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# Treasuring Everyday Life

Zojirushi Corporation
Integrated Report 2025

Corporate Philosophy

# “Creating a Better Quality of Life”

Since our founding, our business has been guided by the mission to provide products for a comfortable and convenient life —products that resonate with many people. Over the years, we have flexibly responded to diversified lifestyles and the changing business environment. A constant in this journey has been our corporate philosophy of “Creating a better quality of life.” That vision, an expression of the values at the core of the Zojirushi Group, will remain unchanged as we drive our business forward.

Corporate Slogan

## Treasuring Everyday Life

Management Policy

## Brand Innovation

Strengthening Zojirushi as a brand of household products and developing it into a food and lifestyle solution brand

## Cover Story



Section 1

## Value Creation Story



Section 2

## Strategy



Section 3

## Foundation for Value Creation



Section 4

## Financial and Corporate Information

— Cover Story —

# Our
# Passion and Commitment

## Dedicated to “Creating a better quality of life”

Guided since its foundation by its corporate philosophy, “Creating a better quality of life,” the Zojirushi Group has focused on people’s lifestyles as they change with the times and constantly proposed lifestyle ideas that are “a half step ahead.”

Our corporate slogan, “Treasuring Everyday Life,” expresses our determination to be a familiar presence in people’s lives, quietly supporting them every day.

We have been committed to delivering genuinely satisfying value by striving to ensure that every product and service provides confidence and convenience, and creating them in Zojirushi’s distinctive style.

Furthermore, in all our activities, our constant and unchanging mission is to be a trustworthy company that plays an essential role in society.

— Cover Story —

# Our
# Carefully Nurtured Technologies and Brands

## Continuous observation of ordinary daily activities to draw “Inspirations from everyday life”

Our challenge started in 1918 with a single glass vacuum flask.

In an era when electricity and gas were not yet common in households, we succeeded in making everyday living a little more comfortable through the innovative technology of vacuum insulation.

Our technology has its starting point in “Inspirations from everyday life.”

Our temperature-control technology, innovations for ease of use, safety-focused construction, and designs optimized for daily living are all created through continuous observation of ordinary daily activities. These elements can be found in numerous physical and non-physical aspects of our products and experiences.

“Inspirations from everyday life,” a concept that runs through our history of over 100 years, continues to support our brands today.

— Cover Story —

# Our
# Vision for the Future

## “Creating a better quality of life” in the future

Eating hot meals every day and leading a comfortable daily life—these essential activities depend on the abundant resources of our earth and society.

Under our Brand Innovation concept, we are committed to passing on the fulfilling and abundant lifestyles that we enjoy today to the next generation through a process of continued self-transformation and growth.

We will go beyond existing frameworks, hurdles, and customer expectations.

With its original vision and offerings of completely new physical and non-physical products and experiences, Zojirushi will contribute to sustainable future lifestyles whereby people live in harmony with the environment.

2030
BRAND
INNOVATION

# Value Creation History

**More than 100 years ago, two brothers with the dream of making vacuum bottles established the company that would become Zojirushi Corporation. Since then, Zojirushi has continued to create new value while aligning with changing lifestyles, growing as the Zojirushi brand in Japan and around the world.**

## 1918

### 1918
**Ichikawa Brothers Trading Company is established in Osaka**

Founders (from left): Ginzaburo Ichikawa (elder brother) and Kinzaburo Ichikawa (younger brother)

### 1923
Manufacture and sale of vacuum bottles begin

Elephant is adopted as trademark

### 1948
Kyowa Manufacturing Co., Ltd. is established

**"Pelican Pot," the first postwar product, is launched**

### 1953
Company name is changed to Kyowa Vacuum Bottle Co., Inc.

## 1960

### 1961
Company name is changed to Zojirushi Corporation

### 1963
**Hi-Pot Z Type thermal carafe is launched**

### 1967
U Pot UA-Model thermal carafe is launched, inspiring a boom in floral patterns

### 1968
Osaka Factory is completed

## 1970
**Shift from vacuum to electric**

### 1970
Head office building and Shiga Factory are completed

**Electric rice warmer is launched**

### 1973
***Osudake*, or "Just Push," air pot beverage dispenser is launched**

## 1980
**Original development of stainless-steel vacuum bottles**

### 1980
***Osudake* electric air pot beverage dispenser is launched**

### 1981
**TuffBoy stainless-steel thermos is launched**

### 1983
*Mieru* Pot and microcomputer-controlled rice cooker are launched

Liner with two openings is developed

### 1985
Office building in Tokyo is completed

### 1986
Zojirushi is listed on the Second Section of the Osaka Securities Exchange

Corporate identity activities are launched

ZOJIRUSHI

Union Zojirushi Co., Ltd. is established in Thailand

### 1987
Zojirushi America Corporation is established in the USA

## 1990
**Acceleration of overseas expansion**

### 1993
Integrated production and sales system goes into operation

### 1995
Zojirushi-Simatelex Co., Ltd. is established in Hong Kong

### 1999
Madame Zojirushi TV commercial wins the ACC Grand Prix (Minister of Posts and Telecommunications Award)

ISO 14001 certification is acquired

## 2000
**Diversification and broadening of product range**

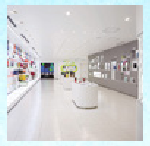
### 2001
**Mimamori "Watch Over You" Hotline Service is launched**

### 2002
Zojirushi Taiwan Corporation is established in Taiwan

### 2003
Zojirushi Shanghai Corporation is established in China

### 2006
**Environmentally friendly My Vacuum Bottle Campaign is launched**

### 2008
Vacuum Bottles & Air Pots Pavilion is established to mark the 90th anniversary of the Company's founding



## 2010
**Consideration for the environment and proposal of healthy lifestyles**

### 2010
***Kiwame Hagama* induction heating pressure rice cooker is launched**

### 2014
Zojirushi SE Asia Corporation Ltd. is established in Thailand

### 2018
Zojirushi marks the 100th anniversary of its founding

***Embudaki* induction heating pressure rice cooker is launched**

Zojirushi is listed on the First Section of the Tokyo Stock Exchange

Zojirushi Gohan Restaurant, a restaurant that serves rice cooked with the *Embudaki* induction heating pressure rice cooker, is opened

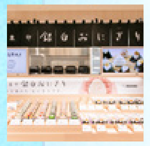
## 2020

### 2020
**Stainless-steel vacuum mug with Seamless Sen, a seamless one-piece lid, is launched**

### 2021
Zojirushi Ginpaku Bento lunch-box specialty store is opened at Eki-Marche Shin-Osaka Sotoe

### 2022
Zojirushi transitions to the Prime Market of the Tokyo Stock Exchange

Zojirushi Ginpaku Onigiri rice ball specialty store is opened



**EVERINO oven range is launched**

### 2023
Branch is established in South Korea

## 2025


## New products launched to create a better quality of life for the future

**Launched in February 2025**
Enamel electric cooking pot to ensure delicious flavor

**Launched in February 2025**
Large-capacity stainless-steel vacuum mug with Seamless Sen, a seamless one-piece lid, and carry handle

**Launched in June 2025**
***Embudaki*** **induction heating pressure rice cooker, with increased 1400 W heating power for concentrated heating in certain parts**

**Launched in September 2025**
30-liter EVERINO oven range that cooks more evenly with Zojirushi's proprietary "twin-engine structure"

**Launched in September 2025**
A toaster oven that seals in heat for faster cooking

## Changes in society and lifestyles

**Improvement of infrastructure for daily life**
- Electric lights and gas become widespread in the 1910s
- Home cooking with earthenware pots and broad-brimmed cooking pots; family life revolves around the *chabudai*, a low table

**Electrification, Westernization, and the pursuit of affluence (period of rapid economic growth)**
- Life in an apartment complex with a dining room and kitchen
- Instant noodles and instant coffee, prepared by simply adding hot water, become major hits
- Tokaido Shinkansen begins service and Tokyo Olympics is held in 1964
- Emergence of the nuclear family
- Expansion of apparel industry and restaurant industry
- First Oil Shock in 1973
- Second Oil Shock in 1979

**Overseas expansion of Japanese companies, bubble economy**
- Gourmet boom; designer and character brand boom
- Shift from "big and heavy" to "small and light"
- Emergence of the "new family," which pursues things differently than others do
- Rise of environmental issues, ecology, and recycling
- Leisure and outdoor activities boom
- Hay fever and sick building syndrome become social problems
- Shift to an aging society

**Breaking away from mass consumption, era of diversity**
- Widespread use of the Internet
- Intensification of global warming
- Growing concern about food safety
- Spread of smartphones
- Shift to a super-aging society
- Growth of emerging economies
- Japanese cuisine added to UNESCO Intangible Cultural Heritage list in 2013
- COVID-19 pandemic
- Increased adoption of telework and remote meetings
- Shift to new lifestyles

# At a Glance

(Fiscal 2025)

## Zojirushi in figures

**Year of incorporation**
1918

**Number of employees (consolidated)**
1,515

**Average years of service (consolidated)**
11.2

**Net sales**
¥91.1 billion

**Operating profit**
¥7.4 billion

**ROE**
6.8%

**Retention rate of new graduates for three years (non-consolidated)**
92.5%
(As of March 31, 2025)

**Percentage of childcare leave taken by men (non-consolidated)**
104.5%

**Number of countries where Zojirushi products are sold**
52

**Cumulative shipments of the *Embudaki* series in Japan**
Exceeding 1 million units
(As of September 24, 2025)

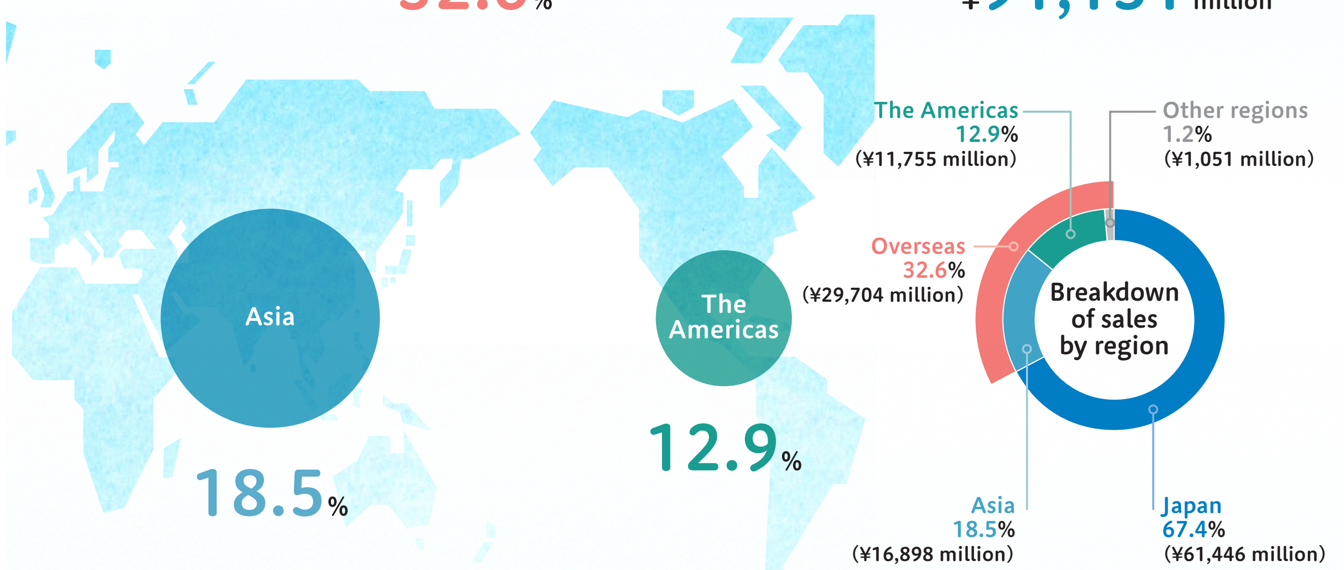
**Cumulative shipments of Seamless Sen series in Japan and overseas**
Exceeding 13.4 million units
(As of December 15, 2025)

**Number of awards in the 2025 Good Design Award**
6

## Global penetration of the Zojirushi brand

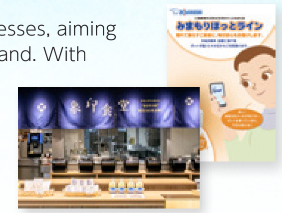
**Overseas net sales ratio**
32.6%

**Total net sales**
¥91,151 million

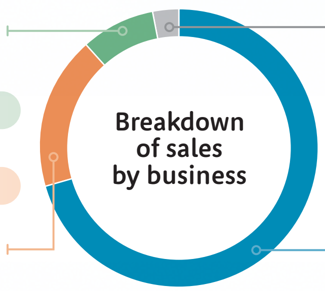



## Four business domains

To make lifestyles more comfortable and fulfilling, we develop household appliances considerate of the environment and health. Focusing on the basics of living, we work to develop distinctive, high-quality products, aiming to make the time spent on everyday activities freer and more comfortable.



Zojirushi is engaged in various businesses, aiming to be a food and lifestyle solution brand. With developments such as the Zojirushi Gohan Restaurant and Mimamori Hotline Service using electric pots with IoT functions, we are promoting value unique to Zojirushi.




**Household appliances**
8.4% (¥7,656 million)
Air cleaners, steam humidifiers, bedding dryers, dish dryers, etc.

**Others**
2.9% (¥2,680 million)
Mimamori Hotline Service, food and beverage business (Zojirushi Gohan Restaurant, Zojirushi Ginpaku Bento, Zojirushi Ginpaku Onigiri), industrial equipment, etc.

**Household and thermal products**
18.0% (¥16,430 million)
Glass vacuum flasks, stainless-steel vacuum bottles, stainless-steel lunch jars, stainless-steel soup jars, etc.

**Cooking appliances**
70.6% (¥64,384 million)
Rice cookers/warmers, electric griddles, coffee makers, toaster ovens, oven ranges, electric pots, bread machines, etc.

We produce high-performance, functional products such as stainless-steel vacuum bottles and lunch jars, with technologies for keeping things warm or cold that we have continued to hone since our foundation. By further refining our world-class insulation technology, we strive to develop products that are safe for people and the global environment, offering convenience and comfort.

We pursue technologies that bring out the delicious flavor of ingredients and sophisticated designs offering fast, efficient, energy-saving convenience optimized for daily life. Our products carefully embody the ideal properties needed for cooking equipment, as we work to imbue them with Zojirushi's distinctive quality to enrich customers' daily dining experience.

# Value Creation Process

Along with the 2030 management policy Brand Innovation, we will promote ESG initiatives to solve social issues, thereby increasing our corporate value and contributing to the lifestyles of the future.

## Six Forms of Capital

Fiscal 2025 results

**Human capital**

Number of employees: 1,515 (consolidated)

**Intellectual capital**

R&D expenses: ¥994 million

Number of intellectual properties: 2,104

**Manufactured capital**

Capital investment: ¥1,910 million

Property, plant and equipment: ¥13,797 million

**Social capital**

Sales offices in Japan: 18 locations

Overseas locations: 6 sales offices, 2 production sites

**Natural capital**
(October 2024–September 2025)

Annual electricity consumption (Japan): 10,297 MWh

Annual water consumption (Japan): 22 thousand tons

**Financial capital**

Net sales (consolidated): ¥91,151 million

Equity ratio: 75.0%

## Increase in Economic Value

2030 (target)

| Net sales (consolidated) | Operating profit (consolidated) | ROE (consolidated) |
|---|---|---|
| ¥100 billion or more | ¥10 billion or more | 8% |

## Corporate Philosophy

Creating a Better Quality of Life

## Material Issues (Materiality)

- Contribution to a sustainable global environment
- Development of human resources and a workplace that can tackle the challenge of value creation
- Provision of products and services that respond to social issues
- Establishment of a governance system that stakeholders can trust

## 2030 Management Policy

### Brand Innovation

Strengthening Zojirushi as a brand of household products and developing it into a food and lifestyle solution brand

## Medium-Term Management Plan

2019-2022 → 2023-2025 → 2026-2028

ADAPT → SHIFT → BEYOND

×

## Strengths

- Brand power
- Product development capability
- Technological capability

## Vision

Realizing more comfortable, more convenient, and more fulfilling lifestyles

## Increases in Social Value and Employee Value

2030 (target)

| $CO_2$ emissions (consolidated) | Percentage of management positions held by women (non-consolidated) |
|---|---|
| 50% reduction (vs. those of fiscal 2019) | 15% |

* From October of the previous year through September of the current year

## External Environment

- Acceleration of transition toward a sustainable society
- Changes in population structure and diversification of lifestyles
- Increased uncertainty in the world
- Advance of digitalization

# President's Message

**Brand Innovation is our initial challenge of the next 100 years. We will reform every aspect of our organization, business, and management as we move to create a foundation for sustainable growth.**

**Norio Ichikawa**
President and CEO

## With SHIFT, succeeded in adapting to a constantly changing environment to achieve three consecutive years of growth in sales and profits

The Zojirushi Group was working under the medium-term management plan SHIFT from fiscal 2023, ended November 20, 2023, with fiscal 2025 being the final year of the plan. A look at Japan's business environment in fiscal 2025 reveals a gradual recovery trend, buoyed by firm demand from travelers to Japan and improvements in personal consumption. On the other hand, overseas markets continued to experience uncertainty, including factors such as U.S. policy trends and the outlook for the Chinese economy. In addition, a number of other factors affected business operations, including global price increases and geopolitical risks.

In this environment, the Group performed strongly in the cooking appliance category, our core business, with sales growth in high-value-added products such as our top-of-the-line rice cooker, *Embudaki*. In addition, our earning capability increased as a result of steady cost reductions and price optimization in response to cost increases driven by the depreciation of the yen. In overseas business, the Taiwanese market grew, and we maintained a proactive stance, opening a branch in South Korea and strengthening our business in other regions as well. These endeavors enabled us to minimize the impact of a slowdown in the Chinese market. As a result, the Group recorded higher sales and profits, with consolidated net sales rising 4.5% year on year, to ¥91.1 billion, and operating profit climbing 24.9%, to ¥7.4 billion.

We largely achieved the management targets for each period under SHIFT, with ROE alone falling short 0.2 percentage points. Both consolidated net sales and operating profit targets were reached, with both sales and profits increasing for a third consecutive year. We believe these results show that we have responded accurately to changes in market conditions. The previous medium-term management plan, ADAPT, started in fiscal 2019, but we faced significant changes in the operating environment due to the COVID-19 pandemic in 2020. At that point, we divided the plan into two phases, revising our strategy as a four-year plan. During the SHIFT period, the wave of change continued unabated, both in Japan and internationally. In this environment, I consistently communicated within the Company the importance of always anticipating various risks and having multiple options. Even if a particular market or product enters a difficult phase, other businesses and regions can supplement earnings. With this approach we were able to respond with agility in our overseas business, particularly in the face of country risk. These initiatives enabled us to offset the impact of a slump in personal consumption in the Chinese market with growth in North America and Taiwan, and brisk performance in the Japanese market.

## Progress in the transformation of our business portfolio and corporate structure, and the internal penetration of our brand philosophy starting to gain momentum

Under SHIFT, we aimed to evolve into a solution brand that grows sustainably while solving lifestyle and social issues. The plan articulated our priority issues in the four themes of business domains, global markets, digitalization, and sustainability, which we addressed with various measures.

When the plan was launched, the balance between our overseas and domestic businesses had the overseas business producing one-third of our net sales. On the other hand, the overseas business had a relatively high ratio of profit. This prompted us to make the global shift a priority issue, and we set about accelerating the growth of our high-earning overseas business. However, as the downturn in the Chinese economy became prolonged, sales fell further than we had anticipated. In addition, the once-favorable U.S. market experienced a difficult phase due to changing trends in government policy. Meanwhile, although our domestic business faced deteriorating profitability as import costs climbed from around 2022, we managed to substantially improve profitability by optimizing pricing and promoting cost reductions. By promoting domain shift, one of the priority issues under SHIFT, we made progress on expanding new domains and deepening existing domains, as we enlarged key markets, product domains, and sales channels in a balanced manner. In these ways, we realized a business portfolio resilient to change and created a muscular corporate structure. I believe this approach led to the three consecutive years of higher operating profit.

For my part, I have been most delighted to see the idea of "making good products well and delivering them confidently at an appropriate price" spread throughout the entire Group, including production, development, and sales. Over these past few years, I have been telling employees that I want them to place importance on a philosophy for increasing brand value rather than focusing only on figures such as market share and net sales. By having every employee adopt a stance of protecting our brand, I feel that we have developed the ability to secure steady earnings even in an adverse environment with unpredictable market fluctuations.

## Promoting major organizational reforms and leadership transition to realize Brand Innovation

In fiscal 2019, the 101st anniversary of its founding, the Group announced the management policy Brand Innovation, which incorporates the Group's vision of remaining a sustainable company for the next 100 years. We will transform the Company, aiming to strengthen Zojirushi as a brand of household products and develop it into a food and lifestyle solution brand.

We believe that achieving Brand Innovation will also require an organizational transformation. To strengthen our ability to respond to change and increase management speed, we have been renewing the composition of the Board of Directors, including both internal and external members. We have sought the views of long-serving executives in identifying the next generation of leaders and are taking a measured approach to succession. On the execution side, we have implemented organizational reforms in development, marketing, domestic sales, international sales, and DX, along with personnel changes involving department heads, site leaders, and the heads of Group companies. To avoid a situation in which workflow remains unchanged despite an organizational transformation, we intend to move away from conventional approaches and entrust greater roles to the next generation of leaders.

