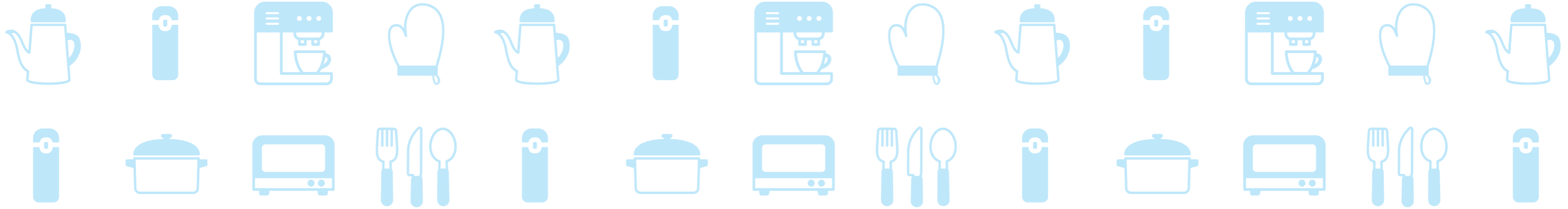
(Unit: Million yen)



(9) Balance sheets (B/S)

(Unit: Million yen)

	November 20, 2025	February 20, 2026	Change
Current assets	85,366	84,844	(521)
Cash and deposits	33,177	32,324	(853)
Merchandise and finished goods	26,091	23,628	(2,463)
Other	26,096	28,891	2,794
Non-current assets	32,965	38,448	5,482
Property, plant and equipment	13,797	17,719	3,921
Intangible assets	679	664	(15)
Investments and other assets	18,487	20,064	1,576
Total assets	118,332	123,293	4,961
Total liabilities	28,742	31,840	3,098
Total net assets	89,589	91,452	1,862
Total liabilities and net assets	118,332	123,293	4,961



