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Consolidated Financial Results for the Nine Months Ended August 20, 2026 [Japanese GAAP]



October 2, 2026

Company name: Zojirushi Corporation
 Stock exchange listing: Tokyo Stock Exchange
 Securities code: 7965
 URL: <http://www.zojirushi.co.jp>
 Representative: Norio Ichikawa, Representative Director, President and Corporate Officer
 Contact: Shigehisa Okamoto, Director, Corporate Officer, and Chief Administrative Officer
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 Scheduled date of commencing dividend payments: –
 Availability of supplementary explanatory materials on financial results: Available
 Schedule of financial results briefing session: None

(Amounts of less than one million yen are rounded down.)

1. Consolidated Financial Results for the Nine Months Ended August 20, 2026 (November 21, 2025 to August 20, 2026)

(1) Consolidated Operating Results (cumulative) (% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Nine months ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
August 20, 2026	69,987	3.4	5,856	5.3	6,348	3.9	4,015	(2.9)
August 20, 2025	67,687	3.0	5,560	24.2	6,107	14.8	4,137	(15.1)

(Note) Comprehensive income: Nine months ended August 20, 2026: ¥7,275 million [32.4%]

Nine months ended August 20, 2025: ¥5,495 million [(23.1)%]

	Basic earnings per share	Diluted earnings per share
Nine months ended	Yen	Yen
August 20, 2026	63.23	—
August 20, 2025	63.47	—

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio
	Million yen	Million yen	%
As of August 20, 2026	116,572	92,014	78.1
As of November 20, 2025	118,332	89,589	75.0

(Reference) Equity: As of August 20, 2026: ¥91,068 million

As of November 20, 2025: ¥88,712 million

2. Dividends

	Annual dividends				
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total
Fiscal year ended November 20, 2025	Yen —	Yen 30.00	Yen —	Yen 52.00	Yen 82.00
Fiscal year ending November 20, 2026	—	23.00	—		
Fiscal year ending November 20, 2026 (Forecast)				23.00	46.00

(Note) Revision of the dividend forecast announced most recently: None

3. Consolidated Financial Results Forecast for the Fiscal Year Ending November 20, 2026 (November 21, 2025 to November 20, 2026)

(% indicates changes from the previous fiscal year.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	Yen
Full year	92,500	1.5	6,600	(11.2)	7,100	(14.5)	4,800 (19.7)	75.58

(Note) Revision of the financial results forecast announced most recently: None

* Notes:

(1) Significant changes in the scope of consolidation during the period: None

Newly included: – (Name) –

Excluded: – (Name) –

(2) Accounting methods adopted particularly for the preparation of quarterly consolidated financial statements: None

(3) Changes in accounting policies, changes in accounting estimates and retrospective restatement

1) Changes in accounting policies due to the revision of accounting standards: None

2) Changes in accounting policies other than 1) above: None

3) Changes in accounting estimates: None

4) Retrospective restatement: None

(4) Total number of issued shares (common shares)

1) Total number of issued shares at the end of the period (including treasury shares):

August 20, 2026: 72,600,000 shares

November 20, 2025: 72,600,000 shares

2) Total number of treasury shares at the end of the period:

August 20, 2026: 9,076,455 shares

November 20, 2025: 9,104,691 shares

3) Average number of shares during the period (cumulative):

Nine months ended August 20, 2026: 63,509,415 shares

Nine months ended August 20, 2025: 65,186,407 shares

* Review of the Japanese-language originals of the attached quarterly consolidated financial statements by certified public accountants or an audit firm: Yes (voluntary)

* Explanation of the proper use of financial results forecast and other notes

Forward-looking statements, such as performance forecasts, made in this document are based on information currently available to the Company and certain assumptions deemed reasonable, and the Company does not in any way guarantee the achievement of the projections. Actual results, etc. may differ significantly due to various factors.