In addition, I have reviewed the status of management including myself. Until now, when taking on the challenge of a new business or domain, we proceeded by selecting partner companies and developing markets mainly through the network that I have built. However, with distribution channels and the competitive environment changing rapidly, there are limits to the growth that can be achieved with a structure that relies on one individual. Looking ahead, we will need to expand the network of the Zojirushi brand and pivot to a management structure able to build a larger business foundation.

## New possibilities for the Zojirushi brand emerging from our exhibition at an expo

Our primary aim in deciding to exhibit at Expo 2025 Osaka, Kansai, Japan was to promote the concept of the Zojirushi brand beyond our business framework. To communicate our ideas for the future to people around the world, we went beyond simply exhibiting our existing services and enlisted the cooperation of new partners. Together we took on the challenge of creating an exhibition that embraced the nature of a venue for experiencing the future, including a rice ball specialty store equipped with robots and my bottle (a personal water bottle) washer as a proposal for the B2B market.

The rice ball specialty store, ONIGIRI WOW!, introduced *onigiri* (rice ball) robots developed by food-processing machinery manufacturer Suzumo Machinery Co., Ltd. This was paired with our IoT technology that manages rice cooking to provide fresh, hot *onigiri*. According to Suzumo Machinery's engineers, most machines make *onigiri* after the rice has cooled. This was their first attempt at developing a machine for forming *onigiri* while the rice was hot. By combining our technology with that of a partner company, we were able to offer the value of real Japanese food to the world.

Over 146,000 groups visited the rice ball specialty store, which sold over 320,000 rice balls. As these results show, it was a powerful opportunity to expand the potential of the Zojirushi brand and truly experience the impact of value creation through collaboration with other industries.

## The new medium-term management plan BEYOND—a period for overcoming barriers to growth

We are now in the final five years leading up to the goal of Brand Innovation in 2030. The new three-year medium-term management plan, BEYOND, which started in fiscal 2026, is positioned as a period for overcoming barriers to growth by leveraging the accumulated results up through the SHIFT plan to execute measures that go beyond our existing framework.

As the successor to our ADAPT and SHIFT plans, BEYOND aims to achieve growth one or two levels above our current level. For about seven years, we have been promoting management platform reforms and sowing seeds based on our brand. Through these efforts, a clear sense of momentum toward the next stage of growth has begun to take root among all our employees. I too have high expectations about how they will achieve this next phase of growth.

## Deepening core domains and developing new markets to build a brand that can take on the world

The important themes in BEYOND are "high growth in core domains" and "development of new markets."

We have established a firm position as the leading brand in Japan for rice cookers/warmers. We will maintain this unrivaled, dominant position while further enhancing our brand power. Our initiatives based on "delicious rice" extend beyond products to promoting rice culture itself. We aim to demonstrate our presence in the commercial-use market as well, including expansion into the restaurant industry.

Overseas, we will challenge ourselves to enter new markets including Europe and Oceania, in addition to our existing focus areas of North America and Asia. Recently, global interest in Japanese cuisine has been increasing, with *sushi* and *onigiri* gradually becoming words common all over the world. To help Japanese rice culture take root in different areas, we have started developing a special model just for cooking delicious rice tailored for varieties in various regions.

For the microwave oven business, in autumn 2025, we launched a 30-liter EVERINO, a steam oven range with new technologies that has started strongly. Developing the microwave oven business as a second core domain to follow rice cookers/warmers is one of the priority issues of BEYOND. By enhancing the lineup and strengthening our proposal capability, we will also set ambitious targets for both recognition and sales. Overseas, we will bolster experiential sales promotion based on our expansion of sales channels in Taiwan and promote global development while utilizing e-commerce.

In addition, we will realize a return to growth in the household and thermal business, which is centered on stainless-steel vacuum bottles. In Japan, we will expand our lineup and strengthen sales efforts, while overseas we will promote product deployment based on local needs in each region and increase the countries in which we operate.

## Expanding the possibilities for the Zojirushi brand together with Japan, which aspires to be a cultural leader

In 1970, when I was a sixth-grade elementary school student, Japan hosted the Japan World Exposition, Osaka. The future technologies I saw there were implemented in society one by one over the following 50 years. At that time, Japan was facing rapid changes in its economic environment and the destabilization of international affairs. Nevertheless, Japan managed to grow through technological innovation and high-quality manufacturing. Today Japan again faces a host of issues including geopolitical risks and high raw material prices. However, environments such as these really highlight the true value of Japanese companies. That said, the important focus in the future for countries will be on cultural rather than economic leadership. Japanese people have the ability to flexibly incorporate new cultures and technology from abroad and use them to enrich daily living. This strength is deeply embedded in our corporate philosophy, "Creating a better quality of life." I want Zojirushi to provide food and lifestyle solutions through safe, high-quality products and be a company that communicates value developed in Japan to the whole world.

Brand Innovation is our initial challenge of the next 100 years. The Group will work as one to reform every part of our business portfolio and management platform, creating a foundation for sustainable growth.

I encourage all our stakeholders to have high expectations for the Zojirushi Group going forward, and I ask for your continued support.

April 2026

**Norio Ichikawa**
President and CEO

# New Medium-Term Management Plan BEYOND

## Looking Back on Medium-Term Management Plan SHIFT

SHIFT was positioned as a time to transition steadily to being a solution brand that grows sustainably while solving lifestyle and other social issues, with a view to realizing the 2030 management policy Brand Innovation. During that period we steadily pursued a range of measures to address the four priority issues of domain shift, global shift, digital shift, and sustainability shift.

### Results and issues for each measure

**Domain shift**
Expanding new domains and deepening existing domains

Results
- Maintained a high value share of the domestic rice cooker/warmer market
- Strong sales of microwave ovens in Taiwan creating a new source of earnings
- **Profitability improvement** in Japan by adding higher value and optimizing prices
- Full-year **profitability** achieved in the food and beverage business

Issues
- Intensified competition for microwave ovens in Japan
- Stagnating sales growth for stainless-steel vacuum bottles in Japan and overseas

**Digital shift**
Promoting digitalization

Results
- Introduction and expansion of **generative AI** services
- **Full migration** of in-house systems **to the cloud**
- Data-based optimization of efforts such as **visualization of sales activities**

Issues
- Continuous improvement of digital literacy
- Use of digital technology to directly impact profitability and productivity

**Global shift**
Accelerating growth in global markets

Results
- Adapted to market expansion and **increased adoption rate of e-commerce** in main countries
- Increased sales of **commercial-use** products in China, the United States, and Taiwan
- Established **South Korean branch**, strengthened sales structure (December 2023)
- Established a global production structure (executed **medium-term procurement strategy**)

Issues
- Prolonged downturn due to softening of personal consumption in China
- Decline in profitability due to impact of tariff policies in the United States

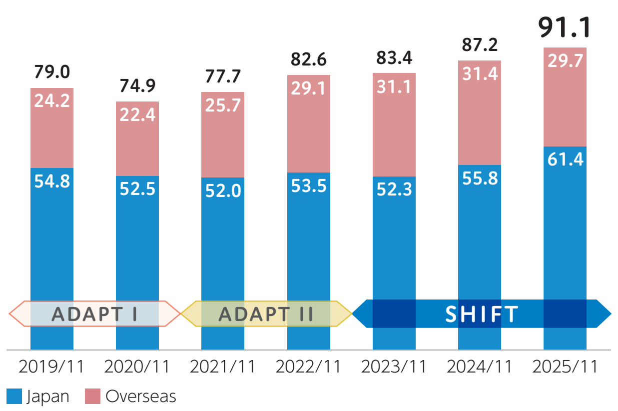
**Sustainability shift**
Transforming into a sustainable company

Results
- **44%** reduction in $CO_2$ emissions (compared with those of fiscal 2019, fiscal 2025 result)
- Adoption of measuring cups and rice spoons made with **biomass-based plastics**
- Promoted health and productivity management and measures to increase engagement

Issues
- Further expansion of initiatives for resource recycling
- Continuous increase in ROE (6.8% in 2025)

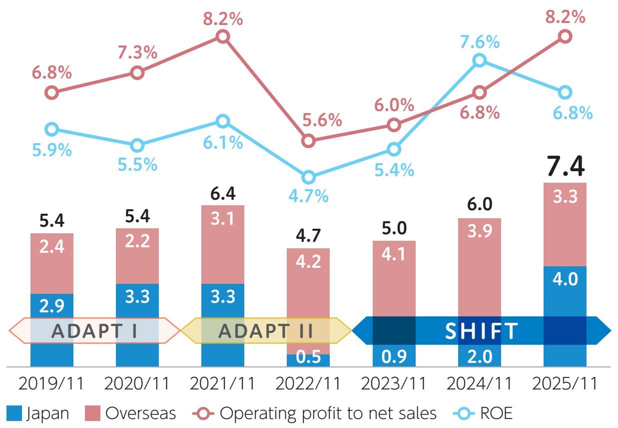
### Business results

1 Consolidated net sales (Billions of yen)




Increased over five consecutive years since 2021 as a result of measures under SHIFT.

2 Consolidated operating profit (Billions of yen)/ Operating profit to net sales/ROE




Cost increases due to the yen's depreciation in foreign exchange and so forth were absorbed by being passed on to consumer prices, while profit increased over three consecutive years with the contribution of reduced costs, and ROE was 6.8%, below last year's figure of 7.6%.

## 2026–2028 Medium-Term Management Plan BEYOND

Moving toward realizing Brand Innovation, we have positioned the three years from 2026 as the BEYOND period, in which we will further enhance the value of our solution brand, cultivated under SHIFT, and overcome barriers to growth by executing measures that go beyond existing frameworks, with the entire Group working toward our vision for 2030.

**2030 management policy**

**Brand Innovation**

Strengthening Zojirushi as a brand of household products and developing it into a food and lifestyle solution brand

**Medium-term management plan**

2019 → 2020 → 2021 → 2022 → 2023 → 2024 → 2025 → 2026 → 2027 → 2028 → –2030

ADAPT (Adaptation to Diversity of Area, People and Technology) | SHIFT | BEYOND

### Priority issues

**BEYOND**

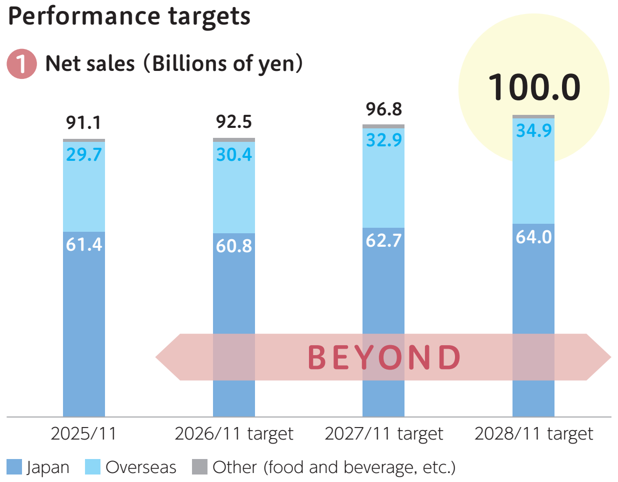
**Overcoming hurdles**
**I. High growth in core domains and development of new markets**
- Global penetration of rice cooker/warmer brand
- Expansion of core domains through growth of microwave oven business
- Return to growth of household and thermal business based on vacuum bottles
- Marketing strategy targeting the domestic market
- Enhancement of marketing for priority regions overseas
- Expansion of new business domains such as food and beverage business and products

**Beyond frameworks**
**II. Strengthening human resources and organization through DX**
- Promotion of human capital management
- Enhancement of productivity and competitive advantage through DX promotion
- Groupwide risk management optimization

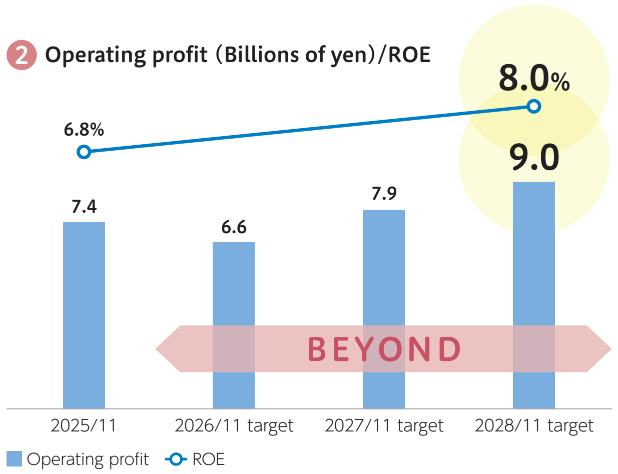
**Beyond expectations**
**III. Sustainable enhancement of corporate value centered on the brand**
- Considered communication that enhances brand value
- Promoting capital policy with an awareness of the cost of capital

### Performance targets

1 Net sales (Billions of yen)



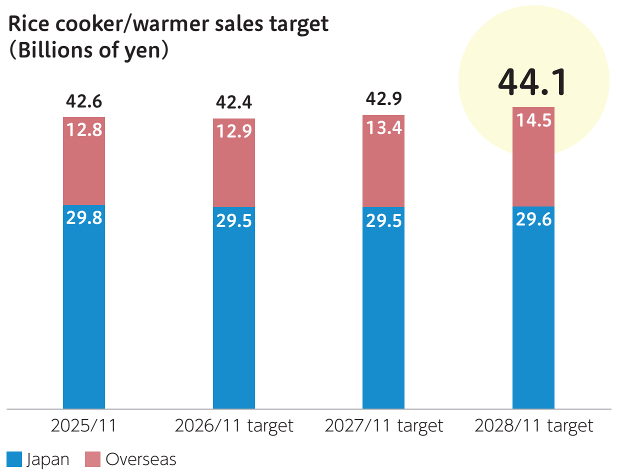

2 Operating profit (Billions of yen)/ROE



## High growth in core domains and development of new markets

### Global penetration of rice cooker/warmer brand

Rice cooker/warmer sales target
(Billions of yen)




**Japan**

**Establish a dominant market share**
- Rebuild rice cooker/warmer brand with flagship model featuring new technology

**Expand commercial-use market**
- Provide delicious rice demanded by restaurants
- Expand sales and follow-up systems through collaboration with other companies

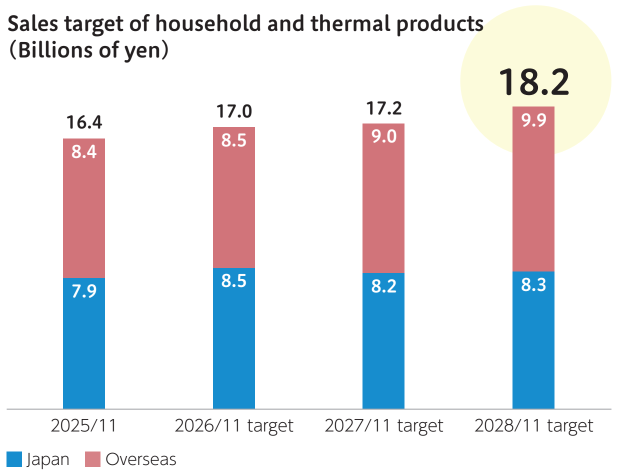
**Overseas**

**Create opportunities to experience eating delicious rice**
- Build a reputation for delicious flavor through increased promotion of *Embudaki*
- Provide experiences through events

**Expand areas of deployment through strategic entry into unrecognized markets**
- Commercial-use market
- Renew efforts in South Korea
- Develop dedicated models for Europe

### Return to growth of household and thermal business based on vacuum bottles

Sales target of household and thermal products
(Billions of yen)




**Japan**

**Drive sales expansion of core stainless-steel vacuum bottles**
- Strengthen sales through mainstay-store channel and sales efforts in e-commerce channels
- Aggressively develop new sales channels

**Establish a system for accepting small-lot orders**
- Build a framework for engaging with customers to handle diverse needs such as special orders

**Overseas**

**Strengthen region-specific product development for stainless-steel vacuum bottles**
- China: China-made mugs,
  Southeast Asia/Hong Kong, and others: Tumblers
- North America: Promote mainstream products

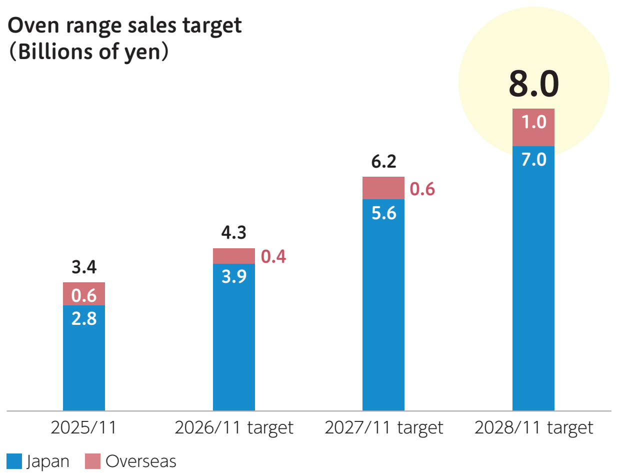
**Drive sales expansion in the e-commerce channel**
- Strengthen e-commerce development in Taiwan, South Korea, and elsewhere

**Production/development**

**Expand stainless-steel vacuum bottle lineup**
- Japan: Add new cool bottle models and build a production system for small-lot original bottles
- Overseas: Develop products aligned with regional characteristics

### Expansion of core domains through growth of microwave oven business

Oven range sales target
(Billions of yen)




**Japan**

**Strengthen market recognition**
- Enhance knowledge of product and increase proposal capabilities

**Increase mindshare**
- Increase recognition through experiential promotion and other initiatives

**Overseas**

**Promote sales with an emphasis on experiential and real-word channels**
- Expand sales channels in Taiwan and aim to increase share
- Expand sales through face-to-face selling as experience events

**Expand sales through online channels**
- Utilize "direct-to-consumer" in Shanghai
- Enter South Korea's e-commerce market

**Production/development/CS**

**Expand lineup and increase product capabilities**

**Strengthen repair system**

### Expansion of new business domains such as food and beverage business and products

Food and beverage business

**Vision for the Company in 2028**

**Zojirushi food stores widely known for delicious rice**

Number of stores **10** (five new stores)

Net sales ¥**1.0** billion

**Increase recognition and earning capability by developing multiple stores under the three brands Gohan Restaurant, Bento, and Onigiri**

**Priority measures**

**Provide delicious rice that exceeds customer expectations**

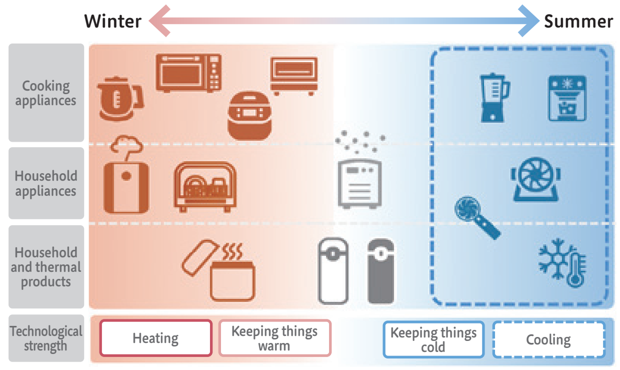
Constantly seek out delicious rice and side dishes, develop and expand new menu items, etc.

**Increase the success rate of new store openings**

Accumulate know-how for surveying and selecting prime sites, standardize process from store opening to profitability, etc.

**Future development and direction of product domains adapted to environmental change**

- **Develop new applications using technology for keeping things cold**
- **Develop cooling technology**




**Continuously develop and examine products and services for B2B and B2C applications using the Company's technologies, conduct trial testing, etc.**

- **Develop cooking appliances using induction heating technology**
  Utilize the Company's technology in non-cooking/household appliances as well
- **My bottle washer**
  Examine options for commercialization

# Special Feature: Zojirushi's Technology and Development Capabilities Supporting Its Brand

**With a development philosophy that draws on "Inspirations from everyday life" and using consumers' real needs as a starting point, Zojirushi takes a unique approach to manufacturing that is highly focused on quality and safety. Our accumulated technological capabilities are the foundation supporting the growth of our brand.**

## Zojirushi's technology and development capabilities

| Development philosophy | Starting point |
|---|---|
| Inspirations from everyday life | Consumers' real needs |

**Market-driven, rather than technology-led, development capabilities**

### Key approaches

- What brings true joy
- Pursuit of the essentials
- Quality and safety

**Toward realizing the 2030 management policy Brand Innovation by accumulating technological capabilities and increasing brand value**

Rice cookers/warmers


## With advances in deliciousness, cumulative shipments in Japan exceed 1 million units*1

*Embudaki* rice cookers recreate the effect of flickering flames in an open-flame rice cooker using our proprietary induction heating structure to achieve the flavor of rice cooked over a fire, the foundation of Japanese cooking. In 2025, approximately seven years after its launch in 2018, the *Embudaki* series surpassed 1 million cumulative shipments in Japan.

Since the launch, the development team has continued to improve the induction heating structure, inspired by the thought that deliciousness has no limits. The product has been highly evaluated by dedicated users, with a satisfaction score reaching 94%.*2

*Embudaki* NX-AA model

*1 The cumulative number of *Embudaki* series (NX-A, NW-F, NW-K, NW-L, NW-N, NW-P, NW-U, and NW-E models) shipped by the Company since its launch in 2018 (Data aggregation period: July 11, 2018-September 20, 2025; research by Zojirushi)
*2 The Company's user survey for the original NW-FC model (n = 776) in 2024

### Realizing Zojirushi's highest-ever heating power*3

To create powerful convection currents inside the rice pot, the first *Embudaki* had three induction heating coils in the bottom. In the 2020 model, the number of coils was increased to six, and subsequently the shape and position of the coils were changed to realize a more successful convection current. The new product launched in 2025 achieved the highest heating power in Zojirushi's history when aspects such as the thickness of the induction heating coils were revised.