II. Consolidated Financial Forecast for the Fiscal Year Ending November 20, 2026



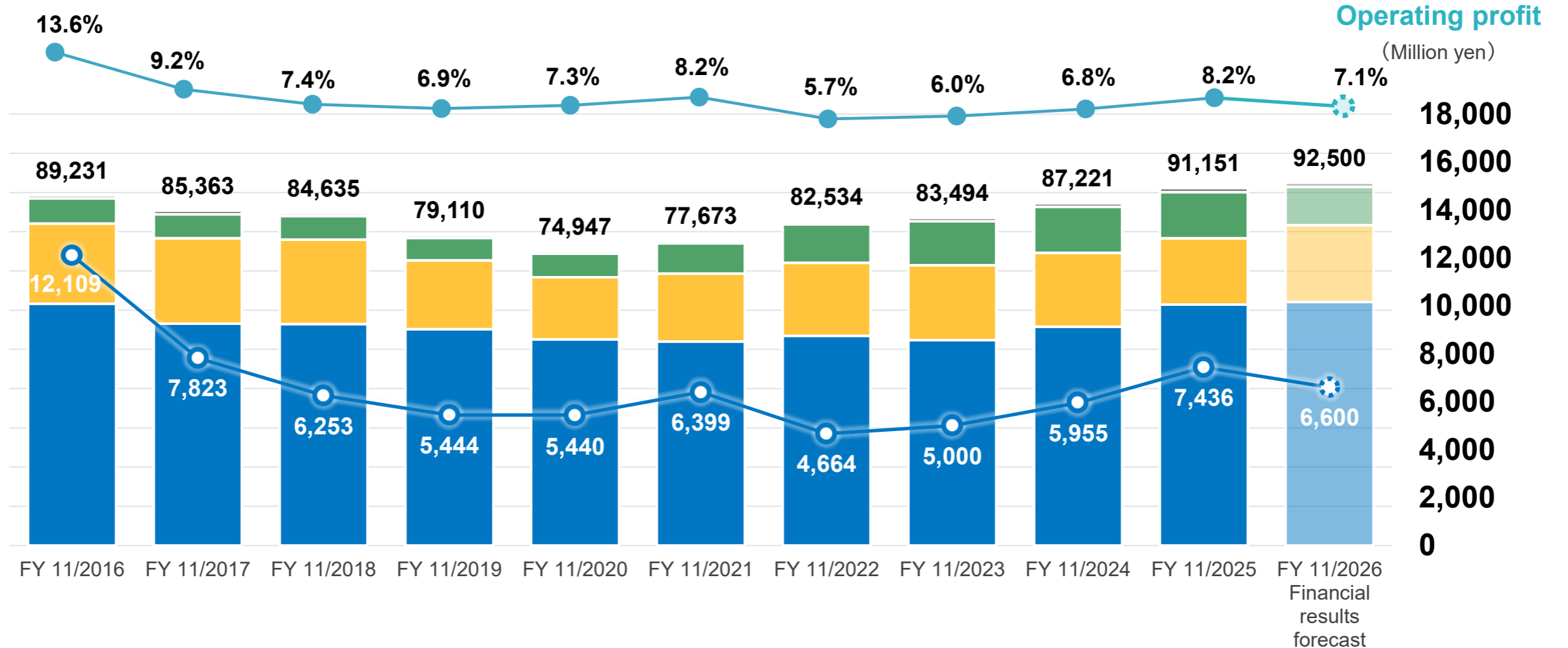
(1) Financial performance

■ Japan
 ■ Asia
 ■ Americas
 ■ Others
 ○ Operating profit
 ● Ratio of operating profit to net sales

Net sales

(Million yen)

110,000
100,000
90,000
80,000
70,000
60,000
50,000
40,000
30,000
20,000
10,000
0



Operating profit

(Million yen)

18,000
16,000
14,000
12,000
10,000
8,000
6,000
4,000
2,000
0

(2) Statements of income (P/L)

	Fiscal Year ended November 20, 2025		Financial forecast for the Fiscal Year ending November 20, 2026		YoY change (Unit: Million yen, %)	
	Amount	Composition	Amount	Composition	Amount	Rate
Net sales	91,151	100.0%	92,500	100.0%	1,348	1.5%
Gross profit	30,407	33.4%	30,900	33.4%	492	1.6%
Selling, general and administrative expenses	22,971	25.2%	24,300	26.3%	1,328	5.8%
Operating profit	7,436	8.2%	6,600	7.1%	(836)	(11.2)%
Ordinary profit	8,300	9.1%	7,100	7.7%	(1,200)	(14.5)%
Profit attributable to owners of parent	5,980	6.6%	4,800	5.2%	(1,180)	(19.7)%
Depreciation	2,256	—	2,283	—	27	1.2%
Capital investment	1,910	—	7,332	—	5,422	283.9%
Research and development expenses	994	—	928	—	(65)	(6.6)%
The exchange rate [1USD]	¥149	—	¥145	—	(¥4)	—

(3) Net sales by region and product category

Financial forecast for the Fiscal Year ending November 20, 2026

(Unit: Million yen, %)

	Japan	Overseas				Subtotal	Total
		Asia	Of which, China	Americas	Others		
Cooking appliances	44,930	10,610	2,380	8,330	250	19,190	64,120
YoY change rate	0.3%	17.6%	5.6%	(19.2%)	0.3%	(2.0%)	(0.4%)
Household and thermal products	8,520	6,470	2,640	1,260	820	8,550	17,070
YoY change rate	7.3%	1.1%	(10.0%)	(3.0%)	3.1%	0.7%	3.9%
Household appliances	6,590	980	30	—	—	980	7,570
YoY change rate	(1.9%)	4.6%	(28.5%)	—	—	4.6%	(1.1%)
Others	2,060	1,520	10	160	—	1,680	3,740
YoY change rate	3.7%	178.6%	(94.9%)	13.0%	(100.0%)	142.1%	39.5%
Net sales	62,100	19,580	5,060	9,750	1,070	30,400	92,500
Composition	67.1%	21.2%	5.5%	10.5%	1.2%	32.9%	100.0%
YoY change rate	1.1%	15.9%	(6.8%)	(17.1%)	1.8%	2.3%	1.5%