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1. Qualitative Information on Financial Results for the Period under Review

(1) Explanation of Operating Results

During the period under review (November 21, 2025 to August 20, 2026), the global economy continued to face uncertainty, including an increasingly tense situation in the Middle East, as well as. U.S. trade policy trends and concerns over a slowdown in the Chinese economy. In Japan, signs of a gradual economic recovery were evident, supported by government measures to address rising prices and an increase in personal consumption. However, concerns persist regarding downward pressure from factors such as rising prices and geopolitical risks.

In this business environment, on November 21, 2025, the Group launched its new three-year medium-term plan, BEYOND, positioning it as a phase to further enhance its value as a food and lifestyle solution brand cultivated to date, by implementing measures that go beyond existing frameworks as it overcomes barriers to growth, and made efforts toward implementation of specific measures under this plan. As a key initiative during the period, we brought our newly established overseas sales subsidiary, Zojirushi Korea Corporation, to a full-scale operation in April, stepping up our sales efforts in South Korea. In addition, aiming for further growth of our food and beverage business, we opened our third Zojirushi Gohan Restaurant “Zojirushi Gohan Restaurant Umeda Store” in February and our third *onigiri* (rice ball) store “Zojirushi Gimpaku Onigiri Kintetsu Nara Store” in July. In another development, we launched in March “Zō no Mai,” an upcycled beer that uses in its ingredients rice used in cooking tests in the development process of rice cookers/warmers. Sales channels for this product have been expanding, with major retailers having decided to stock it. The product helps make our economy circular.

For the period under review, the Group’s net sales increased by ¥2,299 million (up 3.4% year on year) from the previous year to ¥69,987 million. Net sales by product category exceeded the previous year for cooking appliances, and household appliances also remained strong. Domestic net sales amounted to ¥45,602 million (up 3.2% year on year), and overseas net sales amounted to ¥24,384 million (up 3.8% year on year). As a result, overseas net sales made up 34.8% of net sales.

As for profits, in addition to strong domestic sales led by high value-added products, efforts to pass on higher import costs due to the depreciation of the yen progressed, and as net sales increased, the increase in selling, general and administrative expenses was absorbed, resulting in operating profit of ¥5,856 million (up 5.3% year on year). Ordinary profit amounted to ¥6,348 million (up 3.9% year on year), while profit attributable to owners of parent amounted to ¥4,015 million (down 2.9% year on year).

Business results by product category were as follows.

1) Cooking appliances

Net sales of cooking appliances amounted to ¥50,488 million (up 2.4% year on year).

Japan: Sales of rice cookers/warmers increased from the previous year due to strong sales of the top-of-the-line induction heating pressure rice cooker “Embudaki.” Sales exceeded the previous year’s results after we enhanced the product lineup of the “EVERINO” oven range, including the addition of a new 30-liter model launched last year. The increase was driven also by sales increases for toaster ovens and electric griddles.

Overseas: Overall sales increased year on year due to an increase in sales of items including bread machines in North America.

2) Household and thermal products

Net sales of household and thermal products amounted to ¥11,925 million (down 6.3% year on year).

Japan: While sales of stainless cool bottles, which have the new “swiftwist lid” design that opens and closes easily, performed well, overall sales fell short of the previous year’s results due to sluggish sales of the flagship stainless-steel vacuum mugs.

Overseas: While stainless-steel carafes in China performed well, sales of stainless-steel vacuum mugs were weak mainly in China, Taiwan, and South Korea, resulting in an overall sales decrease year on year.

3) Household appliances

Net sales of household appliances amounted to ¥4,323 million (up 15.9% year on year).

Japan: Overall sales exceeded the previous year's results due to strong sales of humidifiers in response to increased demand in winter, the peak sales season, and thanks to the introduction of an innovative two-way circulator that allows the user to switch between "circulator" and "fan" airflow modes in a single unit.

Overseas: Overall sales exceeded the previous year's results, driven by increased sales of humidifiers in South Korea.

4) Others

Net sales of others increased significantly to ¥3,249 million (up 67.9% year on year).

In Japan, sales increased due to an increase in the number of stores in the food and beverage business, and overseas, sales increased significantly from the previous year due to an increase in the handling of products other than the Company's own brands following the consolidation of a sales distributor in Hong Kong as a subsidiary.