*Embudaki* NX-AA model, launched in 2025

Image

*3 Comparison of the measured power consumption in the bottom of the Company's induction heating rice cookers (comparison with the Company's standard 2017 products NW-AT10 1290W and NX-AA10 1400W; research by Zojirushi)

Electric cooking pots

## Enamel electric cooking pot, a new concept with high heat retention for deeper flavor

While electric cooking pots offer the convenience of set-and-forget cooking, buyer surveys*4 indicated that only 53% of respondents were "Very satisfied" with the flavor of dishes made in them. Moreover, the survey indicated that the frequency of use declined after the purchase due to dissatisfaction with the low number of automatic menus available and the comparatively easier use of other cooking equipment.

To address these points, we developed more automatic cooking menus designed to be easy and quick to prepare, and adopted an enamel pot suitable for stewed dishes. The result was an electric cooking pot that enables users to create delicious meals while saving time and effort, even without cutting corners.

*4 The Company's online survey of buyers of electric cooking pots (n = 377) conducted in August 2023

It includes a "sauté-and-stew" setting that enables users to sauté ingredients in the enamel pot first, then set the pot on the main unit for automatic cooking.
Enamel electric cooking pot, EL-NS23

### Completely original Zojirushi app

In addition to developing the main unit and recipes, we also challenged ourselves to create a dedicated app. While we have some knowledge of IoT services such as the Mimamori Hotline Service, this was our first attempt to produce an app-ready cooking appliance. Designed with users' perspectives in mind, the Zojirushi app features functions to help users choose a menu from diverse recipes and prepare it, making everyday cooking more convenient.

Oven ranges

## 30-liter EVERINO reduces uneven heating, even in a large oven cavity

EVERINO was launched in 2022 as Zojirushi's first oven range, designed to be "an oven range that customers will really use." Starting by deeply researching users' pain points such as uneven heating and difficulties mastering the functions, we designed and developed the product to meet their real needs.

For the 30-liter model launched in September 2025, we started from scratch by developing new technologies. In addition to improving the microwave function, we enhanced the oven functions, meeting the needs of users seeking to prepare delicious dishes effortlessly and easily.

### Twin-engine structure for bidirectional heating

In a large oven cavity, a bottom-mounted element working alone tends to produce uneven heating. As a result, the unit heats from the bottom and the back wall. Efficient heat transmission shortens cooking times for delicious end results.


Image

Steam oven range
EVERINO ES-LA30

Electric kettles and steam humidifiers

## Safety and design for anyone in the family to use with confidence

The STAN. series combines functionality and ease of use with a simple design that fits into daily life, earning it high regard among households with two working parents and those raising children. People choose STAN. not only for its adaptable design that fits easily into interior spaces but also for Zojirushi's accumulated technological capabilities in areas such as safety. STAN. is designed to be easy for anyone to use comfortably and confidently.

The CK-PA08 electric kettle offers a host of carefully considered features such as safety, easy pouring, and simple maintenance.

The EE-FA50 steam humidifier uses electric pot technology to boil water, cool it to 65°C, then humidify a room with clean steam.

### All Zojirushi electric kettle models designed for safety

The Company has devised its own standards that exceed general safety levels to ensure continued reliable quality.

All Zojirushi electric kettles launched after 2008 include safety design features such as a structure that prevents tipping and spilling, and a double-walled arrangement to make the exterior less hot.

# Material Issues (Materiality)

**In formulating the new medium-term management plan BEYOND, we reexamined changes in the background business environment and determined material issues for management over the medium to long term. We will promote initiatives in the domains of solving social issues through business activities and a stronger management platform.**

## Context for Determination of Material Issues

With factors such as growing recognition of the preservation and protection of the global environment, change and diversification in work styles and consumption behavior, increased uncertainty due to various conflicts around the world, and rapid advances in digitalization, we expect to see continued dramatic changes amid an uncertain environment going forward. Because of these uncertain conditions, it is increasingly important to have a proper shared recognition of the Zojirushi Group's vision among employees from a long-term perspective and to work to deal with short- to medium-term issues.

As demands on companies change with the times, the Group will work as one toward realizing the 2030 management policy Brand Innovation, while also promoting ESG initiatives to solve social issues. With this approach, we will increase our corporate value and contribute to the lifestyles of the future.

### Process for determination of material issues

**STEP 1 Confirmation of final destination**

Confirmed the financial targets under Brand Innovation and the policy for expansion of business domains

**STEP 2 Identification of issues**

Identified issues in Business Planning Department, referring to international standards and guidelines such as the Sustainable Development Goals (SDGs) and evaluation items used by ESG evaluation organizations

**STEP 3 Organization and prioritization of issues**

Organized issues from members of the project for formulating the medium-term management plan and prioritized issues in the domains of solving social issues through business activities and stronger management platform, which lead to increase of the Company's corporate value

**STEP 4 Management decision making**

Determined four material issues after discussing the importance of the issues at the Management Meeting
Approved at the Board of Directors meeting

**STEP 5 Incorporation into management plan and promotion inside the Company**

Reflected into the 2026–2028 medium-term management plan BEYOND
Conducted online briefing meetings for all employees

## Material Issues for the Zojirushi Group

By dealing with material issues identified in the domains of solving social issues through business activities and a stronger management platform, we aim to increase social value, economic value, and employee value.

### Material issues, KPIs, and 2025 results

| Domain | Material issue | | Target | 2025 results | KPI 2028 | KPI 2030 | Relationships with SDGs |
|---|---|---|---|---|---|---|---|
| Solving social issues through business activities | Contribution to a sustainable global environment | Realization of a decarbonized society | Reduction of $CO_2$ emissions (Scope 1 and Scope 2*1) (vs. that of fiscal 2019*2) | 44% reduction for the Group | 45% reduction for the Group (provisional) | 50% reduction for the Group | 13, 14, 15 |
| | | | Disclosure of $CO_2$ emissions (Scope 3) | — | Disclosure of Scope 3 emissions | Disclosure of emissions reduction policy | |
| | | Consideration for environmental impact and biodiversity | Conducting of life-cycle assessment*3 and improvements | Completed analysis of environmental impact over the life cycle and identification of issues (NW-F/NW-V-models rice cookers/warmers) | Examination of countermeasures to issues | Continuous improvement in life-cycle assessment toward reducing environmental impact | |
| | | | Increase in recycling rate*4 (reduction of industrial waste) | 86% recycling rate | 90% recycling rate | 90% or higher recycling rate | |
| | | | Contribution to reduction of marine plastic waste | Continuous internal campaign of the movement for zero plastic bottles<br>Collaborated with various organizations to promote the use of personal vacuum bottles | Continuous internal campaign of the movement for zero plastic bottles in the Group<br>Strengthening collaboration with various organizations for promoting use of personal vacuum bottles | Continuous internal campaign of the movement for zero plastic bottles in the Group<br>Joint promotion with local governments, etc. | |
| | Provision of products and services that respond to social issues | Pursuit of product safety and quality | Enhancement of production and development system | Zero serious product accidents attributable to design | Zero serious product accidents attributable to design | Zero serious product accidents attributable to design | 7, 12, 13 |
| | | Development of environmentally friendly products | Design and development based on recycling | Continuously discussed and implemented upcycling of product materials | Operation and systematization of the product development flow | Construction and operation of a management system for the product development flow | |
| | | | Development of products with increased energy-saving performance | Act on Rationalizing Energy Use (rice cookers) achievement rate*5 108% | Act on Rationalizing Energy Use (rice cookers) achievement rate 102% (overall weighted average) | Act on Rationalizing Energy Use (rice cookers) achievement rate 102% (overall weighted average) | |
| | | | Increase in use of environmentally friendly plastics and recycled materials | Approx. 18% of total plastic usage amount | 20% of total plastic usage amount<br>*Reflect actual situation more precisely | 20% or more of total plastic usage amount<br>*Reflect actual situation more precisely | |
| | | Expansion of the CSV business | Expansion of the Mimamori business | 1,916 projects | 2,200 projects | 2,300 electric pot contract holders<br>Start of Mimamori service for products other than electric pots | |
| | | | Expansion of the vacuum bottle domain | Created an environment promoting use of personal vacuum bottles (Tested my bottle washers at private companies, operated 10 washers at Expo 2025 Osaka, Kansai, Japan) | Commercialization of services promoting use of personal vacuum bottles | Commercialization of services promoting use of personal vacuum bottles | |
| | | Protection of intellectual property | Avoidance of infringement on third parties' intellectual property rights | Zero defendant lawsuits | Zero defendant lawsuits | Zero defendant lawsuits | |
| | | | Promotion of anti-counterfeiting measures | Established system for exposing counterfeits (China, Thailand) | Establishment of system for monitoring counterfeits for major e-commerce sites in Asia | Establishment and reinforcement of system for exposing counterfeits in Asia | |
| | | Realization of a sustainable supply chain | Promotion of CSR procurement*6 | Conducted questionnaire of suppliers in Japan | Conducting of human rights due diligence together with on-site quality questionnaire<br>(19 major direct suppliers) | Expansion of routine application of CSR procurement policy for all suppliers<br>Disclosure of human rights policy and human rights due diligence | |
| | | Promotion of social contribution activities | Initiatives in the fields of food and health, the environment, and education | Yumesen Circuit program, OSK dance lessons, etc. | Continued implementation of new initiatives (outreach classes, including rice-cooking workshops) | Enhancement and revision of existing initiatives<br>Consideration of new initiatives | |
| Stronger management platform | Development of human resources and a workplace that can tackle the challenge of value creation | Respect for human rights/promotion of diversity and inclusion | Increase in percentage of management positions held by women (non-consolidated) | 5.9% | 10%<br>Eruboshi 3-star certification | 15% | 5, 8 |
| | | | Meeting mandatory employment rate for people with disabilities (non-consolidated) | Mandatory employment rate 2.5% | Mandatory employment rate 2.7% | Mandatory employment rate 2.7% | |
| | | | Increase in percentage of childcare leave taken by men (non-consolidated) | 104.5% | 90% | 90% | |
| | | | Increase in employee engagement | Expanded and implemented action plan based on engagement survey results | Continuous increase*7 | Continuous increase | |
| | | Promotion of occupational health and safety, and health and productivity management | Realization of work-life balance (reduction in overtime work)(non-consolidated) | Overtime work 14.3 hours | Overtime work 12 hours | Overtime work 10 hours | |
| | | | Increase in percentage of annual paid leave taken (non-consolidated) | 79% | 75% | 80% | |
| | | | Recognition as Certified KENKO Investment for Health Outstanding Organization | Certification acquisition | Certification continued | Certification continued | |
| | | Development and acquisition of human resources needed to achieve management targets | Stable securing of core human resources and promotion of active participation by diverse human resources (women, non-Japanese, mid-career hires, etc.) | 24 offers accepted by students graduating in 2026 | Continued employment of diverse human resources | Continued employment of diverse human resources | |
| | | | Increase in human creativity (return on investment in human capital) | 48% | 50% | 55% | |
| | Establishment of a governance system that stakeholders can trust | Construction of a fair, highly transparent, and effective governance system | Increase in effectiveness of the Board of Directors | Effectiveness evaluation and verification | Effectiveness evaluation and verification | Effectiveness evaluation and verification | |
| | | | Rigorous CSR and compliance | No major compliance violations | Monitoring by CSR Promotion Committee semiannually<br>Zero major violations | Monitoring by CSR Promotion Committee semiannually<br>Zero major violations | |
| | | | Strengthening of risk management system | Monitoring by Risk Management Committee quarterly<br>Zero major violations | Additional BCP measures for Nankai Trough Earthquake: confirming geographical security of suppliers and considering switching to another company, etc. | Monitoring by Risk Management Committee quarterly<br>Construction of a business continuity management system | |
| | | | Promotion of information security measures | Zero major information leaks | Zero major information leaks | Zero major information leaks | |
| | | Building of trust relationships with shareholders and investors | Timely and appropriate disclosure | Increased opportunities for communication with investors<br>Enhanced disclosure of non-financial information | Increase in opportunities for communication with investors<br>Enhancement of non-financial information disclosure | Increase in opportunities for communication with investors<br>Enhancement of non-financial information disclosure | |
| | | Increase in customer satisfaction | Increase in satisfaction with after-sales service (based on customer satisfaction survey by external organization) | Repairs: 65.7%<br>Telephone inquiries: 72.7%<br>Support website: 88.2% | Repairs: 78% or higher<br>Telephone inquiries: 73% or higher<br>Support website: 78% or higher | Repairs: 80% or higher<br>Telephone inquiries: 80% or higher<br>Support website: 80% or higher | |

*1 Scope 1: Direct emissions from the Company's own fuel use and industrial processes. Scope 2: Indirect emissions from the use of electricity, heat, and steam supplied by other companies
*2 Fiscal 2019: From October 2018 through September 2019
*3 Method of quantitatively evaluating environmental impacts through the life cycle for a given product or service from procurement of raw materials through to disposal and recycling
*4 Recycling rate from recovered products. The basis for disclosure has been changed from a gross weight ratio to the recycling rate at the final disposal stage.
*5 Level of attainment of target standard for promoting increased energy-saving performance stipulated by the Act on Rationalizing Energy Use (overall weighted average)
*6 Selecting suppliers from a social responsibility perspective and setting procurement conditions
*7 From 2023, implementing periodic engagement surveys conducted by an external organization and ensuring that the results are improving, compared with those of the previous survey

# Message from Director Responsible for Finance

**We will make aggressive growth investments and enhance shareholder returns to overcome barriers to further growth.**

**Shigehisa Okamoto**
Director and Corporate Officer
Chief Administrative Officer

## Simultaneously promoting growth investment and shareholder returns through both investment for strengthening the business foundation and capital policy

The Zojirushi Group's investing activities in fiscal 2025 included steady capital investment in production equipment and molds, as in previous years, as well as an investment to make the Hong Kong sales company Lin & Partners Distributors a subsidiary. In addition, we continuously made DX investments over the past three years under the medium-term management plan SHIFT with a view to strengthening our foundation.

In terms of financing activities, as part of our initiative to achieve a total return ratio of 100% or higher, as set out in SHIFT, we purchased ¥3.3 billion of treasury shares and paid special dividends totaling ¥2.6 billion.

As for cash flows, cash flows from operating activities provided ¥9.9 billion, an increase of ¥4.4 billion over that of the previous fiscal year. In this way, we secured a surplus that could be used for financing activities, and the Company is currently in a stable position overall. On the other hand, when we move into a phase of executing large-scale investments, we will examine options including flexible external fund procurement while maintaining a sound balance sheet.

## Steady progress on four shifts by the end of SHIFT

The Group started working on SHIFT in fiscal 2023, promoting four shifts as priority issues.

In the area of domain shift, we maintained a high value share of the domestic rice cooker/warmer market, while adding higher value to our products and optimizing prices accordingly. Our continued initiatives on the sales front line in particular improved earnings, contributing to three consecutive years of increased net sales and operation profit.

In terms of our global shift, through the three-year period, sales grew in North America and Taiwan but suffered from economic stagnation in the Chinese market. Given this situation, we moved to strengthen our structure in Asia, converting the Hong Kong sales company into a subsidiary and establishing a sales subsidiary in South Korea. Looking ahead, we will strengthen sales activities aligned with regional characteristics and steadily capture growth opportunities.

In our digital shift, we proactively introduced digital measures, including generative AI services, and have already started operations with them. We expect to see concrete results including increased operating efficiency and productivity.

In our sustainability shift, we made progress on greenhouse gas emissions reduction targets. We also recognize that efforts such as promoting health and productivity management and measures to increase engagement resulted in overall progress on all our priority issues.

## Going beyond our existing frameworks and overcoming growth barriers under the new medium-term management plan, BEYOND

Building on the foundation that we established over the seven years covered by our medium-term management plans ADAPT and SHIFT, under our new medium-term management plan, BEYOND, we will execute measures that go beyond existing frameworks and aim to overcome growth barriers.

Our three priority issues are 1) high growth in core domains and development of new markets to "overcome hurdles," 2) strengthening human resources and organization through DX to go "beyond frameworks," and 3) sustainable enhancement of corporate value centered on the brand to go "beyond expectations." Over the next three years, the Group will deliver concrete results as it seeks to go "beyond" in these three ways.

Our performance targets for fiscal 2028 are one or two steps higher than previously, with consolidated net sales of ¥100 billion, consolidated operating profit of ¥9 billion, and ROE of 8%. In efforts to achieve high growth in core domains and development of new markets, we will use our strong position in the domestic market for rice cookers/warmers to expand in the global market by leveraging our brand power. The key regions are Asia, such as South Korea, Hong Kong, and Thailand, and Europe. To achieve penetration without impairing the value of the Zojirushi brand, we will carefully consider opening new locations and act from a medium- to long-term perspective. While building a foundation in new countries, we are expecting a recovery phase in the Chinese market, as we aim for overseas net sales of ¥34.9 billion.

Another key theme is expansion of the microwave oven business. Since that business has a market scale on par with that of the rice cooker/warmer market, our plan is to develop it as a core business.

## Planning to invest aggressively beyond existing frameworks to increase corporate value over the medium to long term

Capital policy is an extremely important factor for sustainably increasing corporate value. The Group plans to secure financial resources of ¥37.5 billion through operating cash flow and fund procurement over three years, in addition to cash on hand. Under our cash allocation plan, we will use ¥15.0 billion for upgrading R&D facilities, ¥10.0 billion for investment in existing businesses, primarily molds for new products, ¥3.0 billion for growth investments in areas such as DX and new domains, and over ¥9.0 billion for shareholder returns.

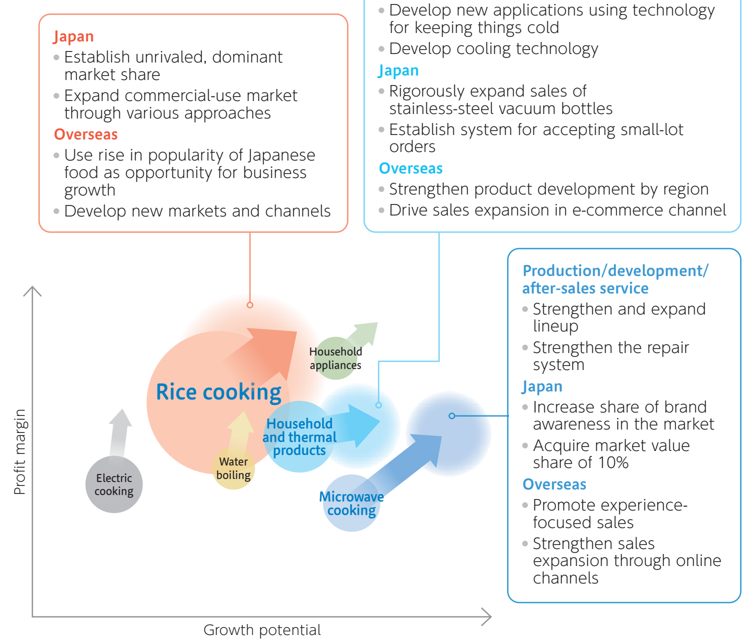
Increasing ROE is an ongoing issue from SHIFT, and we have set a target of 8% for fiscal 2028. In line with profitability improvements in our domestic operations, we will continue to expand high-value-added products and reinforce our sales structure to enhance our earning power. In addition, we will examine and execute flexible shareholder return measures, including timely purchases of treasury shares.

I have been the Director responsible for finance since February 2026. While maintaining the basic financial goals of soundness and stability, I am focused on creating an environment where individual employees can be highly motivated by their work. BEYOND is a plan that can inspire the Group with a vision that goes beyond its existing image.

I encourage all our stakeholders to expect the Group to grow and ask for your continued support.

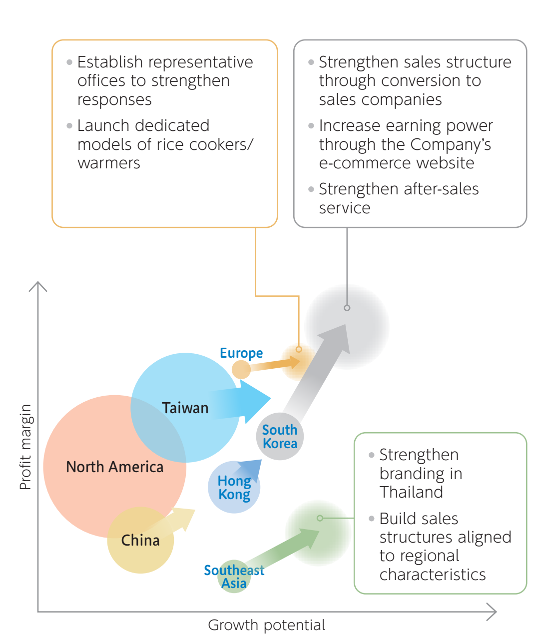
## Medium-term earnings portfolio

### By business (companywide)




*Blue font indicates key targets.

### By region (overseas)




*Blue font indicates key targets.

# Message from Director Responsible for Sustainability

**Zojirushi's foundation is the creation of social value. Accomplishing this, we will grow as a company that meets stakeholders' expectations.**

**Eiji Soda**
Director and Managing Corporate Officer
General Manager, Business Planning Department

## Becoming a company that contributes to the society of the future through the 2030 management policy Brand Innovation

The Zojirushi Group's sustainability activities started as CSR activities. In 2018, when we marked our 100th anniversary, we formulated our Basic CSR Policy and clarified the Company's approach of continuing to be a company needed by society for the next 100 years by upholding our responsibilities to all stakeholders, including customers, employees, suppliers, shareholders and investors, the local community, and the global environment, and meeting their expectations.