II. Consolidated Financial Forecast for the Fiscal Year Ending November 20, 2026



(4) Net sales by product category (details)

Net sales	Fiscal Year ended November 20, 2025		Financial forecast for the Fiscal Year ending November 20, 2026		YoY change	
	Amount	Composition	Amount	Composition	Amount	Rate
	91,151	100.0%	92,500	100.0%	1,348	1.5%
Total of cooking appliances	64,384	70.6%	64,120	69.3%	(264)	(0.4)%
Rice cooking	42,687	46.8%	42,440	45.9%	(247)	(0.6)%
Water boiling	7,673	8.4%	7,540	8.2%	(133)	(1.7)%
Electric cooking	10,552	11.6%	9,860	10.7%	(692)	(6.6)%
Microwave cooking	3,470	3.8%	4,280	4.6%	809	23.3%
Total of household and thermal products	16,430	18.0%	17,070	18.5%	639	3.9%
Glass vacuum bottles	1,462	1.6%	1,720	1.9%	257	17.6%
Stainless-steel vacuum bottles	14,666	16.1%	14,990	16.2%	323	2.2%
Other household and thermal products	301	0.3%	360	0.4%	58	19.5%
Total of household appliances	7,656	8.4%	7,570	8.2%	(86)	(1.1)%
Air-conditioning, cooling, and heating	6,537	7.2%	6,600	7.1%	62	1.0%
Kitchen housework	664	0.7%	590	0.6%	(74)	(11.2)%
Other household appliances	454	0.5%	380	0.4%	(74)	(16.4)%
Others	2,680	2.9%	3,740	4.0%	1,059	39.5%

(Unit: Million yen, %)