• Net sales by region and product category

(Million yen)

		Japan	Overseas					Total
			Asia		Americas	Other	Subtotal	
			Of which, China					
Net sales	Cooking appliances	34,215	7,665	1,698	8,395	211	16,272	50,488
	Household and thermal products	5,778	4,746	2,067	1,026	374	6,147	11,925
	Household appliances	4,053	270	29	—	—	270	4,323
	Others	1,554	1,548	156	136	9	1,694	3,249
		45,602	14,230	3,952	9,558	595	24,384	69,987
Composition (%)		65.2	20.3	5.6	13.7	0.9	34.8	100.0

(2) Explanation of Financial Position

In regard to financial position as of the end of the period under review, total assets decreased by ¥1,759 million, liabilities decreased by ¥4,184 million, and net assets increased by ¥2,424 million from the end of the previous fiscal year. As a result, the equity ratio increased by 3.1 percentage points to 78.1%.

The decrease of ¥1,759 million in total assets was attributable to a decrease of ¥7,070 million in current assets and an increase of ¥5,310 million in non-current assets.

The decrease of ¥7,070 million in current assets was due mainly to decreases of ¥5,046 million in cash and deposits, ¥3,774 million in notes and accounts receivable - trade, and ¥203 million in other current assets, partially offset by increases of ¥990 million in raw materials and supplies and ¥858 million in merchandise and finished goods. The increase of ¥5,310 million in non-current assets was due mainly to increases of ¥3,673 million in buildings and structures, ¥1,387 million in investment securities, and ¥211 million in tools, furniture and fixtures, partially offset by a decrease of ¥198 million in construction in progress.

The decrease of ¥4,184 million in liabilities was attributable to a decrease of ¥4,872 million in current liabilities and an increase of ¥687 million in non-current liabilities.

The decrease of ¥4,872 million in current liabilities was due mainly to decreases of ¥2,756 million in notes and accounts payable - trade, ¥947 million in income taxes payable, and ¥737 million in provision for bonuses, partially offset by an increase of ¥293 million in lease liabilities. The increase of ¥687 million in non-current liabilities was due mainly to an increase of ¥1,003 million in deferred tax liabilities, partially offset by a decrease

of ¥300 million in lease liabilities.

The increase of ¥2,424 million in net assets was due mainly to increases of ¥2,295 million in foreign currency translation adjustment and ¥864 million in valuation difference on available-for-sale securities, partially offset by a decrease of ¥746 million in retained earnings.

(3) Explanation of Consolidated Financial Results Forecast and Other Forward-Looking Statements

Regarding the consolidated financial results forecast for the fiscal year ending November 20, 2026, we have decided to leave the full-year forecast unchanged, after carefully considering such factors as soaring raw material prices due to the Middle East situations, even though current business performance is exceeding expectations and there are temporary profit increases due to U.S. tariff refunds.

Note that the exchange rate assumption underlying the full-year forecast remains unchanged at 155 yen to the U.S. dollar, the rate set when the assumption was revised at the time of the second-quarter results announcement.

2. Quarterly Consolidated Financial Statements and Principal Notes

(1) Quarterly Consolidated Balance Sheets

(Million yen)

	As of November 20, 2025	As of August 20, 2026
Assets		
Current assets		
Cash and deposits	33,177	28,131
Notes and accounts receivable - trade	15,837	12,063
Electronically recorded monetary claims - operating	1,360	1,409
Merchandise and finished goods	26,091	26,950
Work in process	360	413
Raw materials and supplies	5,763	6,754
Other	2,796	2,593
Allowance for doubtful accounts	(21)	(19)
Total current assets	85,366	78,295
Non-current assets		
Property, plant and equipment		
Buildings and structures	13,462	17,315
Accumulated depreciation	(10,571)	(10,750)
Buildings and structures, net	2,891	6,565
Machinery, equipment and vehicles	4,325	4,286
Accumulated depreciation	(3,751)	(3,653)
Machinery, equipment and vehicles, net	573	633
Tools, furniture and fixtures	12,196	13,128
Accumulated depreciation	(10,374)	(11,094)
Tools, furniture and fixtures, net	1,822	2,034
Land	6,972	6,974
Leased assets	3,242	3,919
Accumulated depreciation	(1,924)	(2,559)
Leased assets, net	1,318	1,359
Construction in progress	219	21
Total property, plant and equipment	13,797	17,588
Intangible assets		
Software	533	600
Other	146	156
Total intangible assets	679	756
Investments and other assets		
Investment securities	11,332	12,720
Deferred tax assets	636	594
Retirement benefit asset	5,728	5,844
Other	816	798
Allowance for doubtful accounts	(27)	(27)
Total investments and other assets	18,487	19,931
Total non-current assets	32,965	38,276
Total assets	118,332	116,572