Subsequently, as the role required of companies became more demanding with changes in the social environment, we adopted sustainability shift (transforming into a sustainable company) as one of four priority issues under the previous medium-term management plan SHIFT. In line with our ESG framework, we identified the Group's material issues (materiality) and worked out a policy for solving social issues through business activities and strengthening the management platform on the basis of ESG.

The 2030 management policy Brand Innovation is aimed at achieving brand innovation in response to changes in society. One pillar of this policy is addressing four ESG material issues: 1) Contributing to a sustainable global environment, 2) Providing products and services that respond to social issues, 3) Developing human resources and a workplace that can tackle the challenge of value creation, and 4) Establishing a governance system that stakeholders can trust. We have set 30 targets for these four issues. Also, we are promoting systematic activities aimed at achieving our KPIs for 2028, the final year of the medium-term management plan BEYOND, and for 2030.

## Strengthening our sustainability promotion framework with a view toward engaging over a wider domain

Since its foundation, the Group has promoted a corporate philosophy of "Creating a better quality of life." By "quality of life" we refer not only to customers' daily lives but also to a wider concept supported by society and the global environment. Our founder seems to have anticipated the current focus on sustainability. The issues surrounding quality of life include wide-ranging themes such as environmental issues like climate change and greenhouse gas emissions, as well as supply chain factors such as human rights and biodiversity. To respond to these issues, the Group needs to evolve its sustainability activities over a wider domain.

In November 2025, we revised our organizational structure with the aim of strengthening our promotion framework. By embedding the sustainability promotion function within the Public Relations Department and integrating it into the Business Planning Department, we have enabled initiatives to be advanced in close alignment with management. As the General Manager of the Business Planning Department, I lead these efforts, positioning sustainability as a key management priority and accelerating initiatives across the Company. We are also strengthening coordination with every department and will continue to advance effective initiatives.

## Having achieved a 44% reduction in $CO_2$ emissions, began reducing Scope 3 emissions under BEYOND

Under SHIFT, which ended in fiscal 2025, we made steady progress on the four material issues and 29 targets. In particular, to realize a decarbonized society, we have set a target of reducing 50% of Scope 1 and Scope 2 $CO_2$ emissions by 2030, compared with those of fiscal 2019. We made strong progress in fiscal 2025, achieving a reduction of 44%.

Union Zojirushi, our stainless-steel vacuum bottle manufacturing facility in Thailand, generates around 60% of the Group's emissions. We are promoting the use of renewable energy by installing solar panels on the factory roof and on the grounds of the facility. We also completed switching to 100% renewable energy at the Osaka Factory. Looking ahead, we will install solar panels at other business locations as we continue working to reduce $CO_2$ emissions.

We are also making progress developing environmentally friendly products. Initiatives include using biomass-based plastics for accessory parts in our rice cookers/warmers, adopting powder-coating technology with almost zero use of volatile organic compounds (VOCs) in our stainless-steel vacuum bottles, and commercializing our second round of craft beer ZO-no-MAI, made from upcycled rice used for testing rice cookers/warmers. We also refurbished demonstration models of rice cookers/warmers that we previously recycled and started selling them through our official online store, Zojirushi Direct.

As part of the CSV business, we promote the use of stainless-steel vacuum bottles, which are environmentally friendly. To make it easy for users to wash their personal vacuum bottles when they are away from home, we developed my bottle (a personal water bottle) washer and ran a demonstration trial at Expo 2025 Osaka, Kansai, Japan. We installed 10 models at the expo that were able to wash and sterilize a bottle in approximately 20 seconds. During the event, the models performed more than 150,000 washes, eliminating around 13 tons of $CO_2$ emissions.

Under BEYOND, we will start new initiatives to reduce our Scope 3 $CO_2$ emissions, assess the current status, and disclose it. Since reducing the environmental impact when our products are used is important, we will also focus on further improving their energy-saving performance. In addition, we will strive to develop cooking appliances and recipes that help reduce food waste, work toward realizing our KPIs for 2030, and monitor our progress.

As we strengthen the structure for cooperation with suppliers, we will not only reduce $CO_2$ emissions but also address issues such as human rights and biodiversity.

## Simultaneously resolving social issues and achieving corporate growth with vacuum bottles—the origin of our business—which are CSV products

In the role of managing overall sustainability, I particularly emphasize the concept of CSV. The Group's core competence is in vacuum insulation technology, which minimizes energy loss by blocking thermal conduction. The vacuum bottles that are our founding business are truly the embodiment of the CSV approach. Their evolution has given rise to stainless-steel vacuum bottles and soup jars, inspired by the same technology.

We are already promoting the use of renewable energy at Union Zojirushi, which produces stainless-steel vacuum bottles, aiming to achieve a carbon-neutral factory. Furthermore, stainless-steel vacuum bottles are low-environmental-impact products, since they do not require electricity and can be used repeatedly. From an early stage, Zojirushi has been focused on promoting the use of stainless-steel vacuum bottles to reduce the overall environmental impact on society, launching the My Vacuum Bottle Campaign in 2006. Moreover, since usage of stainless-steel vacuum bottles had been mainly limited to leisure activities, we conducted product development and promoted use in a wider range of daily scenarios, such as those at school and workplaces. Currently we are using our proprietary technologies for keeping things hot and cold and focusing on developing new applications and products to address social issues such as devising countermeasures for extremely hot weather.

Going forward, the Group will uphold its responsibility to stakeholders by creating social value that fully leverages its strengths, while striving to grow and develop as a company that meets stakeholders' expectations.

COLUMN

### My bottle washers installed at Expo 2025 Osaka, Kansai, Japan redeployed at offices and campuses.

Since 2006, Zojirushi has been promoting the My Vacuum Bottle Campaign to help resolve social issues such as plastic waste by encouraging people to reuse personal vacuum bottles. As part of this effort, we developed the my bottle washer to make it easy for users to keep their bottles clean. The bottle washers were installed at the venue of Expo 2025 Osaka, Kansai, Japan, where they were used by many people. After the event, the bottle washers were relocated among partner companies and universities, where they continue to be used.

My bottle washer installed at Expo 2025 Osaka, Kansai, Japan

**Relocation sites (examples)**

**Nippon Steel Kowa Real Estate Co., Ltd.**
In conjunction with the conclusion of an alliance agreement for promoting my bottles in the real estate field, we relocated a my bottle washer to the company's staff cafeteria.

**Mitsubishi Jisho Property Management Co., Ltd.**
We relocated a my bottle washer to the company's offices to promote awareness about waste reduction and behavior change among employees.

**Kansai University Senriyama Campus**
Since 2023, Zojirushi has registered under the Kansai University SDGs Partner System and is a joint sponsor of the student-led "Kansai University My Bottle Ambassador."

# Message from Director Responsible for Technology Development

**We aim to win global approval as a Japanese brand by offering new value for "Creating a better quality of life" based on our accumulated thermo technologies.**

**Hiroshi Yamane**
Director and Managing Corporate Officer
Chief Production & Development Officer

## Perfecting the essential functions of products to deliver satisfaction every time

In fiscal 2025, we introduced a large number of products, each embodying the technology development capabilities of the Zojirushi Group and all well received by our customers. In June 2025, we launched the *Embudaki* induction heating pressure rice cooker NX-AA model. For this product, we completely revamped the coil design and position of the induction heating structure and increased the electric power during cooking to the maximum level. The new model delivers the highest heating power ever for a Zojirushi product, taking the tastiness of cooked rice to a new level. Since its debut in 2018, the *Embudaki* series has surpassed 1 million cumulative shipments in Japan and won broad customer support. In addition, the 30-liter EVERINO steam oven range, released in September 2025, is the largest-capacity model, designed to meet the needs of families. To address the issue of uneven heating, which tends to arise with larger oven cavities, we developed new technology for a "twin-engine structure," increasing the number of heating engines to two, while conventional models have only one. Efficient heating from two directions means faster heating and cooking, delivering consistently delicious results.

Both products are the result of Zojirushi's uncompromising pursuit of essential functionality. The EVERINO twin-engine structure resolves the common user complaint of uneven heating. We were confident that if a solution could be realized, the difference would be unmistakable. With *Embudaki*, on the other hand, it was not easy to noticeably improve tastiness, as the product had already evolved with improved heating performance. However, we conducted numerous blind taste tests and refined the product to a level where customers could notice the difference in tastiness.

Improving essential functions always involves technological challenges. We do not shy away from these challenges but remain steadfastly committed to our fundamental goal of ensuring true satisfaction. For the STAN. series, in response to customer feedback, we developed a new electric kettle and steam humidifier, dramatically improving performance on the primary functions of the electric kettle—boiling and pouring water—and of the humidifier—humidification. At the same time, we pursued our own rigorous safety standards and customer ease of use. Furthermore, in 2025, we again expanded the range of products that we can provide with confidence, including a high-powered toaster oven inspired by a stone oven, as well as a stainless-steel vacuum mug and a stainless-steel soup jar with improved heat retention and ease of maintenance.

Within the Production & Development Headquarters, we formulate development plans while comprehensively analyzing factors such as user evaluations, usage conditions, and distribution needs, based on multiple evaluation points, including essential functions, usability, design, and ease of maintenance. At the planning stage, I am constantly focused on ensuring that the product will increase customer satisfaction and that we are doing our best to perfect it. Looking ahead, I believe our mission is to continue taking on challenges, relentlessly advancing technology and spreading the trust developed by the Zojirushi brand worldwide.

Induction heating pressure rice cooker *Embudaki* NX-AA model

Steam oven range EVERINO ES-LA30

Electric kettle CK-PA08

Steam humidifier EE-FA50

## Expanding the rice cooker/warmer business into the B2B market through partnerships

Under the new medium-term management plan BEYOND, we have made entering new markets one of our key strategies. As part of this strategy, we will accelerate entry into the commercial-use market. Through our partnership with Suzumo Machinery Co., Ltd., a leading food-processing machinery manufacturer in the commercial-use market, we will jointly develop a commercial-use induction heating rice cooker with a capacity of one *sho* (approximately 1.8 liters) and launch it as a new product. By integrating the knowledge of both companies, we will demonstrate strengths in developing products aligned with the needs of the food and beverage industry.

Through the development of home-use rice cookers/warmers, Zojirushi has cultivated technologies that deliver deliciously cooked rice every time, under any conditions. Looking beyond Japan, we will consider overseas markets such as South Korea and Europe, and proceed with research into optimal cooking methods according to the characteristics of the rice in each region.

## Advancing our core technologies to create new value

The source of the Zojirushi Group's competitive advantage is thermo technologies such as vacuum insulation technology and advanced temperature control technology. We also have strengths in supporting technologies for temperature control such as sensor and flow control. By tightly integrating these technologies, we will create new product value. Currently we are developing new models for summer products designed to cope with climate change, including extreme heat. Our stainless-steel vacuum bottles deliver world-class performance, and we will challenge ourselves to test the limits of heat and cold retention. We are also working to build a production system for small-lot original bottles to meet regional needs. Furthermore, we are working on plans for new products that capture evolving trends in home cooking.

Regarding the new R&D facility currently in the planning stage, we asked a project team mainly of younger employees to submit ideas. We received over 100 proposals, from construction concepts to laboratory facilities, layout, and common spaces. This response shows the desire for challenge and sense of expectation for the future among the next generation of talent. I have high hopes for them.

The Group's growth is supported by the combined strength of our planning, development, manufacturing, distribution, sales, and after-sales-service functions working as one to increase our brand value. We are determined to evolve from a leading brand in Japan into a brand with worldwide appeal. We will continue to engage in development based on "Inspirations from everyday life," striving to create value by "Creating a better quality of life."

COLUMN

### Thoughts on our joint development project for a commercial-use induction heating rice cooker

**Toru Taniguchi**
President and Representative Director
Suzumo Machinery Co., Ltd.

At Suzumo Machinery Co., Ltd., we recognized that exploring rice cooker technology is essential to pursuing delicious rice. When we saw customers asking for refills of their rice bowls at Zojirushi Gohan Restaurant, we also felt a desire to deliver delicious rice. This realization became the motivating force for our joint development of a commercial-use induction heating rice cooker.

During development, we realized a *sushi* rice (vinegared rice) cooking menu and improved the quality of the cooked rice, while insisting on simple operation to increase reproducibility in actual use on-site. Through this project, I came to greatly appreciate Zojirushi's passion for sincere manufacturing and swift responses.

With experts in rice cooking and rice processing working together with a shared vision for their "goal of deliciousness," I am confident that we can maximize the value of *sushi* and *onigiri*. Looking ahead, we will develop this strong partnership further and contribute to improving food culture and sustainably developing the industry by making proposals that closely target frontline issues such as labor shortages.

Commercial-use induction heating rice cooker NW-QSZ18A

# Message from Corporate Officer Responsible for Human Capital

**To establish a human resources strategy coordinated with our management strategy, we have started transforming the three areas of human resources, organization, and platform, with the aim of sustainably increasing corporate value.**

**Yuzuru Goto**
Corporate Officer
General Manager, Personnel & General Affairs Department

## "The source of our business activities is human resources." Toward human capital management that realizes value creation

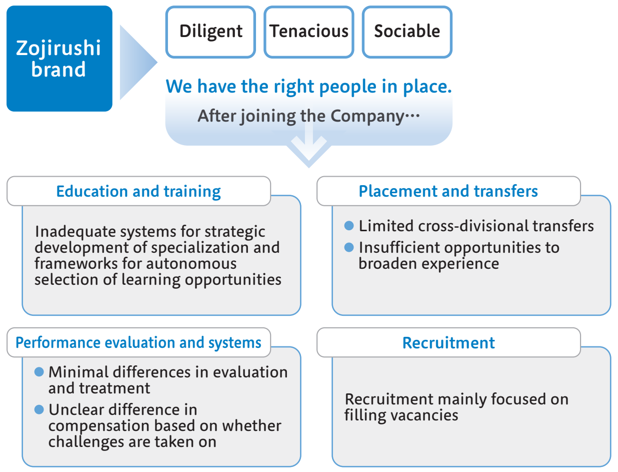
Guided by the concept that "the source of our business activities is human resources," the Zojirushi Group has been working to develop talent who will take on the challenge of realizing the Group's corporate philosophy and management targets. So far, our education and training programs have been developed around on-the-job training (OJT), based on learning in the workplace and self-study. Currently the Group is promoting the 2030 management policy Brand Innovation. To realize it, we have redefined our human resources strategy as a medium- to long-term strategy that operates in tandem with management strategy, and we have made a full-fledged start on promoting human capital management that realizes value creation.

Zojirushi's human capital management is built on a three-tiered structure that horizontally and vertically expands our human resources and organization, and strengthens the platform that supports them. Horizontal expansion involves widening the areas of experience of individual employees through the acquisition of skills and qualifications, while expanding the scope of our organization's activities, developing its ability to respond to risks, and expanding its competitive capabilities. Vertical expansion means advancing careers by developing individual specialization and leadership, while maximizing the performance of our organization by reinforcing links between functions from planning, development, and manufacturing, to distribution, sales, and after-sales service. Strengthening our platform refers to building the foundation that sustains our growth by increasing engagement, enhancing personnel systems, and developing a supportive work environment.

## Formulation of a medium- to long-term strategy based on external environmental changes and internal challenges

Recently the environment around personnel management has been significantly changing. In addition to changes in the external environment, such as intensified competition in the recruitment market, increased talent mobility, and the trend toward earlier recruitment, we need to respond to internal challenges such as diversification of values regarding work styles and more sophisticated use of human resources data. Until now, the Company has set single fiscal year personnel policies aligned with the three-year medium-term management plan, but its strategies for human resources have lacked sufficient medium- to long-term perspectives.

### Identification of issues related to medium- to long-term human resources strategy




As a result, issues have emerged in systems and development programs. For example, in our approach to learning, we do have a corporate culture of learning based on operational needs but, as an organization, we have limited frameworks for strategically enhancing specialization and enabling employees to formulate their own career vision and select their learning opportunities autonomously. In addition, since our job rotation system offers only limited cross-divisional transfers, it has not provided sufficient opportunities to broaden experience. Furthermore, minimal differences in evaluation and treatment meant that the difference in compensation based on whether employees took on challenges was unclear. While we succeeded in recruiting diligent and talented human resources, there was room for improvement of our system design for encouraging people to take on challenges.

To address these challenges, we have set priority themes for initiatives in the three areas of human resources, organization, and platform, and started implementing various measures.

## Maximizing the value of human capital by reforming our human resources, organization, and platform

Human resources

**Development and hiring of human resources who learn and take on new challenges of their own accord**

We will introduce a system that enables employees to experience three or more different jobs over 10 years after joining the Company and expand opportunities for cultivating specialized expertise and selecting career paths. This approach will create an environment that allows employees to establish "career ownership" by building their careers autonomously, rather than leaving their career design up to the Company. We also introduced a specialist job category in which employees are evaluated based on their expertise, in addition to a senior job category responsible for management roles. With these initiatives, we will increase the number of career paths and realize a diverse growth model.

To help drive our overseas business expansion, we have started systematic global talent development. We will expand the pool of talent who will lead our overseas sites in the future, including early-stage assignments for trainees going overseas. In coordination with these initiatives, we will review the conditions for promotions and salary increases, and transition to a system that appropriately evaluates employees' challenges and performance.

Organization

**Organization of a minority elite that maximizes results**

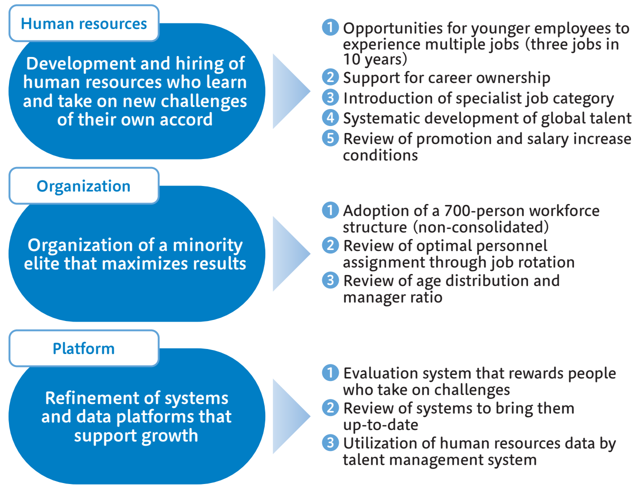
Working backward from the total personnel cost implied by our 2030 sales and profit targets, we can estimate a workforce of 700 employees on a non-consolidated basis as a general benchmark. Rather than substantially increasing headcount, we will realize a highly profitable structure by enhancing the productivity and added value of every employee. While continuing to recruit new graduates, we will take on mid-career hires to optimize our age distribution and strive to achieve an appropriate proportion of managers. Furthermore, we will use cross-divisional job rotation and strategic personnel assignments to bolster profitability and organizational strength.

Platform

**Refinement of systems and data platforms that support growth**

We will introduce an evaluation system that fairly rewards people who take on challenges and implement it while increasing transparency and acceptance. In tandem with this approach, we will conduct a phased renewal of our various personnel systems to bring them up-to-date. In addition, we will introduce a talent management system and centralize our human resources data, which had been dispersed. We will utilize this approach not only in assignment planning and productivity analysis but also for developing a strategic platform that can support management decision-making in the future.

### Priority themes for initiatives in our human resources, organization, and platform




## Establishment of human capital management reflecting the essence of Zojirushi

I have worked in numerous departments, such as domestic sales, product planning, business planning, and administrative headquarters. Throughout my transfers across departments, I felt that when employees strive toward the same goal, even though their positions and job types may differ, the organization can leverage tremendous power. The strengths of the Zojirushi Group are its employees' high level of engagement and dedication to protecting the brand. If we can build on this foundation by implementing strategic human capital management, I am certain it will lead to even higher motivation among individual employees and greater corporate value.

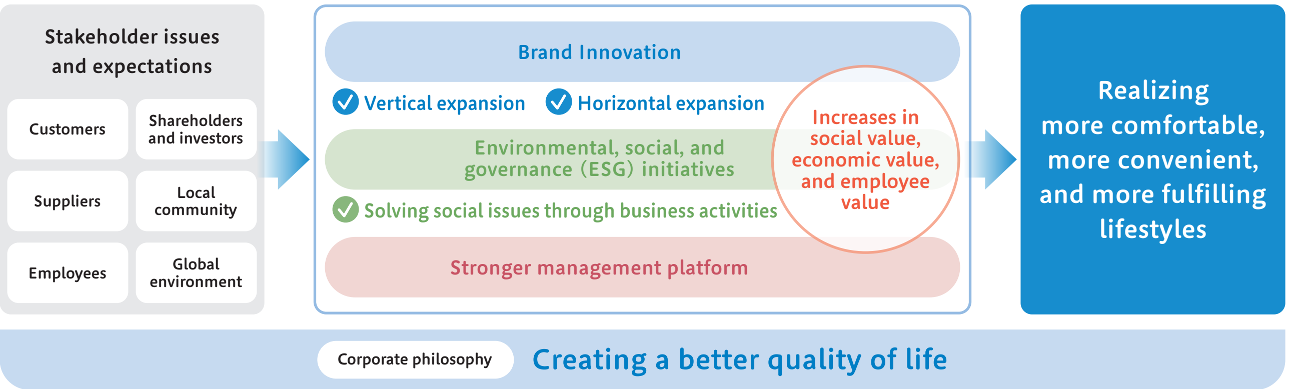
We will evolve into a company that increases the options enabling employees to realize their dreams and ideal careers, while encouraging them to take on challenges. By maximizing the value of our human capital, we will support the sustainable growth of the Zojirushi Group.