Rice cooking

Rice cookers/warmers



Water boiling

Electric pots/kettles



Electric cooking

Electric griddles/coffee makers/
toaster ovens



Microwave cooking

Oven ranges



Glass vacuum bottles

Glass carafes



Stainless-steel vacuum bottles

Stainless-steel vacuum bottles/
tumblers/soup jars



Air-conditioning, cooling, and heating

Humidifiers/air cleaners

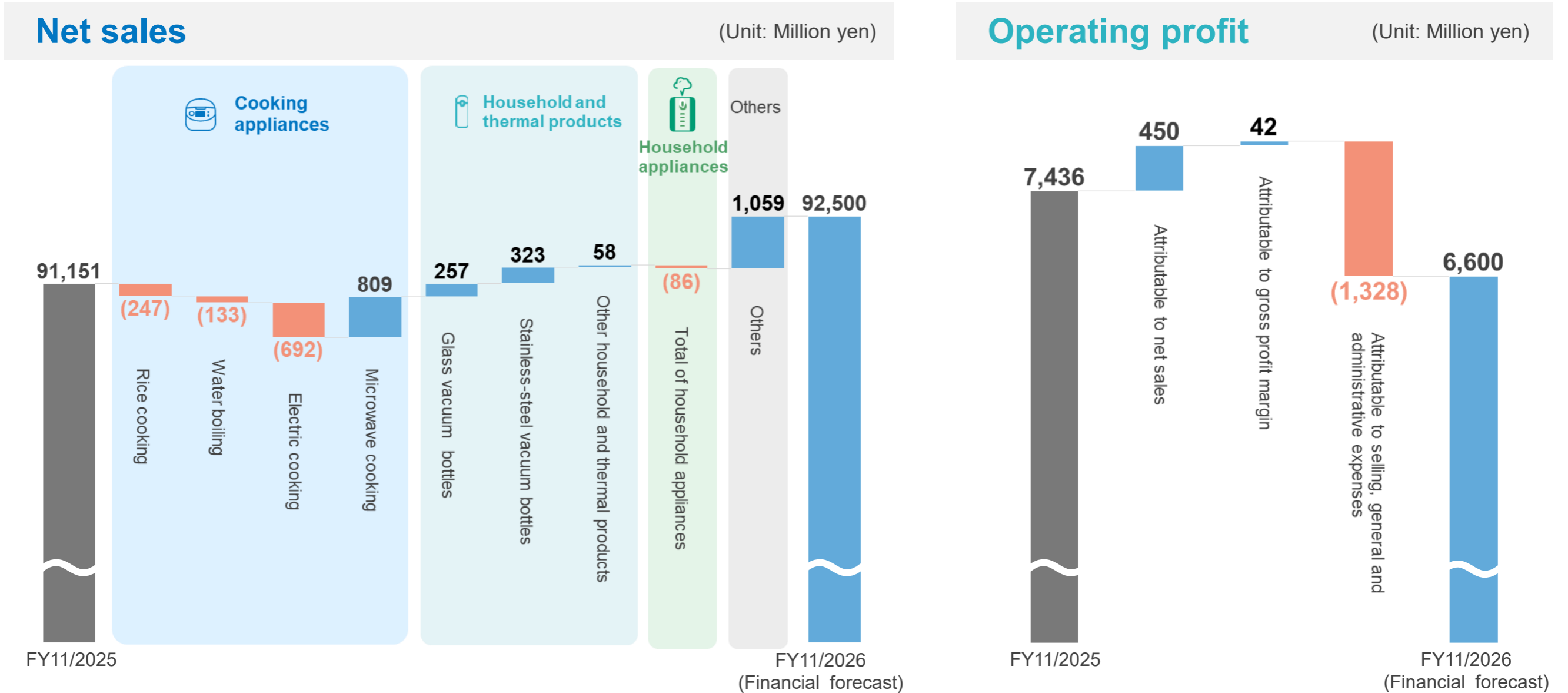
Kitchen housework

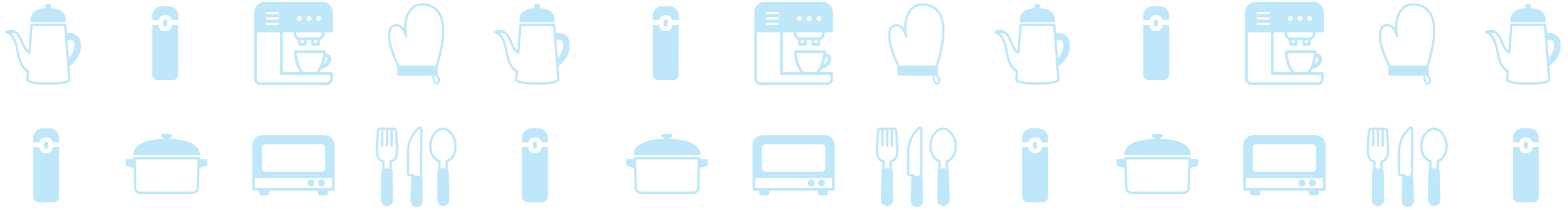
Dish dryers

Others

Restaurant business, etc.