(Million yen)

	As of November 20, 2025	As of August 20, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	8,010	5,254
Lease liabilities	577	870
Accrued expenses	5,515	5,537
Income taxes payable	1,368	420
Contract liabilities	183	168
Refund liabilities	1,995	1,905
Provision for bonuses	1,406	669
Provision for product warranties	249	176
Other	2,207	1,641
Total current liabilities	21,515	16,643
Non-current liabilities		
Lease liabilities	855	555
Deferred tax liabilities	3,695	4,698
Retirement benefit liability	2,434	2,409
Other	240	250
Total non-current liabilities	7,226	7,914
Total liabilities	28,742	24,557
Net assets		
Shareholders' equity		
Share capital	4,022	4,022
Capital surplus	4,353	4,374
Retained earnings	76,058	75,312
Treasury shares	(7,603)	(7,579)
Total shareholders' equity	76,832	76,129
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	4,630	5,494
Foreign currency translation adjustment	6,065	8,360
Remeasurements of defined benefit plans	1,185	1,083
Total accumulated other comprehensive income	11,880	14,938
Non-controlling interests	876	946
Total net assets	89,589	92,014
Total liabilities and net assets	118,332	116,572

(2) Quarterly Consolidated Statements of Income and Comprehensive Income

Quarterly Consolidated Statements of Income

Nine Months Ended August 20, 2026

(Million yen)

	For the nine months ended August 20, 2025	For the nine months ended August 20, 2026
Net sales	67,687	69,987
Cost of sales	45,269	45,923
Gross profit	22,418	24,064
Selling, general and administrative expenses	16,858	18,207
Operating profit	5,560	5,856
Non-operating income		
Interest income	265	268
Dividend income	182	230
Purchase discounts	20	19
Share of profit of entities accounted for using equity method	288	—
Royalty income	30	36
Rental income	86	81
Refund of Chinese value-added-tax	9	—
Other	89	86
Total non-operating income	972	724
Non-operating expenses		
Interest expenses	31	41
Share of loss of entities accounted for using equity method	—	103
Rental expenses on non-current assets	25	24
Foreign exchange losses	290	27
Other	77	34
Total non-operating expenses	424	232
Ordinary profit	6,107	6,348
Extraordinary income		
Gain on sale of non-current assets	6	29
Gain on sale of investment securities	—	2
Total extraordinary income	6	31
Extraordinary losses		
Loss on sale of non-current assets	—	0
Loss on retirement of non-current assets	9	12
Loss on valuation of investment securities	—	28
Total extraordinary losses	9	41
Profit before income taxes	6,104	6,338
Income taxes - current	897	1,462
Income taxes - deferred	915	692
Total income taxes	1,813	2,155
Profit	4,290	4,183
Profit attributable to non-controlling interests	153	167
Profit attributable to owners of parent	4,137	4,015

Quarterly Consolidated Statements of Comprehensive Income

Nine Months Ended August 20, 2026

(Million yen)

	For the nine months ended August 20, 2025	For the nine months ended August 20, 2026
Profit	4,290	4,183
Other comprehensive income		
Valuation difference on available-for-sale securities	863	864
Foreign currency translation adjustment	335	2,206
Remeasurements of defined benefit plans, net of tax	6	(40)
Share of other comprehensive income of entities accounted for using equity method	(0)	61
Total other comprehensive income	1,204	3,092
Comprehensive income	5,495	7,275
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	5,380	7,073
Comprehensive income attributable to non-controlling interests	114	201

(3) Notes to Quarterly Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Notes when there are significant changes in amounts of equity)

Not applicable.