# ESG Strategy

**Guided by its corporate philosophy, "Creating a better quality of life," the Zojirushi Group aims to contribute to solutions for lifestyle issues and social issues through its business activities. We revised our Basic CSR Policy in 2018, we determined material issues (materiality) in 2022, and we are working to solve social issues.**

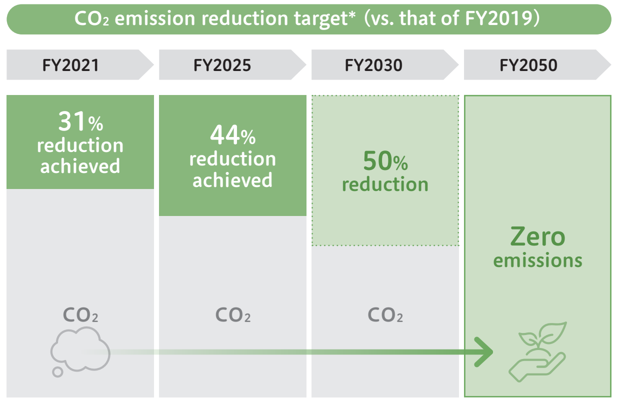
## Transforming into a Sustainable Company

The roles that companies are called on to play are growing more diverse with our changing times. Led by the 2030 management policy Brand Innovation, we are accelerating our ESG management, through which we strive to address social issues in our business activities. We will contribute to enriching the lifestyles of the future by realizing a sustainable society, expanding our corporate value over the medium to long term, and increasing employee value.




## Response to global environmental problems

### 1 Promotion of carbon neutrality




- Actively using electricity from renewable sources (installation of solar panels and other equipment, procurement of $CO_2$-free electricity)
- Promoting energy saving in business activities

*Scope 1 + Scope 2
FY: From October of the previous year through September of the current year

### 2 Development of environmentally friendly products

| Issue | Themes for initiatives |
|---|---|
| Energy saving | Advancement and expansion of insulation technology<br>Advancement of temperature control |
| Resource saving | Increase in usage rate of recycled materials<br>Thinner and more compact designs |
| Waste reduction | Increase in recycling rate<br>Increase in reuse |
| Environmental preservation | Adoption of biodegradable materials<br>Use of plant-derived materials |



## Sustainable enhancement of corporate value centered on the brand

Our corporate philosophy, "Creating a better quality of life," and our corporate slogan, "Treasuring Everyday Life," are the launching points of all our activities. To achieve Brand Innovation, we aim to realize sustainable growth by increasing our brand value.

To supply society with value that has a distinctively Zojirushi quality and to deepen our connections with stakeholders, we will enhance our communication and information-sharing, primarily through the following three approaches.

**1 Showcasing the essential, functional value of our products**
We will convey the technology development capabilities that are the strengths of the Group along with the stories behind our products. Specifically, we will use advertising focused on the delicious flavors obtained with our cooking appliances, such as rice cookers/warmers, and their ease of use. We will propose lifestyles that combine environmental friendliness with convenience, including promoting the use of personal vacuum bottles such as stainless-steel vacuum bottles.

**2 Deepening customer engagement**
We focus on building long-lasting, deep relationships with all customers after they purchase one of our products. We will strengthen mutual contact points with customers by expanding Zojirushi Owner Service and through our digital platforms. We will use these approaches to pay close attention to customers and implement measures that turn customers into Zojirushi fans.

**3 Sharing in highly transparent corporate activities**
We do not just communicate the value of our visible products and services but also actively share information about the corporate stance that underpins them. We are building our social credibility and establishing a greater presence as a company that contributes to the lifestyles of the future by enriching our disclosure about sustainability initiatives, social contribution activities, non-financial information, etc., primarily through our corporate website.

## Optimization of risk management throughout the Group

| | |
|---|---|
| Natural disaster risks | Continuous operation, review, and revision of BCPs that envision disasters such as a Nankai Trough earthquake |
| Information security risks | Preparation of global security standards<br>Reinforcement of systems to be used in the event of an incident |
| Brand damage risks | Handling of reputation risks such as social media backlash, libel and defamation, and misinformation |
| Intellectual property infringement risks | Creation of a system for monitoring forged products with counterfeit corporate logos<br>Creation of a system for cracking down on phishing using fake domains |
| Latent risks | Creation and strengthening of systems for dealing with sudden attrition, work slowdowns, ballooning management costs, and legal and regulatory problems in Group companies |

## Promotion of human capital management

# Human Resources Development Initiatives

**The Zojirushi Group is working to strengthen its human resources base to realize the 2030 management policy Brand Innovation in response to the challenges of human resources management as they continue to evolve with the times. We respect the diversity, personalities, and individuality of our employees, and we strive continuously each day to create a safe, hygienic, and comfortable work environment and realize flexibility and prosperity.**

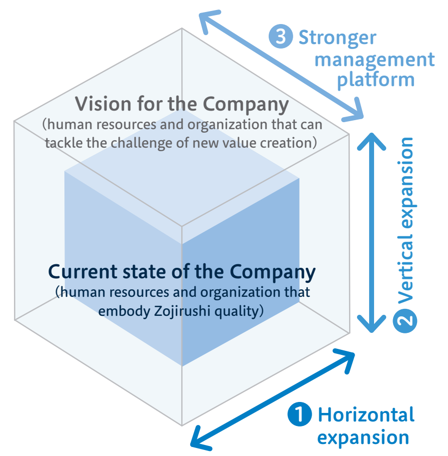
## Approach to Human Resources Management

Viewing employees' growth as the Company's growth, the Group works to develop internal systems that empower each employee to work independently. As stated in the human resources development policy, "The source of our business activities is human resources." A company is driven by people. Therefore, we believe that our most important management resource is human resources.

The strength of the Zojirushi Group lies in the Zojirushi brand. This vital asset is in turn supported by the individual strengths of all employees, who are highly aware of its importance. Across all departments, our employees bring to their work a sense of responsibility and pride in the brand. That is the foundation of our competitiveness.

## Human Capital Management Ideals

The Group recognizes that people are the source of the continuous increase of its corporate value. Led by that recognition, we have formulated a medium- to long-term strategy for accelerating our human capital management. This strategy is made up of three layers: "horizontal expansion," broadening the capabilities of our employees and the organization; "vertical expansion," increasing our specialization and deepening coordination within the organization; and a "stronger management platform," reinforcing the foundation of the horizontal and vertical expansions. We aim to build mechanisms that link individual growth to strengthening the organization as a whole, producing a robust organization that continuously evolves under the dramatically changing market environment.




**1 Horizontal expansion**
New skill acquisition and expansion of scope of activities

**2 Vertical expansion**
Increased specialization and strengthening of coordination throughout the organization

**3 Stronger management platform**
Increased engagement and improvements to the work environment

## Human Resources Development at Zojirushi

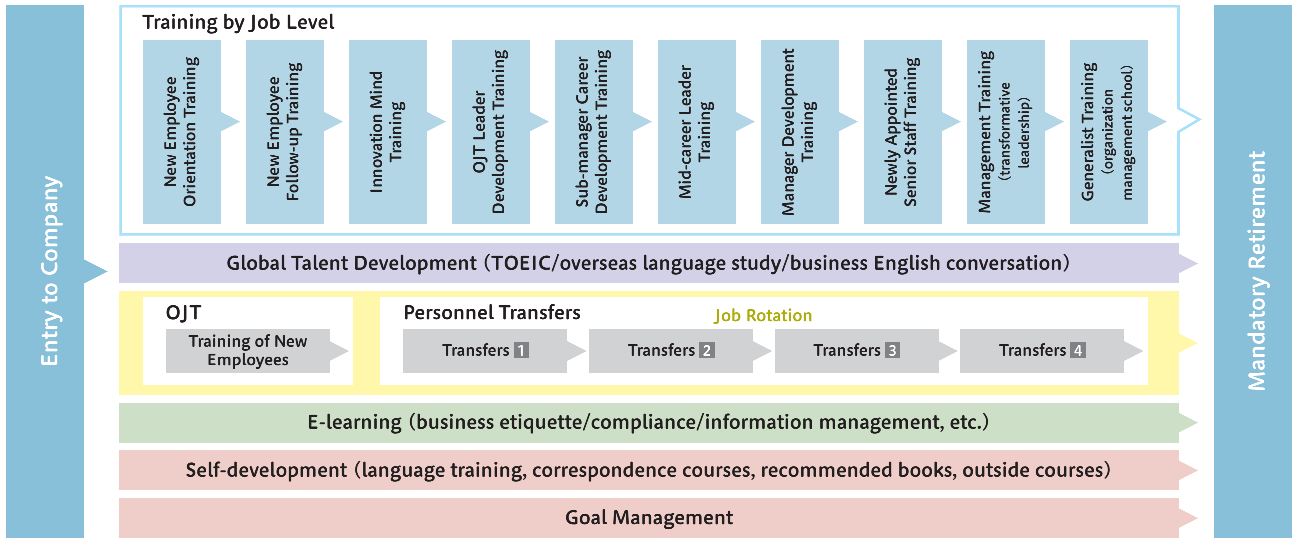
### Human resources development system

We have established a human resources development system to strengthen our employees' capabilities to realize Brand Innovation. As part of our training program by job level, we provide "innovation mind training" for employees in their third year of employment, helping them develop the ability to devise new business and product ideas and shape them without being bound by preconceived notions. In addition, to develop personnel who can contribute to our business overseas, we provide incentives according to their scores on language tests such as TOEIC, EIKEN, the Chinese Proficiency Test (HSK), and the Practical Thai Language Proficiency Test. We also offer various learning opportunities such as an advanced language training program of business English and an overseas language study program for employees.

### A companywide approach to human resources development and respect for individuality

Our personnel training consists of a standardized training system with training programs and on-the-job training applied companywide. We take a medium- to long-term perspective to enable all employees to make the fullest use of their individual characteristics and capabilities, including in job rotations. For example, the President and CEO cultivates a sense of loyalty by attending the main training programs to lecture on the brand and engage in dialogue with employees. Moreover, in training by job level, the programs promote communication across departments, giving employees the opportunity to broaden their perspectives. In addition, executives from each department participate in departmental training programs, enabling participants to gain specialized knowledge and skills.

### Development system diagram




### Training by job level

| | Training objectives |
|---|---|
| New Employee Orientation Training I | • Acquire the mental attitude and business etiquette of a professional |
| New Employee Orientation Training II | • Understand the corporate philosophy, management policy, the organization, and its role<br>• Realize the Company's identity as a manufacturer by experiencing sales and production activities |
| New Employee Follow-up Training | • Review six months of workplace activities since joining the Company and promote mutual development by sharing personal experiences and growth<br>• Clarify personal vision going forward and consider personal development issues and code of conduct |
| Innovation Mind Training | • Consider the Company's reason for existing in society and stimulate awareness of the need for innovation<br>• Consider personal growth to become an innovation-oriented team member |
| OJT Leader Development Training | • Have OJT leaders clarify the goals for growth of new recruits and develop a shared image<br>• Acquire guidance techniques for bringing new recruits up to the starting line and drawing out their initiative and self-motivation. At the same time, cultivate a readiness to develop and train new personnel in earnest |
| Sub-manager Career Development Training | • Understand and be aware of role as a sub-manager<br>• Formulate a career vision for the future and draw up an action plan for advancement to a higher grade |
| Mid-career Leader Training | • Learn basic management concepts for a mid-career leader<br>• By experiencing the nature of a dynamic and effective group, cultivate leadership and communication skills required to create an activated group |
| Manager Development Training | • Achieve awareness of role and self-understanding as a manager and clarify future direction for personal development<br>• Learn modern basic management concepts |
| Newly Appointed Senior Staff Training | • Acquire basic knowledge of a manager |
| Management Training (transformative leadership) | • Cultivate strong leadership to transform the organization and people and achieve high performance and better results |
| Generalist Training (organization management school) | • Cultivate the management perspective of a general manager and become a leader in organizational transformation |

**Promotion of diversity and inclusion**

The Group aims to create a workplace where the abilities of diverse personnel can be utilized to the fullest. We have set a goal to increase the percentage of new graduates who are women to 25% or more, a target we have achieved for 10 straight years through fiscal 2025. We are enhancing our work environment and systems to increase the percentage of management positions held by women to 15% by 2030, from 5.9% in fiscal 2025. Furthermore, our re-employment rate of retired employees stood at 85.7%. We conduct systematic recruiting of people with disabilities and strive to meet and maintain the mandatory employment rate. We conduct diversity training for new and existing employees (group training, videos, etc.) and raise awareness of human rights through the in-house email newsletter to promote the active participation and retention of people with disabilities. Furthermore, we conduct human rights training when employees join the Company and when they are promoted to senior positions, providing education to prevent unfair discrimination and acts that can harm the dignity of individuals.

From June 2024, we conducted an employee engagement survey. While employee satisfaction with the Company is high, we will conduct that companywide survey twice a year, with short regular monthly surveys to make improvements. Our target to have 50% of men take childcare leave by 2030 has already reached 104.5%, ahead of the target year.

### Targets for diversity and inclusion (2028 and 2030) (non-consolidated)

| Target | Results | Targets | |
|---|---|---|---|
| | FY2025 | FY2028 | FY2030 |
| Increase in percentage of management positions held by women | 5.9% | 10% | 15% |
| Meeting mandatory employment rate for people with disabilities | 2.5% | 2.7% (Mandatory employment rate) | 2.7% (Mandatory employment rate) |
| Increase in percentage of childcare leave taken by men | 104.5% | 90% | 90% |
| Increase in employee engagement | Implemented action plan based on survey results | Continuous increase | Continuous increase |

**Promotion of occupational health and safety, and health and productivity management**

We implement various measures aimed at eliminating occupational accidents. In addition to implementing the 5S method ("sort," "set in order," "shine," "standardize," and "sustain"), we established the Health and Safety Committee to patrol workplaces to identify and eliminate potential safety hazards. We conduct fire and disaster prevention drills every year.

Since fiscal 2024, we have been recognized as a KENKO Investment for Health Outstanding Organization. We are strengthening initiatives related to employee health, working in cooperation with the health insurance association, on measures such as instituting a smoking ban inside Company buildings. In the follow-up process after the results of health checkups, the person in charge of health management directly checks in with employees eligible for a secondary checkup to ensure that they have it. We are also working to increase employees' health awareness through interviews with industrial physicians and the setting of health goals. For mental health, we are working to reduce mental health problems through stress diagnosis, engagement surveys, and a 24-hour telephone consultation service.

### Targets for work-life balance and health and productivity management (2028 and 2030) (non-consolidated)

| Target | | Results | Targets | |
|---|---|---|---|---|
| | | FY2025 | FY2028 | FY2030 |
| Realization of work-life balance (reduction in total actual working hours) | Reduction in overtime work (overtime work (monthly average per employee)) | 14.3 hours | 12 hours | 10 hours |
| | Promotion of annual paid leave taken (percentage of annual paid leave taken) | 79.0% | 75% | 80% |
| Certification as a KENKO Investment for Health Outstanding Organization | | Certification acquisition | Certification continued | Certification continued |

## Respect for Human Rights

The Group's Basic CSR Policy states, "We will understand and respect the importance of human rights, eliminate all forms of discrimination, and build an appropriate working environment." In addition, the Company has declared that it will not engage in any unfair discrimination based on factors such as birth, gender, age, nationality, race, ethnicity, creed, religion, sexual orientation, disability, interests, or educational background, nor will it engage in any act that harms the dignity of individuals. In line with this policy, we are committed to preventing and eradicating forced labor and child labor, to creating a work environment free of discrimination and harassment, and to ensuring compliance with labor-related laws and regulations. In addition, we have established a whistle-blowing system that enables employees to report possible human rights violations and illegal activities, and have in place a consultation desk for handling such issues.

We have also incorporated education about human rights issues into our training by job level, and we regularly conduct activities to increase our employees' awareness of human rights. We have a Human Rights Promotion Committee, which includes members from Group companies and meets twice a year. We also invite outside lecturers to provide training on related topics.

In addition, the Group has formulated a CSR manual that specifically explains the Basic CSR Policy, which was established to provide guidelines for the conduct of all officers and employees.

**CSR manual (Japanese only)**
https://www.zojirushi.co.jp/corp/csr/pdf/csr_manual_ZO_CSR_1-19.pdf

## Human Resources Data

### New graduate hires (non-consolidated)

(Number of persons)

| | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|---|---|---|---|---|---|
| Total | 20 | 21 | 22 | 24 | 26 |
| Women | 5 | 7 | 7 | 10 | 7 |
| Percentages | 25.0% | 33.3% | 31.8% | 41.7% | 26.9% |

### Retention rates of new graduates for three years (as of March 31, 2025) (non-consolidated)

| | |
|---|---|
| Retention rate | 92.5% (men: 93.0%, women: 91.7%, hired in fiscal 2022–2024: 43 men and 24 women) |

### Gender wage gap (non-consolidated)

| | |
|---|---|
| All employees | 67% (regular employees 74%; contract employees 75%) |
| Target period | Fiscal 2025 (November 21, 2024 through November 20, 2025) |

Note: Figures show the ratio of women's wages to men's wages (wages including base salary, overtime pay, and bonuses, etc., and excluding retirement allowance and transportation allowance. Figures include wage reduction due to short working hours for childcare, etc.).

### Personnel data (consolidated)

| | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|---|---|---|---|---|---|
| Percentage of annual paid leave taken | 64.7% | 80.3% | 74.6% | 72.8% | 77.2% |
| Overtime work (monthly average per employee) | 26.9 hours | 34.2 hours | 34.0 hours | 39.6 hours | 38.3 hours |
| Average age | 41.0 years old | 41.0 years old | 41.0 years old | 40.4 years old | 41.1 years old |
| Average years of service | 10.4 years | 10.8 years | 10.9 years | 10.4 years | 11.2 years |
| Percentage of management positions held by women | 16.0% | 16.2% | 16.8% | 18.0% | 17.5% |

### Data on occupational accidents (manufacturing departments in Japan)

| | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|---|---|---|---|---|---|
| Lost-time injury | 2 cases | 1 case | 0 cases | 0 cases | 0 cases |
| Non-lost-time injury | 4 cases | 3 cases | 4 cases | 7 cases | 1 case |
| Frequency*1 | 2.39 | 1.11 | 0.00 | 0.00 | 0.00 |
| Severity*2 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

*1 Frequency: Number of casualties due to occupational accidents per 1 million total actual working hours. Indicates the frequency of occupational accidents
*2 Severity: Number of workdays lost per 1,000 total actual working hours. Indicates the degree of severity of occupational accidents

# Supply Chain Initiatives

**To continuously realize its corporate philosophy of "Creating a better quality of life" through the development and production of its products, the Zojirushi Group shares its values with its suppliers and is working to promote responsible procurement.**

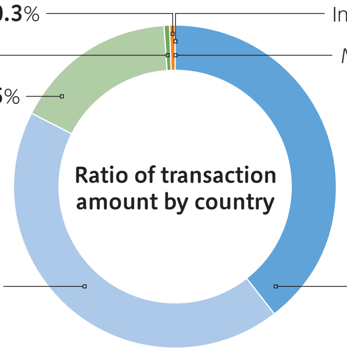
## Supply Chain Policy and Basic Approach

The Group procures products, parts, and materials from approximately 220 suppliers across seven countries. As well as complying with the Subcontract Act, we always aim to treat our suppliers fairly and impartially after entering into contracts. We act with goodwill and in good faith toward our suppliers, fostering good relationships with a view toward mutual growth.

## Procurement Policy

In November 2021, the Group established a new procurement policy consisting of four items: compliance with laws and social norms, fair and equitable trade, promotion of CSR procurement, and co-existence and co-prosperity. From fiscal 2022, we are sharing this procurement policy with our suppliers and working to ensure that it is understood.

### Overview of transactions




The main suppliers are Zojirushi-Simatelex (Hong Kong), Union Zojirushi (Thailand), and Tsann Kuen (China).

### Procurement Policy

The Zojirushi Group ("the Company") conducts business based on the corporate philosophy of "Creating a better quality of life." To continue applying this philosophy by developing and manufacturing products, it is essential that we share our values with our suppliers and work together with them.

The following is an outline of our procurement policy, which is based on our corporate philosophy. We request that our suppliers, as partners in implementing our corporate philosophy, understand our procurement policy.

**1 Compliance with laws and social norms**

The Company will comply with laws, regulations, and social norms related to business transactions and conduct procurement activities in good faith.

**2 Fair and equitable trade**

We will provide our suppliers with opportunities for fair and equitable trade. When selecting suppliers, we emphasize the following points:

① Alignment with our corporate philosophy
② Compliance with laws, regulations, and social norms
③ Sound business conditions and the capability of continuing to do business with the Company
④ Appropriate quality, price, and delivery date of products and materials to be supplied
⑤ Stability and flexibility in supply capacity

**3 Promotion of CSR procurement**

To fulfill our corporate social responsibility (CSR), the Company requests our suppliers to follow the Supplier Guidelines, which are detailed separately.

**4 Co-existence and co-prosperity**

The Company will strive to build relationships of mutual understanding and trust with our suppliers and to grow together.

## Promotion of CSR Procurement

As part of our corporate social responsibility, we aim to conduct responsible procurement across the entire supply chain. We have stipulated Supplier Guidelines, which we explain to our suppliers to gain their agreement before asking them to observe them.