(5) Factors of YoY change in net sales/operating profit





III. Shareholder Returns

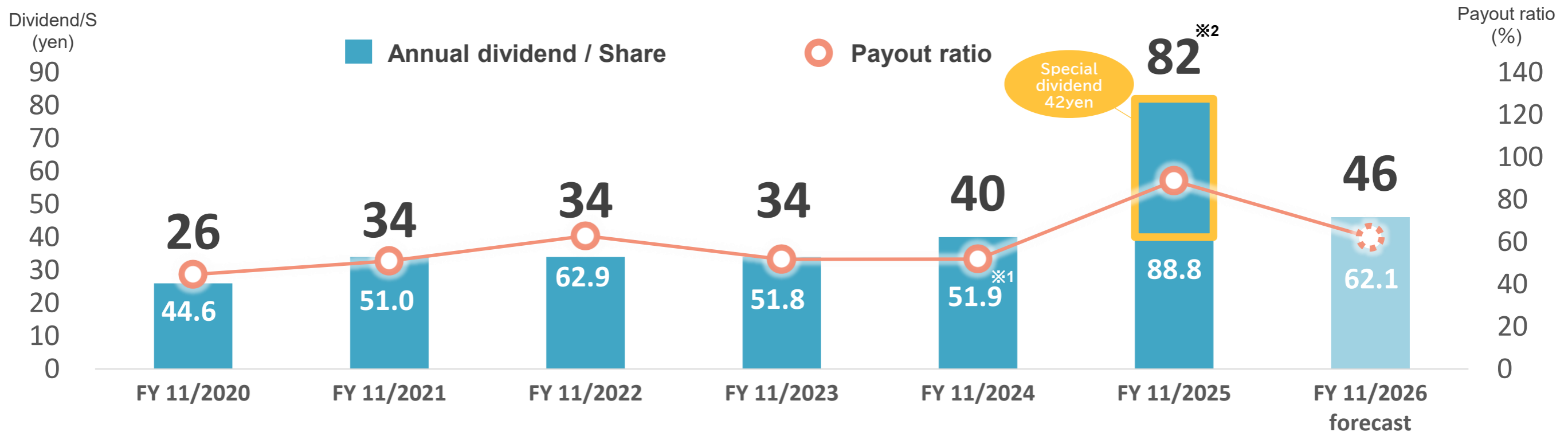


III. Shareholder Returns

Policy

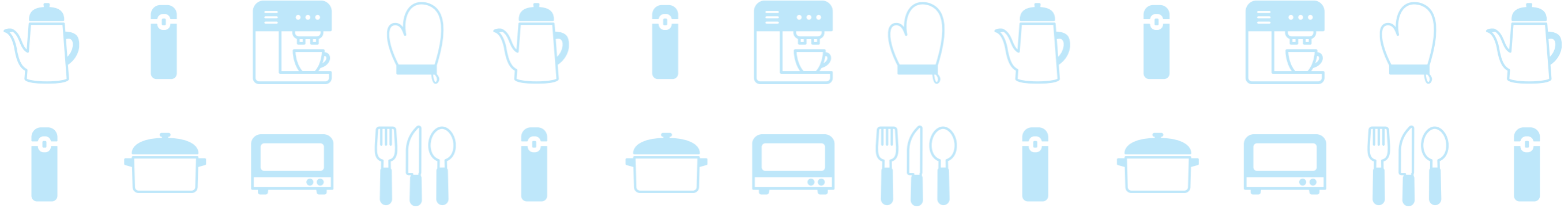
The Company considers the return of profits to shareholders to be an important policy and will aim to maintain a stable dividend **targeting a consolidated payout ratio of 50% or higher** while comprehensively taking into account internal reserves, earnings forecast, etc. to strengthen its corporate platform and develop its business in the future. In addition, the Company has a flexible shareholder return policy that combines opportunistic acquisitions of treasury shares, with an eye toward ROE targets.

Consolidated payout ratio



※1 The payout ratio for the FY 11/2024 is shown excluding one-time extraordinary income (gain on sale of non-current assets of 1,916 million yen).

※2 The amount for the FY 11/2025 includes a special dividend of 24 yen.



Notes on forward-looking statements

- This material is provided to investors purely for informational purposes and is not intended to solicit stock trading.
- Forward-looking statements in this material are based on targets or forecasts and are not a commitment or guarantee. Please note that the Company's financial results in the future may differ from the current forecast.
- While statements on the industry, etc., are based on a range of data that are considered reliable, the Company does not guarantee their accuracy or integrity.
- Investors are warned that the use of this material shall be based on their own judgement and responsibility, and that the Company assumes no responsibility for any consequences whatsoever.



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Securities code: 7965

Tokyo Stock Exchange, Prime