(Additional information)

(Tariff refund procedure in the United States)

Our consolidated subsidiary, Zojirushi America Corporation, submitted a claim for a refund of \$8 million (about ¥1,288 million, based on the exchange rate as of the end of June 2026) by the end of June 2026, following a ruling by the U.S. Supreme Court that tariffs imposed under the International Emergency Economic Powers Act (IEEPA) were invalid.

A portion of the refund has already been received during the period under review, with ¥207 million booked as a reduction in cost of sales and ¥8 million as a reduction in merchandise and finished goods.

(Notes on segment information, etc.)

[Segment information]

For the nine months ended August 20, 2025

The Group engages in manufacture and sales of household products and other products, as well as incidental operations thereto, and businesses other than household products are immaterial. Accordingly, the segment information is omitted.

For the nine months ended August 20, 2026

The Group engages in manufacture and sales of household products and other products, as well as incidental operations thereto, and businesses other than household products are immaterial. Accordingly, the segment information is omitted.

(Notes on statements of cash flows)

The Company has not prepared quarterly consolidated statements of cash flows for the first nine months of the fiscal year ending November 20, 2026. However, depreciations (including amortization of intangible assets) for the first nine-month periods are as follows:

	(Million yen)	
	For the nine months ended August 20, 2025	For the nine months ended August 20, 2026
Depreciation	1,668	2,024

(Significant subsequent events)

(Tariff refund procedure in the United States)

In connection with the claim for a tariff refund explained in the note entitled “Additional information” above, our consolidated subsidiary, Zojirushi America Corporation, has received \$6 million (about ¥1,030 million, based on the exchange rate as of the end of June 2026) after the end of the third quarter of the fiscal year ending November 20, 2026.

Independent Auditor's Interim Review Report on the Quarterly Consolidated Financial Statements

October 2, 2026

To the Board of Directors of
Zojirushi Corporation

KPMG AZSA LLC
Osaka Office

Designated Limited Liability and Engagement Partner	Kazushi Chiba Certified Public Accountant
Designated Limited Liability and Engagement Partner	Natsuko Tamagaki Certified Public Accountant

Auditor's Conclusion

We have conducted an interim review of the quarterly consolidated financial statements of Zojirushi Corporation for the third quarter of the fiscal year from November 21, 2025 to November 20, 2026 (May 21, 2026 to August 20, 2026) and the nine months ended August 20, 2026 (November 21, 2025 to August 20, 2026), as presented in the Attachments to the Consolidated Financial Results. These statements comprise the quarterly consolidated balance sheets, the quarterly consolidated statements of income, the quarterly consolidated statements of comprehensive income, and the notes to the financial statements.

Based on our interim review, nothing has come to our attention that causes us to believe that the above-mentioned quarterly consolidated financial statements have not been prepared, in all material respects, in accordance with Article 4, Paragraph 1 of the Tokyo Stock Exchange, Inc.'s Standards for the Preparation of Quarterly Financial Statements and accounting principles for quarterly financial statements generally accepted as fair and appropriate in Japan (with the omissions of disclosure allowed under Article 4, Paragraph 2 of the Standards for the Preparation of Quarterly Financial Statements applied).

Basis for Auditor's Conclusion

We conducted our interim review in accordance with interim review standards generally accepted as fair and appropriate in Japan. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Interim Review of the Quarterly Consolidated Financial Statements" section of our report. We are independent of the Company and its consolidated subsidiaries in accordance with the provisions related to professional ethics in Japan (including those applicable to audits of financial statements of entities of significant public interest), and we have fulfilled our other ethical responsibilities as an auditor. We believe that the evidence we have obtained provides a basis for our conclusion.