### Main content of the Supplier Guidelines

**1 Business ethics**
- Compliance with transaction-related laws, regulations, and social norms
- Respect for free and fair trade
- Implementation of proper accounting procedures. Prohibition of untruthful reporting
- Prohibition of bribery, illegal political contributions, giving, or receiving entertainment or gifts
- Prevention of the leakage of business secrets
- Information security measures and thorough information management
- Exclusion of antisocial forces
- Respect for intellectual property rights
- Prohibition of the use of conflict minerals

**2 Work environment**
- Maintaining and improving a safe, healthy, and comfortable work environment
- Respect for human rights and elimination of discrimination
- Prohibition of forced and compulsory labor and child labor
- Compliance with labor laws, regulations, and minimum wages
- Guarantees of employees' freedom of association and right to collective bargaining

**3 Environmental protection**
- Proactive introduction and continuation of global warming countermeasures
- Control of hazardous substances and compliance with emission standards
- Water resource use management
- Wastewater management and regulatory compliance
- Promotion of green procurement
- Promotion of 3Rs, effective use of resources, waste reduction

**4 Management**
- Establishment of PDCA cycle
- Management of own risks and disclosure to stakeholders

## Conducting Supplier Surveys

The Group conducts regular voluntary assessments of its suppliers, requesting that they confirm the status of their implementation of each item in our Supplier Guidelines. Following the results of this survey, we conduct questionnaires and hearings as necessary. If an area for improvement is found, both parties take immediate improvement measures to build a sounder supply chain.

## Green Procurement

In 2005, we formulated the Green Procurement Management Regulations, and we now prioritize procurement of raw materials with low environmental impact in our production activities in Japan and overseas. We have concluded memoranda of understanding with our suppliers aimed at procuring products that are free from hazardous substances, and we also request that they provide guarantees that products do not contain hazardous substances. Our procurement policy is based on the Restriction of the Hazardous Substances (RoHS) Directive, and our newly developed electrical products from the second half of fiscal 2006 are compliant with it.

## Enhancing Work Efficiency with Web EDI

From May 2017, to enhance work efficiency, the Group switched from fax data to electronic data, using Web EDI for exchanging documents with suppliers. By reducing manual work, we can decrease our suppliers' workloads. The switch to paperless processes has also reduced our environmental impact.

COLUMN

### We pursue the limitless potential of silicone rubber and contribute to creating valuable products.

When our company was founded in 1971, we began doing business with Zojirushi by manufacturing rubber seals for glass vacuum flasks. In 1978, we were one of the first in the industry to introduce injection molding equipment and expanded our manufacturing scope to sealing components for rice cookers, electric pots, stainless-steel vacuum bottles, and more. In 1980, we began introducing IT, building a system for multifaceted, real-time monitoring of quality and production management. We continue to take on the challenges of new technical development to maximize the potential of silicone rubber and meet increasingly sophisticated user needs.

I feel that Zojirushi is a manufacturer that looks at products from a customer's perspective, reviewing and revising its products based on the positions and sensibilities of its users. We acquired SBT certification in 2024 and are increasingly focused on bringing about a decarbonized society. We will continue to pursue the potential of silicone rubber as a supplier that works with Zojirushi to enhance product value together.

**Yoshihiro Komatsu**
Representative Director and President
TOWA KAGAKU CO., LTD.

# Environmental Initiatives

**The Zojirushi Group recognizes that the earth's environment is irreplaceable. Its preservation is ultimately a condition essential for the existence and activities of the Company. We see it as our responsibility to pass on a better environment to future generations. With this in mind, we have been voluntarily and proactively addressing environmental issues.**

## Environmental Management

### Policy and Basic Approach

In the Basic CSR Policy, the Group states that "we will actively work to protect and improve the environment." Conscious of the impact our business activities have on the environment, we have set targets and conduct improvement activities to protect the environment.

### Environmental Management Structure (ISO 14001)

The Group has established an environmental management structure, headed by the Chief Production & Development Officer, to implement environmental policies based on the Basic CSR Policy.

### ISO 14001 Certification and Environmental Audit

In February 1999, the Group acquired ISO 14001 certification for its environmental management systems at the Production & Development Headquarters and at Zojirushi Factory Japan Co., Ltd. (Osaka Factory). In March 2017, we shifted to the 2015 version of the standard, holding an operational briefing for managers and departments. Two of our five manufacturing sites have acquired ISO 14001 certification for an acquisition rate of 40.0%.

We also hold ISO 14001 internal auditor training. In 2025, 14 people, including employees of Zojirushi Factory Japan (Osaka Factory), participated.

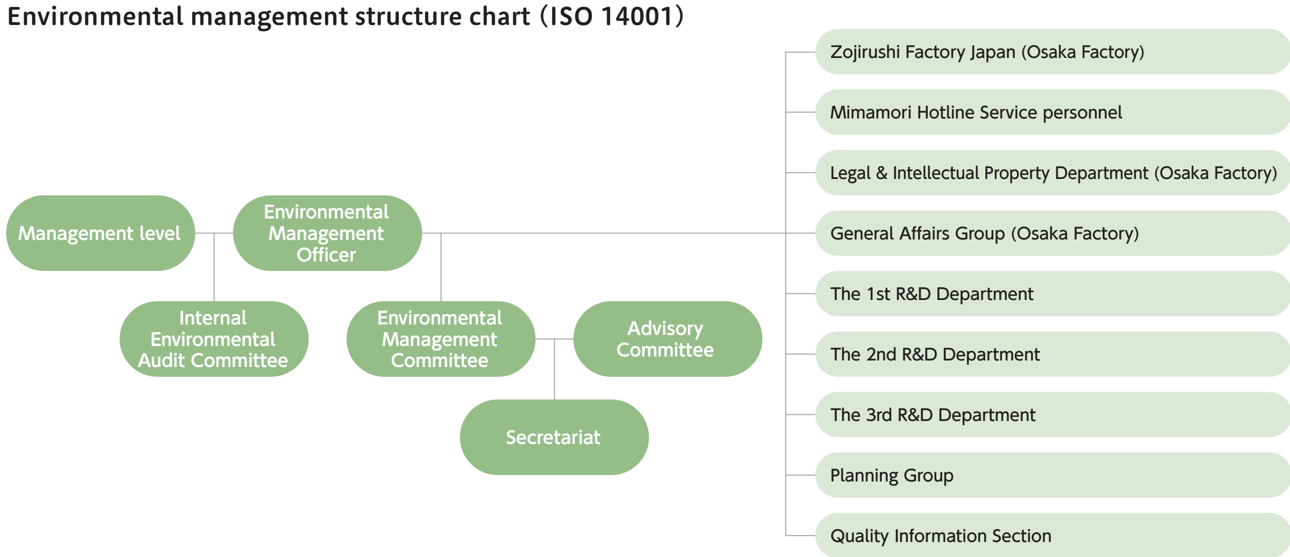
### Dealing with Environment-related Complaints and Criticisms

We disclose complaints and environmental information in accordance with the communication management rules of environmental standards. The general affairs departments serve as the points of contact for complaints and comments and respond to them promptly. No incidents requiring public reporting occurred in the past year.

### Number of Environment-related Infractions, Details Thereof, and Improvement Measures

In the past year there have been no serious infractions for which Zojirushi would incur punitive action or penalties.

### Environmental management structure chart (ISO 14001)




## Initiatives to Prevent Global Warming

### Addressing Climate Change Issues

**Responsibility in climate change issues**

Interest in climate change issues continued to mount in 2020, illustrated by countries around the world setting the goal of carbon neutrality by 2050. The Japanese government has also made this declaration. Guided by our corporate philosophy of "Creating a better quality of life," the Zojirushi Group recognizes that we have a responsibility to help achieve decarbonization in people's lifestyles and in society as a whole.

**Zojirushi's activities to prevent global warming**

Under the medium-term management plan BEYOND, the Group is rolling out initiatives to achieve new environment targets, including measures to help stop global warming. Given that global warming is clearly progressing, evidenced by the frequent occurrence of abnormal weather and natural disasters, an accelerated approach in our responses is essential. We have defined material issues (materiality) and targets related to ESG, and are carrying out activities such as reducing greenhouse gas emissions and creating environmentally friendly products.

Initiative Highlights

### Solar panel installation at Union Zojirushi

Solar panels have been installed on the factory roof and on the ground at Union Zojirushi, our manufacturing facility in Thailand, and renewable energy derived from these installations is used on-site. This approach reduces $CO_2$ emissions and contributes to the realization of a decarbonized society.

## Information Disclosure Based on TCFD Recommendations

The Group recently added its support for the final report announced by the Task Force on Climate-related Financial Disclosures (TCFD). The CSR Promotion Committee analyzes climate change risks across the Company's business activities, identifies those requiring particular attention, and then discloses information using the framework recommended by the TCFD.

### 1 Governance

Climate change risk is a global issue that requires action, and the Group is not alone in recognizing this as a priority. At the Group, the CSR Promotion Committee—chaired by the Representative Director, President and Corporate Officer, comprising directors as members, and under the supervision of the Board of Directors—analyzes climate change-related risks and other risks across the Group and shapes responses.

The CSR Promotion Committee analyzes risks related to climate change and implements responses through the plan-do-check-act (PDCA) cycle, confirming progress on implementation plans and discussing measures every six months, aiming toward achievement of environmental targets set out in the medium-term management plan. The Board of Directors receives a report on important matters from the CSR Promotion Committee and undertakes discussion and supervision of the direction of responses for dealing with climate-related issues and implementation plans.

### 2 Strategy

**Overview of scenario analysis**

The Group implements scenario analysis based on risks and opportunities brought about by climate change, as described in the TCFD recommendations.

In scenario analysis, we have to choose and set multiple temperature scenarios, including below 2°C. We selected the 1.5°C scenario, where transition effects rise, and the 4°C scenario, where physical effects rise.

### 1.5˚C scenario*1

Scenario calling for tough measures against climate change to ensure that the temperature in 2100 is held to an increase of 1.5˚C higher than the temperature recorded during the industrial revolution.

Scenario in which measures to address climate change are strengthened, and transition risks inherent in such drivers as government policies, market changes, technology changes, and reputation increase.

*1 Parameters applied for estimating impact use RCP 2.6 scenario with reference to information from the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA).

### 4˚C scenario*2

Scenario in which vigorous measures are not taken to stop climate change, with the temperature rising around 4˚C by 2100, compared with the temperature during the industrial revolution.

Scenario in which physical risks, such as devastating natural disasters, rising sea levels, and more abnormal weather events increase.

*2 Parameters applied for estimating impact use RCP 8.5 scenario with reference to information from IPCC and IEA.

## Key risks and opportunities related to climate change

| Classification of climate change risks/ opportunities | | | Global changes | Anticipated scenarios | Risks | Opportunities | Time of emergence |
|---|---|---|---|---|---|---|---|
| 1.5˚C scenario | Transition risks/ opportunities | Government policy/legal regulations | Tougher regulations on greenhouse gas emissions, etc., in line with wider environmental awareness | Costs rise in response to regulations and in transition toward decarbonized society | ▲ | | Medium to long term |
| | | | Introduction of carbon tax and emissions trading | Costs rise on introduction of carbon tax and for emissions trading | ● | | Medium to long term |
| | | Market/ technology | Rapid migration toward low-carbon/decarbonized society | Conversion to renewable energy requires capital investment and creates new costs | ▲ | | Short to medium term |
| | | | | Contribution to low power consumption through product development applying vacuum insulation technology | | ● | Medium to long term |
| | | | Wider recycling society | Wider environmental awareness based on resource use and recycling, and increased demand for products featuring sustainability and reuse | | ● | Medium to long term |
| | | | Tougher energy-saving specifications | Increased design burden on products to meet tough energy-saving standards | ▲ | | Medium to long term |
| | | | Skyrocketing cost of resources | Increased procurement cost of raw materials | ▲ | | Medium to long term |
| | | Reputation | Changing consumer preferences | Growing demand for vacuum bottles with high energy-saving performance paralleling wider environmental awareness | | ● | Medium to long term |
| | | | | Growing popularity of smart consumer electronics and new entries driven by energy efficiency | ▲ | | Long term |
| 4˚C scenario | Physical risks/ opportunities | Chronic | Changing precipitation/ weather patterns (increased volume of rain, higher average temperatures) | Ensuring of safety of employees in times of increased rainfall | ▲ | | Long term |
| | | | | Demand for Zojirushi products rises as consumers look for ways to avert heatstroke | | ▲ | Long term |
| | | Acute | Abnormal weather events (typhoons, wildfires, floods, torrential rain) more devastating and more frequent | Interruption in supply of raw materials due to natural disasters | ● | | Long term |
| | | | | Downtime due to damage at production points and supplier facilities | ● | | Long term |
| | | | | Property damage and lost sales opportunities paralleling increase in natural disasters | ▲ | | Long term |
| | | | | Capital investment costs related to disaster prevention rise at principal locations | ▲ | | Medium to long term |

○ Major impact: Events that could have huge impact on business and finances
● Moderately large impact: Events that could have moderately large impact on business and finances
▲ Minor impact: Events that could have only minor impact on business and finances

Short to medium term: High possibility of occurrence between now and 2030
Medium to long term: High possibility of occurrence between 2030 and 2050
Long term: High possibility of occurrence after 2050

### 3 Risk management

The risk management system at the Group applies appropriate safeguards in accordance with the Basic Rules of Risk Management.

Risks related to climate change have been positioned as priority risks from a companywide perspective. To identify and assess the impact of climate change on our operations, we undertake analysis based on multiple scenarios and pinpoint risks and opportunities associated with climate change. The risks and opportunities that were identified are then discussed, mainly by the CSR Promotion Committee, and any topic of high importance is passed on to the Board of Directors. For measures to deal with identified climate change risks, the medium-term management plan lays out steps and targets, and the entire Zojirushi Group makes concrete efforts to implement and achieve them. Progress is confirmed by the CSR Promotion Committee, which watches for new issues and ensures continuous efforts for improvement.

### 4 Metrics and targets

#### Greenhouse gas emissions

Greenhouse gas emissions in fiscal 2025 reached 2,360 tons under Scope 1 and 17,265 tons under Scope 2.

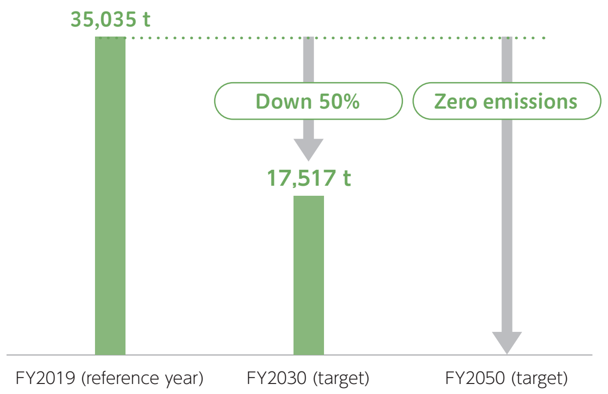
Recognizing that climate change is an urgent issue for society, the Group is working to reduce greenhouse gas emissions and expand energy-saving measures. To contribute to the realization of a sustainable society, we are targeting a 50% reduction in $CO_2$ emissions Groupwide by the end of fiscal 2030, compared with the level in fiscal 2019, for Scope 1 and Scope 2, and net zero emissions by the end of fiscal 2050.

In reducing greenhouse gas emissions, we are focused on efforts to save energy and power while introducing fossil fuel-free renewable energy and promoting robust use of the J-Credit Scheme, approved by the Japanese government. These efforts underpin our goal to contribute to the realization of a decarbonized society.

Going forward, we plan to calculate Scope 3 emissions as well. We will assess the environmental impact along our supply chain and work on improvements. In addition, we will strive to address social issues through our business activities and contribute to the realization of a sustainable society.

*Fiscal year: From October of the previous year through September of the current year

#### Greenhouse gas emissions reduction targets




*1 Total consumption of power and fuel at all offices and factories of Zojirushi Group in Japan and overseas
*2 FY: From October of the previous year through September of the current year

## Addressing Environmental Pollution and Biodiversity

### Preventing Pollution

#### Conserving water resources

Due to the nature of our products, the Group does not have processes that use large amounts of water. However, we manage and control the use of water with environmental conservation in mind. Since our industrial water is discharged into the sewerage system, we manage water quality in accordance with the Sewerage Act.

#### Managing chemical substances

Zojirushi Factory Japan manages chromium and its compounds, nickel, and molybdenum and its compounds, and reports on these to the Ministry of Economy, Trade and Industry in accordance with the PRTR Law.

### Developing Environmentally Friendly Products

The Group maintains product assessment standards, compares new products with standard products to assess their energy saving, resource saving, and recycling, and evaluates our progress in improving environmental considerations.

#### Product assessment standards

1. Reducing mass or volume
2. Using recycled resources or recycled parts
3. Packaging
4. Reducing environmental impact at the manufacturing stage
5. Simplifying transportation
6. Energy and resource saving, etc., during product usage
7. Supporting long-term use
8. Improving the possibility of recycling
9. Simplifying manual dismantling and sorting
10. Simplifying crushing and sorting processes
11. Environmental protection
12. Safety
13. Providing information

Initiative Highlights

## Sales of recycled products to reduce environmental impact

To reduce environmental impact by using resources effectively, we sell Zojirushi-recycled rice cookers/warmers on the Company's official online store. Zojirushi-recycled products are rice cookers/warmers that were briefly used as demonstration models in sales offices nationwide. The products are sent to Zojirushi You Service, one of our Group companies, for cleaning, inspection, and repair, to restore them to the same level of quality as unused products. They have sold out amid popular acclaim. We plan to continue Zojirushi-recycled product sales in the future.

Product cleaning

## Use of biomass-based plastics made from plants and other recyclable organic resources

With various environmentally conscious plastics becoming commonly used in recent years, we recognize the issue of plastics as one that we cannot ignore since our products have many plastic parts. As one of our efforts, we have taken an initial step by adopting a biomass-based plastic called Prasus* as the material for the standing rice spoon and measuring cup that are bundled with the NX-AA model *Embudaki* induction heating pressure rice cooker. Prasus is a plastic made from biomass—plants and other recyclable organic resources. It offers outstanding environmental performance by reducing approximately 60% of $CO_2$ emissions during manufacturing, compared with those of conventional petroleum-based plastics.

This initiative is one step toward realizing a sustainable society. We will continue to promote product development that is considerate of the global environment.

Rice spoon made from Prasus

Induction heating pressure rice cooker *Embudaki* NX-AA model

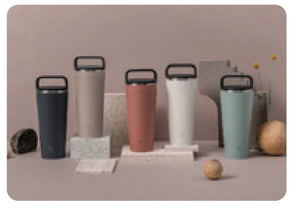
*Prasus is a registered trademark of Prime Polymer Co., Ltd.

## Environmentally friendly powder-coated tumblers

Zojirushi has been marketing powder-coated stainless-steel tumblers in North America, Taiwan, Southeast Asia, China, and South Korea since autumn 2023.

Ordinary coatings include volatile organic compounds (VOCs) that can cause air pollution, and their impacts on the environment and the human body are considered problematic. Powder coating, on the other hand, uses paint crushed into powdered form that contains almost no VOCs. By introducing this technology, which is drawing attention for its environmental conservation and health promotion, Zojirushi will continue to promote environmentally friendly manufacturing from various perspectives.

Tumbler with straw (SX-HAH)



Carry-type tumbler with handle (SX-LAH)

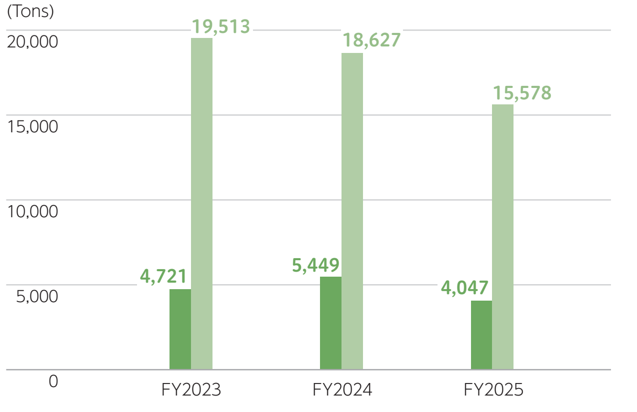
## Launch of ZO-no-MAI craft beer made from rice used in rice-cooking tests

Zojirushi has commercialized a craft beer called ZO-no-MAI, made from rice used in tests for developing rice cookers/warmers, as part of its efforts for a circular economy. Based on the concept of "bringing a touch of surprise to everyday life and offering a taste of the stories beer creates," ZO-no-MAI was designed to be a beer that customers can enjoy with their daily meals, featuring a refreshing flavor suitable for Japanese cuisine with less bitterness but the characteristic citrus aroma of hops. The name ZO-no-MAI is a playful Japanese pun, including ZO, for the iconic Zojirushi elephant, and MAI, which means both "dance," suggesting a flavor so delicious that it would inspire an elephant to dance, and "rice," from which the beer is made.

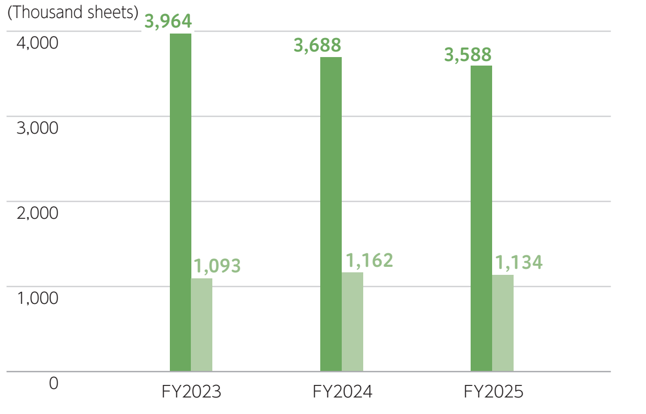
We will continue our "rice upcycling" activities, aiming to create new value toward realizing a sustainable society.


## Environmental Data

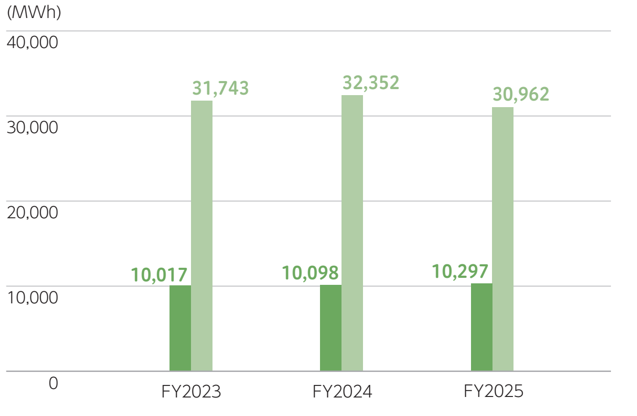
### $CO_2$ emissions (all offices)



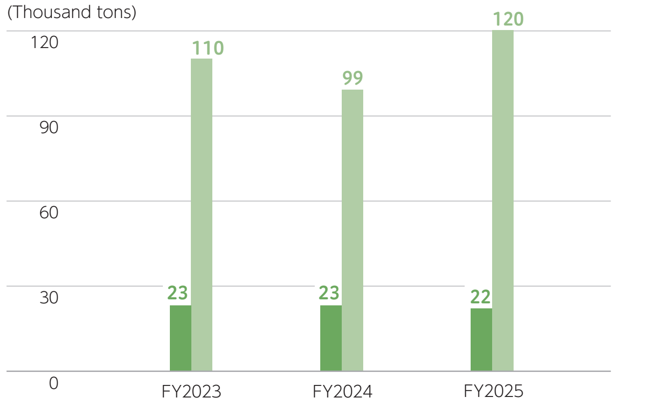

### Paper consumption



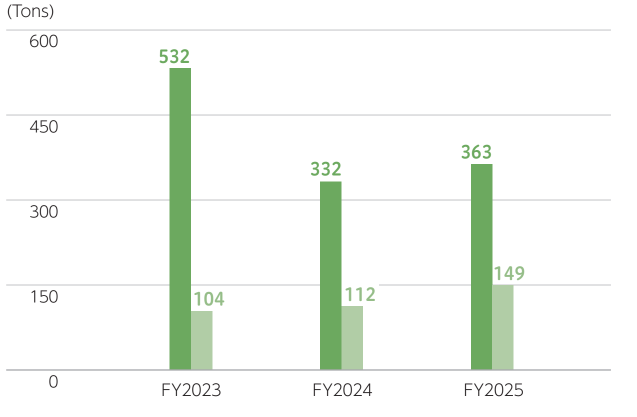

### Electricity consumption



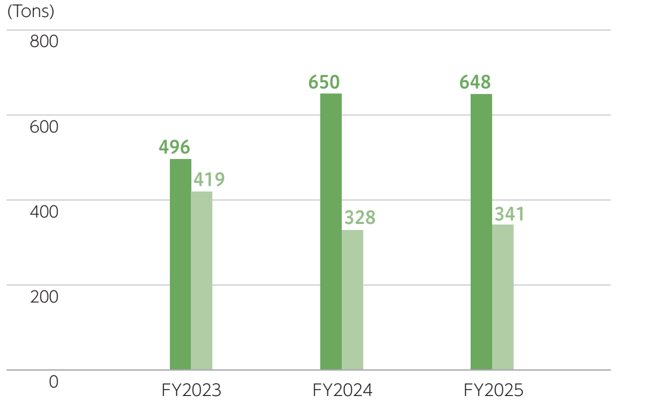

### Water consumption*




### Amount of waste*




### Amount of resources recycled*




Japan Overseas

*Production factories

FY: From October of the previous year through September of the current year

# Dialogue Between Outside Directors

**We are in an era of significant change in the manufacturing environment. We must simultaneously use digital technology and advance production technology.**

**Hiroaki Kanai**

Outside Director

**Kanae Shiono**

Outside Director
(Audit and Supervisory Committee Member)

**Even as advances are made in different work styles and diversity, we should preserve Zojirushi's honest corporate culture for the next generation.**

## Using our expertise as Outside Directors to identify management risks and help strengthen the Company's ability to respond

**Kanai:** I was appointed Outside Director in February 2025. I have long been involved with management at a manufacturer with a 132-year history of supplying raw materials to the machinery, automotive, semiconductor, and medical equipment industries. Although the B2B business structure of the company differs from that of Zojirushi, I have experience with overseas development centered on the United States and China in both production and sales, as well as with M&A.

I use my experience to state opinions as an Outside Director on management in general from a medium- to long-term perspective. In the Board of Directors meetings, Directors exchange opinions based on their respective areas of expertise. I feel this results in constructive and high-quality discussions.

**Shiono:** I was appointed a Corporate Auditor in 2018, an Audit and Supervisory Committee Member in 2020, and have served as an Outside Director. The subsequent appointment of new Outside Directors has brought more diverse knowledge to the Board of Directors and helped further expand and deepen the board's discussions.

**Kanai:** Inside Directors also accept diverse opinions positively and respond swiftly and appropriately to matters that are pointed out.

**Shiono:** My area of expertise is taxation. Other Outside Audit and Supervisory Committee Members are experts in legal affairs and accounting. All members take a multifaceted view of management risks from their respective viewpoints and work to strengthen governance.

Recently, there has been some progress expanding the Company's overseas business. This requires a different risk response from that of the domestic situation. The Company has made steady progress establishing the necessary management system.

**Kanai:** As the Company moves forward with its global development, careful judgment is needed, taking into account changes in the management environment, including geopolitical risks and responses to systems and regulatory aspects.

**Shiono:** Growth always entails a certain degree of risk. For this reason, my objective is to perform my role as an Outside Director by ensuring sound management and supporting sustainable growth.

## ADAPT, SHIFT, BEYOND—medium-term management plans aimed at achieving growth in phases

**Kanai:** Formulating the medium-term management plans, we heard a detailed explanation from the execution side and had a lively discussion in the Board of Directors. I think the plans were well formulated and described the growth phases clearly.

For a company to achieve major growth, it must innovate continuously. Zojirushi's competitive strength lies in the technology development capabilities cultivated over many years. Its distinctiveness, exemplified by the induction heating pressure rice cooker *Embudaki*, is a key strength. As a manufacturing-based company, Zojirushi will need to continue discussions on technology innovation. I believe the Board of Directors would also benefit from opportunities to deepen its understanding from a technological perspective.

**Shiono:** We have often had explanations about new products, but engaging in deeper discussion focused on the proprietary technologies that underpin those products is also important for making strategic judgments for the medium to long term. Also, I think it would help improve the motivation of personnel responsible for development on the front lines if they were given opportunities to explain things directly to the board.

**Kanai:** Realizing innovation requires continuous investment in R&D. It is important to have sufficient discussion about the significance of the investment and its medium- to long-term returns.

**Shiono:** Under the medium-term management plan BEYOND, we are planning investments totaling ¥15.0 billion, including upgrading R&D facilities. The plan needs to achieve a balance with shareholder returns while maximizing the effects of investments that will drive growth.

**Kanai:** R&D investment should be assessed not on short-term results but from a medium- to long-term perspective with a time horizon of three to 10 years. I believe that continuing to invest in technologies that will drive future growth will lead to an increase of corporate value. I hope to contribute in this area as my own background is in a technological field, and I have a PhD.

**Shiono:** Cultivating new businesses takes time, and achieving profitability in the food and beverage business, such as Zojirushi Gohan Restaurant, is the result of continuous efforts. The concepts of ADAPT, SHIFT, and BEYOND presented in the medium-term management plans clearly show the Company's direction of growth. At the same time, in the solution business, I think there is room to further consider new developments leveraging external collaboration and the combination of technologies.

## Strengthening the sustainable foundation for human resources by developing next-generation female leaders

**Shiono:** From a sustainability perspective, appointing diverse talent is an important priority, particularly for promoting women's advancement. Currently, half of the Outside Directors are women, but I expect to see female Directors emerging from inside the Company in the future. Through my dialogue with the next-generation female leaders, I have gained a strong sense that the Company's human resources development initiatives are delivering steady results.

**Kanai:** I can see that the Company is developing extremely ambitious and talented human resources.

**Shiono:** This kind of talent cannot be cultivated overnight. I think we are seeing the results of the Company's ongoing initiatives to date. By steadily increasing the percentage of management positions held by women, I expect the Company to have a more diverse pool of management talent in the future.

## Becoming a global challenger through Brand Innovation

**Kanai:** Although the global economy shows an underlying growth trend, every country and region has its own risks. In this environment, it is important for the Company to take measures to create new value rather than just maintain its existing business.

Under the previous medium-term management plan SHIFT, the Company expanded into new domains. Going forward, however, I believe it should pursue other new possibilities such as food solutions and the software field.

**Shiono:** As of now, Zojirushi has cultivated considerable technological capabilities and brand power. Upgrading main facilities and creating a good work environment are also factors that can help drive a corporate transformation. The Company's products have also been gaining a solid reputation for design, and Zojirushi is developing into a brand chosen for design as well as for quality and safety. In the future, I expect Zojirushi to achieve further growth as a global brand with an increased presence in the global market.

# Board of Directors

(As of February 19, 2026)

## Norio Ichikawa

Representative Director, President and Corporate Officer

Attendance at Board of Directors meetings
14 out of 14 meetings

Apr. 1981 Joined the Company
Feb. 1997 General Manager, The 1st Product Development Department
Feb. 1998 Director; General Manager, The 1st Product Development Department
Feb. 2001 President
Feb. 2005 Chairman, Zojirushi-Simatelex Co., Ltd. (to present)
Feb. 2010 President and Chief Sales Officer
Nov. 2012 President
Feb. 2020 Representative Director, President and Corporate Officer (to present)

## Yoshihiko Miyakoshi

Director and Managing Corporate Officer

Attendance at Board of Directors meetings
14 out of 14 meetings

Apr. 1984 Joined the Company
Nov. 2008 Corporate Officer; Assistant General Manager, International Department
Nov. 2009 Corporate Officer; General Manager, International Department
Nov. 2009 Chairman of the Board, Zojirushi America Corporation (to present)
Nov. 2011 Corporate Officer; Deputy Chief Sales Officer and General Manager, International Department
Feb. 2012 Director; Deputy Chief Sales Officer and General Manager, International Department
Nov. 2012 Director; Chief International Sales Officer and General Manager, International Department
Feb. 2020 Director; Corporate Officer; Chief International Sales Officer and General Manager, International Department
Dec. 2021 Chairman, Zojirushi Taiwan Corporation (to present)
Nov. 2023 Director; Managing Corporate Officer; Chief International Sales Officer and General Manager, International Department
Nov. 2025 Director; Managing Corporate Officer and Chief International Sales Officer (to present)

## Eiji Soda

Director and Managing Corporate Officer

Attendance at Board of Directors meetings
14 out of 14 meetings

Apr. 1990 Joined the Company
Nov. 2016 General Manager, Business Planning Department
Nov. 2017 Corporate Officer; General Manager, Business Planning Department
Nov. 2018 Corporate Officer; General Manager, Business Planning Department and General Manager, New Business Creating Department
Feb. 2019 Director; General Manager, Business Planning Department and General Manager, New Business Creating Department
Feb. 2020 Director; Corporate Officer; General Manager, Business Planning Department and General Manager, New Business Creating Department
Nov. 2021 Director; Corporate Officer; General Manager, Business Planning Department and Responsible for New Business Creation
Nov. 2025 Director; Managing Corporate Officer and General Manager, Business Planning Department (to present)

## Jun Ogami

Director and Managing Corporate Officer

Attendance at Board of Directors meetings
14 out of 14 meetings

Apr. 1986 Joined the Company
Nov. 2009 General Manager, Sales Promotion Department
Nov. 2011 General Manager, Marketing Sales Promotion Department
Nov. 2014 Corporate Officer; General Manager, Marketing Sales Promotion Department
Nov. 2019 Corporate Officer; Deputy Chief Domestic Sales Officer and General Manager, Tokyo Main Branch
Feb. 2023 Director; Corporate Officer; Deputy Chief Domestic Sales Officer and General Manager, Tokyo Main Branch
Nov. 2024 Director; Corporate Officer and Chief Domestic Sales Officer
Nov. 2025 Director; Managing Corporate Officer and Chief Domestic Sales Officer (to present)

## Hiroshi Yamane

Director and Managing Corporate Officer

Attendance at Board of Directors meetings
10 out of 10 meetings

Apr. 1993 Joined the Company
Nov. 2011 Assistant General Manager, The 1st R&D Department
Nov. 2013 General Manager, The 1st R&D Department
Nov. 2018 Corporate Officer; Deputy Chief Production & Development Officer and General Manager, The 1st R&D Department
Nov. 2019 Corporate Officer; Deputy Chief Production & Development Officer
Nov. 2020 Corporate Officer; Deputy Chief Production & Development Officer and General Manager, Technical Innovation Section
Nov. 2022 Corporate Officer; Deputy Chief Production & Development Officer
Nov. 2023 Corporate Officer; Chief Production & Development Officer
Feb. 2025 Director; Corporate Officer and Chief Production & Development Officer
Nov. 2025 Director; Managing Corporate Officer and Chief Production & Development Officer (to present)

## Shigehisa Okamoto

Director and Corporate Officer

Attendance at Board of Directors meetings
—

Apr. 1995 Joined the Company
May 2016 Assistant General Manager, Accounting Department
Feb. 2017 General Manager, Accounting Department
Nov. 2021 Corporate Officer; Deputy Chief Administrative Officer and General Manager, Accounting Department
Nov. 2024 Corporate Officer; Chief Administrative Officer and General Manager, Accounting Department
Feb. 2026 Director; Corporate Officer; Chief Administrative Officer and General Manager, Accounting Department (to present)

## Hiromi Izumi

[Independent] [Outside]

Outside Director

Attendance at Board of Directors meetings
13 out of 14 meetings

Apr. 2003 Chairman and Representative Director, Millieme Co., Ltd.
Jan. 2004 Chairman of the Board of Trustees, Wanogakko Non-profit Organization
Apr. 2013 Councilor, Konnichian Foundation (to present)
Feb. 2016 Director, the Company (to present)
Apr. 2017 Chairman and Director, Millieme Co., Ltd.
Sep. 2023 Advisor, Millieme Co., Ltd. (to present)

## Susumu Toda

[Independent] [Outside]

Outside Director

Attendance at Board of Directors meetings
14 out of 14 meetings

Apr. 1982 Joined ITOCHU Corporation
Sep. 1999 Executive Officer, FAST RETAILING CO., LTD.
Apr. 2004 Corporate Officer, MISUMI Corporation (currently MISUMI Group Inc.)
Jan. 2008 Vice President, Amazon Japan K.K. (currently Amazon Japan G.K.)
Nov. 2010 Corporate Officer EVP, BELLSYSTEM24, Inc. (currently BELLSYSTEM24 Holdings, Inc.)
Mar. 2014 Representative Director and Vice President, ENOTECA CO., LTD.
Jul. 2015 Joined KDDI CORPORATION
Jan. 2017 Representative Director, President and Chief Executive Officer, NET JAPAN Co., Ltd.
Jul. 2021 Senior Corporate Officer, Shachihata Inc.
Sep. 2022 Director; Senior Corporate Officer, Shachihata Inc.
Feb. 2023 Director, the Company (to present)
Sep. 2024 Director, Shachihata Inc. (to present)

## Hiroaki Kanai

[Independent] [Outside]

Outside Director

Attendance at Board of Directors meetings
9 out of 10 meetings

Mar. 1984 Joined Kanai Juyo Kogyo Co., Ltd.
Jun. 1989 Director, Kanai Juyo Kogyo Co., Ltd.
Jun. 1990 Director, TOKUSEN KOGYO CO., LTD.
Apr. 1991 Managing Director, Kanai Juyo Kogyo Co., Ltd.
Mar. 1995 Director and Vice Chairman, TOKUSEN U.S.A., Inc.
Jun. 1995 Representative Director and President, TOKUSEN ENGINEERING CO., LTD.
Jun. 1997 Executive Vice-President, Kanai Juyo Kogyo Co., Ltd.
Vice President, TOKUSEN KOGYO CO., LTD.
Jun. 2009 Representative Director and Vice Chairman, Japan Fine Steel Co., Ltd.
Jun. 2013 President, Kanai Juyo Kogyo Co., Ltd.
President & COO, TOKUSEN KOGYO CO., LTD.
Mar. 2015 Representative Director, Kanai Holdings Co., Ltd. (to present)
Sep. 2023 Director and Chairman, TOKUSEN U.S.A., Inc. (to present)
Feb. 2025 Director, the Company (to present)

## Masayoshi Uehara

Director (Standing Audit and Supervisory Committee Member)

Attendance at Board of Directors meetings
14 out of 14 meetings

Apr. 1984 Joined the Company
May 2008 Section Chief, Administration Group, Sales Department
Nov. 2011 General Manager, Auditing Department
Feb. 2017 General Manager, Personnel & General Affairs Department
Nov. 2021 Auditing Department
Feb. 2024 Director (Standing Audit and Supervisory Committee Member) (to present)

## Kanae Shiono

[Independent] [Outside]

Outside Director (Audit and Supervisory Committee Member)

Attendance at Board of Directors meetings
14 out of 14 meetings

Apr. 1984 Joined Taiyo-Kobe Bank, Limited (currently Sumitomo Mitsui Banking Corporation)
Aug. 1986 Joined Osaka Branch, Irving Bank (currently The Bank of New York Mellon)
Mar. 1995 Joined Takashi Shiono Law Office
Jan. 1996 Joined Sumio Ikegami Certified Tax Accountant Office
Mar. 1998 Registered as certified tax accountant (to present)
Apr. 2000 Opened Shiono Kanae Certified Public Tax Accountant Office, Representative (to present)
Feb. 2018 Corporate Auditor, the Company
Feb. 2020 Director (Audit and Supervisory Committee Member) (to present)

## Hitoshi Utsunomiya

[Independent] [Outside]

Outside Director (Audit and Supervisory Committee Member)

Attendance at Board of Directors meetings
14 out of 14 meetings

Apr. 1995 Joined Nissho Iwai Corporation (currently Sojitz Corporation)
Oct. 2004 Registered as attorney-at-law (to present)
Oct. 2004 Joined Seiwa Law Office
Jan. 2011 Partner, Seiwa Law Office (to present)
Feb. 2019 Corporate Auditor, the Company
Feb. 2020 Director (Audit and Supervisory Committee Member) (to present)

## Satoko Nishimura

[Independent] [Outside]

Outside Director (Audit and Supervisory Committee Member)

Attendance at Board of Directors meetings
14 out of 14 meetings

Oct. 1989 Joined Asahi Shinwa & Co. (currently KPMG AZSA LLC)
Aug. 1993 Registered as certified public accountant (to present)
Mar. 2001 Opened Satoko Nishimura Certified Public Accountant Office, Representative (to present)
Oct. 2002 Registered as certified tax accountant (to present)
Oct. 2002 Opened Satoko Nishimura Certified Public Tax Accountant Office, Representative (to present)
Feb. 2023 Director (Audit and Supervisory Committee Member), the Company (to present)
Jun. 2023 Outside Executive Director, Linical Co., Ltd. (to present)

# Corporate Governance

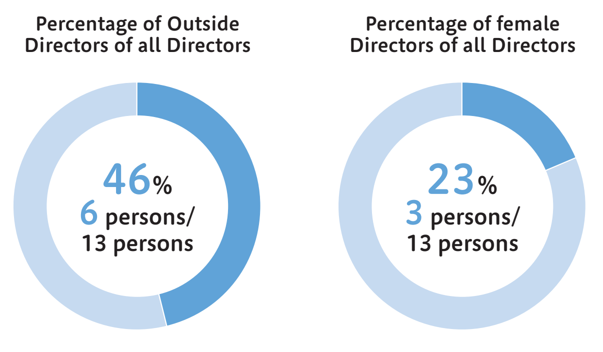
## Basic Views on Corporate Governance

The Company recognizes the enhancement of corporate governance as a key management issue in securing the trust of its stakeholders and ensuring the sustained improvement of corporate value.

To quickly respond to drastic changes in the business environment, and to improve and develop its corporate value, the Company strives to strengthen its corporate structure, improve management efficiency while reinforcing its auditing and control functions, and enhance corporate governance by ensuring speedy, sound, and transparent management.