Responsibilities of Management and the Audit and Supervisory Committee for the Quarterly Consolidated Financial Statements

Management is responsible for the preparation of the quarterly consolidated financial statements in accordance with Article 4, Paragraph 1 of the Tokyo Stock Exchange, Inc.'s Standards for the Preparation of Quarterly Financial Statements and accounting principles for quarterly financial statements generally accepted as fair and appropriate in Japan (with the omissions of disclosure allowed under Article 4, Paragraph 2 of the Standards for the Preparation of Quarterly Financial Statements applied), and for developing and implementing such internal control as management

determines is necessary to enable the preparation of quarterly consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the quarterly consolidated financial statements, management is responsible for assessing whether it is appropriate to prepare the quarterly consolidated financial statements with the assumption of a going concern and for disclosing, as applicable, matters related to going concern in accordance with Article 4, Paragraph 1 of the Tokyo Stock Exchange, Inc.'s Standards for the Preparation of Quarterly Financial Statements and accounting principles for quarterly financial statements generally accepted as fair and appropriate in Japan (with the omissions of disclosure allowed under Article 4, Paragraph 2 of the Standards for the Preparation of Quarterly Financial Statements applied).

The Audit and Supervisory Committee is responsible for overseeing the Directors' performance of their duties with regard to the development and implementation of the financial reporting process.

Auditor's Responsibilities for the Interim Review of the Quarterly Consolidated Financial Statements

Our responsibility is to express a conclusion on these quarterly consolidated financial statements based on our interim review from an independent standpoint in the interim review report.

In accordance with interim review standards generally accepted as fair and appropriate in Japan, we exercise professional judgment and maintain professional skepticism throughout the interim review process to perform the following:

- Make inquiries, primarily of management and persons responsible for financial and accounting matters, and apply analytical and other interim review procedures. An interim review is substantially less in scope than an annual audit of financial statements conducted in accordance with auditing standards generally accepted as fair and appropriate in Japan.
- Conclude, based on the evidence obtained, whether anything has come to our attention that causes us to believe that the quarterly consolidated financial statements are not prepared in accordance with Article 4, Paragraph 1 of the Tokyo Stock Exchange, Inc.'s Standards for the Preparation of Quarterly Financial Statements and accounting principles for quarterly financial statements generally accepted as fair and appropriate in Japan (with the omissions of disclosure allowed under Article 4, Paragraph 2 of the Standards for the Preparation of Quarterly Financial Statements applied), if we determine that a material uncertainty exists related to events or conditions that may cast significant doubt on the going concern assumption. Additionally, if we conclude that a material uncertainty exists as to the going concern assumption, we are required to draw attention in our interim review report to the notes to the quarterly consolidated financial statements or, if such notes are inadequate, to express a qualified or adverse conclusion. Our conclusions are based on the evidence obtained up to the date of our interim review report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether anything has come to our attention that causes us to believe that the presentation in and notes to the quarterly consolidated financial statements are not prepared in accordance with Article 4, Paragraph 1 of the Tokyo Stock Exchange, Inc.'s Standards for the Preparation of Quarterly Financial Statements and accounting principles for quarterly financial statements generally accepted as fair and appropriate in Japan (with the omissions of disclosure allowed under Article 4, Paragraph 2 of the Standards for the Preparation of Quarterly Financial Statements applied).
- Obtain evidence regarding the financial information of the Company and its consolidated subsidiaries as a basis for expressing a conclusion on the quarterly consolidated financial statements. We are responsible for the direction, supervision, and inspection of the interim review of the quarterly consolidated financial statements. We remain solely responsible for our conclusion.

We communicate with the Audit and Supervisory Committee regarding the planned scope and timing of the interim review and significant review findings.

We also provide the Audit and Supervisory Committee with a statement that we have complied with the provisions related to professional ethics in Japan regarding independence, and communicate with them matters that may reasonably be thought to bear on our independence, and where applicable, any measures that are taken to eliminate obstacles or any safeguards taken to reduce them to an acceptable level.

Interest

Our firm and the engagement partners have no interest in the Company or its consolidated subsidiaries which should be disclosed under the Certified Public Accountants Act.

Notes: 1. The original copy of the above interim review report is kept separately by the Company (the discloser of the Consolidated Financial Results).
2. XBRL data and HTML data are not included in the scope of the interim review.