## Overview of the Corporate Governance Structure

| Main items | Details |
|---|---|
| Organizational structure | Company with an Audit and Supervisory Committee |
| Number/term of office of Directors (excluding Directors serving as Audit and Supervisory Committee Members) | Nine persons/One year |
| Number/term of office of Directors serving as Audit and Supervisory Committee Members | Four persons/Two years |
| Number of Outside Directors | Six persons |
| Voluntary committees | Nomination and Compensation Committee |
| Number of Outside Directors designated as Independent Directors | Six persons |
| Auditing firm | KPMG AZSA LLC |




## Board of Directors

The Board of Directors comprises nine Directors (excluding Directors serving as Audit and Supervisory Committee Members) and four Directors serving as Audit and Supervisory Committee Members, a total of 13 Directors (of whom six are Outside Directors), and meets once per month, in principle, to discuss and determine statutory matters and important management matters, such as basic management policies and medium- to long-term management strategies, and to supervise and report on the status of business execution. In addition, the Company promotes the separation of the business execution function and the supervision function by delegating to Directors a portion of the Board of Directors' authority to decide business execution, along with the Corporate Officer system, to further expedite decision making and business execution.

| | |
|---|---|
| **FY2025 Number of meetings** | 14 |
| **Topics of discussion** (other than those stipulated by laws and regulations) | • Efforts to achieve target for total return ratio<br>• Comments from shareholders and institutional investors<br>• Cross-shareholdings and cost of capital verification<br>• Medium-term business strategies and the next medium-term management plan<br>• Formulation of earnings plan for next fiscal year<br>• Decision on future initiatives based on evaluation of the effectiveness of Board of Directors |

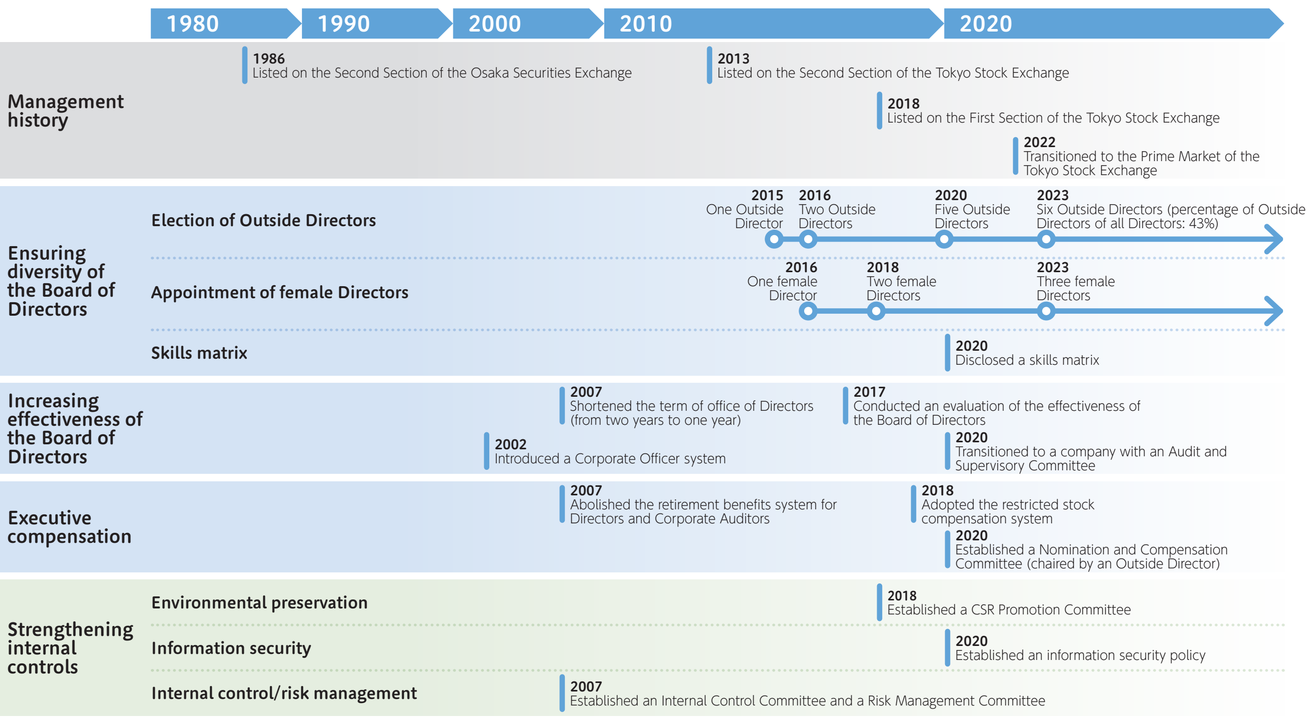
## Management Meeting

The Management Meeting, which mainly comprises the President among the Corporate Officers and the Chief Officers of each department, meets once per week, in principle, to discuss and determine matters related to the execution policy based on the basic management policies determined by the Board of Directors, matters delegated to the Corporate Directors, and other important matters, to promote timely management activities.

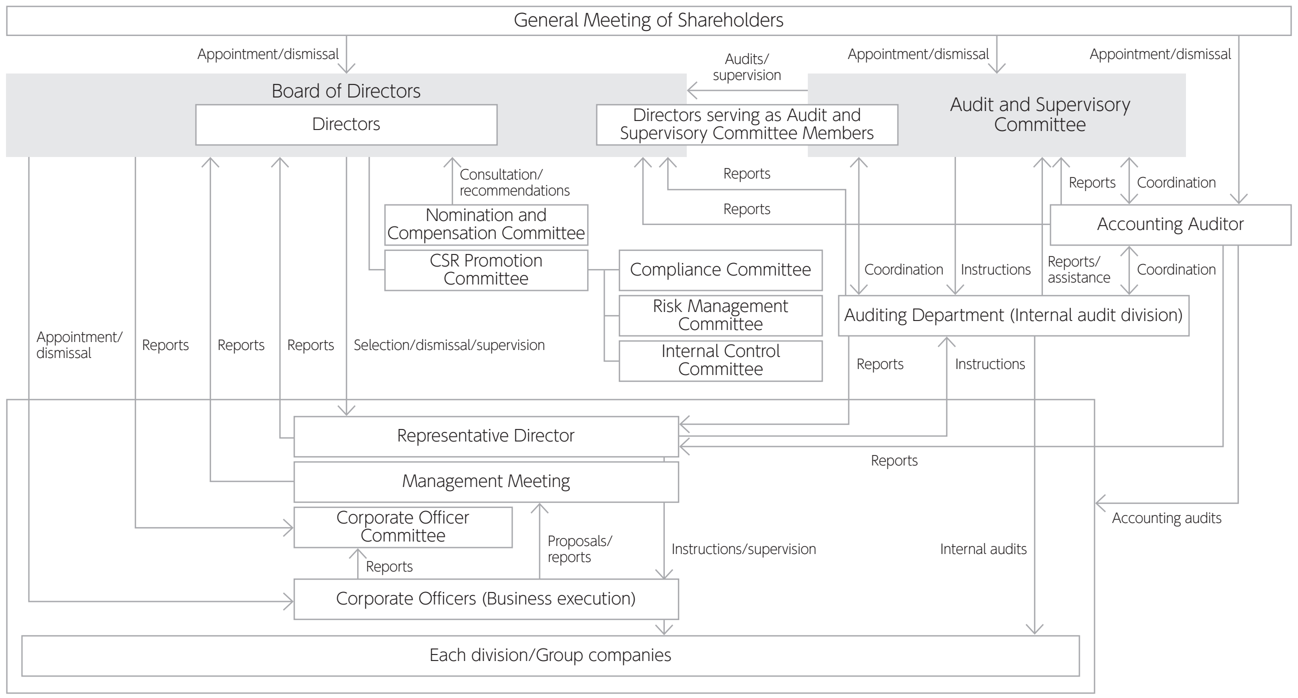
## Audit and Supervisory Committee

The Audit and Supervisory Committee comprises four members (three of whom are Outside Directors). By electing Audit and Supervisory Committee Members who are knowledgeable in finance and accounting, as well as appointing a Standing Audit and Supervisory Committee Member to reinforce its information gathering capabilities, etc., the Company has been enhancing the effectiveness of audits. The Audit and Supervisory Committee meets once per month, in principle, to determine audit policies and audit plans, and to report on the status of execution of duties. The Standing Audit and Supervisory Committee Member also endeavors to strengthen oversight over management by attending important meetings such as the

## Governance History




## Corporate Governance Structure Chart



Management Meeting, and sharing information among the Audit and Supervisory Committee Members through the meetings of the Audit and Supervisory Committee, etc. The functions of the Audit and Supervisory Committee have also been strengthened through enhanced coordination with the internal audit division, such as through the receipt of reports and the provision of instructions, as necessary.

| | |
|---|---|
| **FY2025 Number of meetings** | 13 |
| **Details of activities** | • Confirmed appropriateness of decision-making by Directors and supervisory duties of the Board of Directors by attending important meetings such as Board of Directors meetings and the Management Meetings<br>• Conducted interviews with management and Corporate Officers and exchanged opinions on progress of priority measures<br>• Conducted regular on-site audits of business locations, including those of Group companies, in cooperation with internal audit division, and also confirmed status of internal controls and collected information on them<br>• Examined major accounting audit items, heard explanations, and exchanged opinions in cooperation with the Accounting Auditor |

## Nomination and Compensation Committee

The Nomination and Compensation Committee has been established to strengthen the independence, objectivity, and accountability of board functions, through the appropriate engagement and advice of Independent Outside Directors regarding the nomination and compensation of Directors and other executives.

The Nomination and Compensation Committee comprises four Directors, the majority of whom are Independent Outside Directors, and its chairperson is elected from the members who are Independent Outside Directors, to ensure its independence.

As for specific considerations at the Nomination and Compensation Committee, upon consultation with the Board of Directors, the committee discusses and makes recommendations about board composition, matters related to the appointment and dismissal of Directors and Corporate Officers, the reexamination of the skills matrix, matters related to the formulation and operation of succession plans, and matters concerning compensation for Directors, including for KPIs.

| | |
|---|---|
| **FY2025 Number of meetings** | Three |
| **Details of activities** | First meeting:<br>Confirmed agenda items for the current fiscal year and considered the composition of the Board of Directors for the next fiscal year and the medium term<br>Second meeting:<br>Met with new Director candidates, formulated proposals for board composition and the skills matrix for the next fiscal year, elected new Corporate Officers, and refined succession plans and confirmed schedules thereof<br>Third meeting:<br>Verified the appropriateness of executive compensation levels, confirmed resources and KPIs, and formulated compensation proposals for the next fiscal year |

## Evaluation of the Effectiveness of the Board of Directors

The Company evaluates the effectiveness of the Board of Directors once per year. This year, the results based on self-evaluations by each Director were reported to the Board of Directors and future initiatives were discussed, an overview of which is as follows.

The Company confirmed that while the current composition of the Board of Directors is effective, further consideration should be given to achieving a more effective composition for factors such as the total number of Directors and the ratio of Inside and Outside Directors. Regarding operation, while the atmosphere is conducive to speaking up and sharing opinions, it seems that not enough time is available for discussion when many items are on the agenda. Future consideration should be given to optimal methods for allocating adequate time for discussions.

As for the agenda for Board of Directors meetings, individual departments reported in advance on the medium- to long-term issues they face. These issues were then fully discussed by the Board of Directors before the medium-term management plan was formulated. Meanwhile, the Company has confirmed the need for ongoing discussion of medium- to long-term issues such as responses to SDGs, new businesses, and competitiveness measures for mainstay products.

## CEO Succession Plan

With regard to the succession plan of the Representative Director, President and Corporate Officer, the Nomination and Compensation Committee formulates a vision of the ideal President, and drafts, discusses, and determines the overall succession plan. In addition, the Committee also selects successor candidates, and discusses and determines individual succession plans.

## Outside Directors

Outside Directors serve the function and role of improving the effectiveness of corporate governance and the corporate value of the Company, by providing supervision, audits, and instructions, as necessary, from an objective and neutral standpoint based on their professional knowledge and extensive experience. To this end, the Company, upon examining their character and knowledge, elects talent regardless of age, gender, nationality, etc., who possess professional knowledge in law, taxation, finance, accounting, and other areas, as well as extensive experience or management experience at other companies, and who are capable of fulfilling their roles and responsibilities from an objective and neutral perspective, and also makes its selections on the basis of maintaining diversity

### Members and Attendance Rates of Main Meeting Bodies and Skill Sets of Directors (as of February 19, 2026)

| Name | Title | Composition of each meeting body (◎ indicates chairperson) | | | | Attendance (FY2025) | | | Skill sets of Directors | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Board of Directors | Audit and Supervisory Committee | Nomination and Compensation Committee | Management Meeting | Board of Directors | Audit and Supervisory Committee | Nomination and Compensation Committee | Corporate management/ management planning | International experience | Sales/marketing | Product planning/ production and development/ new business | Risk management/ legal affairs | Finance/ accounting | IT/DX | Sustainability/ ESG | Personnel/ human resources development |
| Norio Ichikawa | Representative Director, President and Corporate Officer | ◎ | | ○ | ◎ | 14/14 | | 3/3 | ○ | ○ | ○ | ○ | | | ○ | | |
| Yoshihiko Miyakoshi | Director and Managing Corporate Officer | ○ | | | ○ | 14/14 | | | ○ | ○ | ○ | | | | | | |
| Eiji Soda | Director and Managing Corporate Officer | ○ | | | ○ | 14/14 | | | ○ | ○ | | ○ | ○ | ○ | ○ | ○ | |
| Jun Ogami | Director and Managing Corporate Officer | ○ | | | ○ | 14/14 | | | ○ | | ○ | ○ | | | | | |
| Hiroshi Yamane | Director and Managing Corporate Officer | ○ | | | ○ | 10/10 | | | ○ | | | ○ | | | | | |
| Shigehisa Okamoto | Director and Corporate Officer | ○ | | | ○ | — | | | ○ | ○ | | | ○ | ○ | | ○ | ○ |
| Hiromi Izumi | Outside Director | ○ | | ○ | | 13/14 | | 3/3 | ○ | | ○ | | | | | ○ | |
| Susumu Toda | Outside Director | ○ | | ◎ | | 14/14 | | 3/3 | ○ | ○ | ○ | ○ | | ○ | ○ | | ○ |
| Hiroaki Kanai | Outside Director | ○ | | | | 9/10 | | | ○ | ○ | ○ | ○ | | | | ○ | |
| Masayoshi Uehara | Director (Standing Audit and Supervisory Committee Member) | ○ | ◎ | | ○ | 14/14 | 13/13 | | | | ○ | ○ | | | | | ○ |
| Kanae Shiono | Outside Director (Audit and Supervisory Committee Member) | ○ | ○ | | | 14/14 | 13/13 | | ○ | | | | | ○ | | | |
| Hitoshi Utsunomiya | Outside Director (Audit and Supervisory Committee Member) | ○ | ○ | ○ | | 14/14 | 13/13 | 3/3 | | | | | ○ | | | | |
| Satoko Nishimura | Outside Director (Audit and Supervisory Committee Member) | ○ | ○ | | | 14/14 | 13/13 | | ○ | | | | | ○ | | | |

and a balance of knowledge, experience, and capabilities. The Company also elects Outside Directors in accordance with its Independence Criteria for Outside Directors, which has been formulated by referring to the independence standards of the Tokyo Stock Exchange. Mr. Susumu Toda is a Director of Shachihata Inc., which has business relationships with the Company. However, the amount of the transactions accounts for less than 0.01% of the Company's consolidated net sales and less than 0.01% of net sales of Shachihata Inc. and does not affect his independence. There are no other human, capital, or business relationships, or any other conflicts of interest, between the Outside Directors and the Company.

## Executive Compensation

**1 Composition, etc., of Compensation for Directors**

Compensation, etc., for Directors (excluding Outside Directors and Directors serving as Audit and Supervisory Committee Members) comprises the base salary and performance-based compensation in the form of monetary compensation and restricted stock compensation. Compensation, etc., for Outside Directors and Directors serving as Audit and Supervisory Committee Members exclusively comprises the base salary, as these Directors are not eligible for performance-based compensation in the form of monetary compensation and restricted stock compensation. Further, compensation, etc., to Directors serving as Audit and Supervisory Committee Members is determined upon deliberation by the Directors serving as Audit and Supervisory Committee Members.

The base salary is fixed monetary compensation paid once per month in a fixed amount, with the amount of such compensation determined in accordance with internal rules specifying the amount of compensation, etc., for each position, depending on the proportion of responsibilities.

Monetary compensation, among performance-based compensation, aims to enhance business performance and is designed as an incentive, based on the business performance for a single fiscal year and using as an indicator the profit attributable to owners of parent.

Restricted stock compensation aims at an improvement of corporate value in the next several years, and is designed as an incentive to be granted for each fiscal year, while promoting the further sharing of value with the shareholders.

The policy and procedures for determining compensation are deliberated by the Nomination and Compensation Committee, a majority of whose members are Outside Directors. The Board of Directors then uses the report from the Nomination and Compensation Committee to determine the policy and procedures.

With regard to the compensation, etc., of each Director for this fiscal year, since the Board of Directors has confirmed that the method of determining the compensation, etc., and the details of the determined compensation, etc., are consistent with the relevant determination policy and that serious consideration has been given to the report by the Nomination and Compensation Committee, the Board of Directors determined that the compensation is in line with the determination policy.

**2 Policy to Determine the Percentages of Compensation Paid as Performance-based Compensation and Non-performance-based Compensation**

The percentage of each type of compensation paid is, in principle, the same regardless of the position of the Director, and is set by taking into account factors such as the levels of other companies and the positioning of the different types of compensation. In an effort to further promote the sharing of value with the shareholders, the Nomination and Compensation Committee recommended raising the percentage of restricted stock compensation. Accordingly, the Board of Directors revised this percentage from fiscal 2021. As a result, while the actual percentage will fluctuate depending on business performance, the percentage of compensation paid to Directors was set as approximately 60% base salary (fixed monetary compensation), and performance-based compensation in the form of monetary compensation of approximately 30% and restricted stock compensation of approximately 10%.

**3 Targets and Results of Indicators for Performance-based Compensation, Reasons for the Selection of These Indicators, and the Methods for Determining the Amounts of Performance-based Compensation**

The resources for monetary compensation, among performance-based compensation are calculated using the profit attributable to owners of parent for each fiscal year as an indicator, to ensure that improved profits are reflected in a more direct manner.

Extraordinary income not included in dividend resources (earnings not appropriate as profits earned in a fiscal period) is excluded from performance-based compensation, while extraordinary losses for which management is responsible are taken into consideration in performance-based compensation.

Restricted stock compensation targets the improvement of business performance as one means of enhancing corporate value. Restricted stock compensation is also calculated by multiplying the profit attributable to owners of parent for each fiscal year by the rate of achievement of the medium- to long-term targets in the medium-term management plan SHIFT for net sales, operating profit, ROE, $CO_2$ emissions, and the percentage of management positions held by women, after taking into account extraordinary income and losses, as is done with monetary compensation. The number of shares to be granted is then determined based on the calculation standards prescribed for each position.

### Reason for Election as Outside Director and Status of Activities

| Name | Reason for Election | Status of Activity |
|---|---|---|
| Hiromi Izumi | Ms. Hiromi Izumi has extensive experience through the management of companies and corporations that communicate and disseminate information on Japan's traditional culture and traditional industries to both adults and children in Japan and abroad. The Company elected her as an Outside Director to have her utilize her multifaceted perspective and female perspective for the Company's management, from an objective and neutral standpoint. | Board of Directors Attended 13 out of 14 meetings |
| Susumu Toda | In addition to being a corporate manager, Mr. Susumu Toda has experience serving in the U.S. as well as insights into IT/DX, human resources, and labor affairs. To increase the Company's corporate value, the Company elected him as an Outside Director to have him engage in management by leveraging his professional skills in his areas of expertise and supervise management from an objective and neutral standpoint. | Board of Directors Attended 14 out of 14 meetings |
| Hiroaki Kanai | In addition to his broad experience as a corporate manager, Mr. Hiroaki Kanai has an international perspective and expertise in production, development, and sustainability. To increase the Company's corporate value, the Company elected him as an Outside Director to have him engage in management by leveraging his expertise in specialized fields and supervise management from an objective and neutral standpoint. | Board of Directors Attended nine out of 10 meetings (Appointed in February 2025) |
| Kanae Shiono | In addition to professional knowledge and experience as a certified tax accountant, Ms. Kanae Shiono has significant knowledge in finance and accounting, including business experience at financial institutions. The Company elected her as an Outside Director serving as an Audit and Supervisory Committee Member to have her utilize her extensive experience and professional knowledge to strengthen the audit and supervisory system of the Company. | Board of Directors Attended 14 out of 14 meetings |
| Hitoshi Utsunomiya | In addition to professional knowledge and experience as an attorney-at-law, Mr. Hitoshi Utsunomiya has business experience at the legal affairs department of a company. The Company elected him as an Outside Director serving as an Audit and Supervisory Committee Member to have him utilize his extensive experience and professional knowledge to strengthen the audit and supervisory system of the Company. | Board of Directors Attended 14 out of 14 meetings |
| Satoko Nishimura | In addition to professional knowledge and experience as a certified public accountant and certified tax accountant, Ms. Satoko Nishimura has significant knowledge in finance and accounting. The Company elected her as an Outside Director serving as an Audit and Supervisory Committee Member to have her utilize her extensive experience and professional knowledge to strengthen the audit and supervisory system of the Company. | Board of Directors Attended 14 out of 14 meetings |

### Total Amount of Compensation, etc., by Director Category, Total Amounts by Type of Compensation, and the Number of Eligible Directors

| Director Category | Total Amount of Compensation, etc. | Total Amounts by Type of Compensation, etc. | | | Number of Eligible Directors |
|---|---|---|---|---|---|
| | | Base Salary (Fixed Monetary Compensation) | Performance-based Compensation | | |
| | | | Monetary Compensation | Restricted Stock Compensation | |
| Directors (Excluding Directors Serving as Audit and Supervisory Committee Members and Outside Directors) | ¥332 million | ¥180 million | ¥109 million | ¥41 million | 8 |
| Audit and Supervisory Committee Members (Excluding Outside Directors) | ¥17 million | ¥17 million | — | — | 1 |
| Outside Directors | ¥45 million | ¥45 million | — | — | 7 |

As for the method of determining the amounts, prior to the resolution by the Board of Directors, the Nomination and Compensation Committee, in accordance with the internal rules set forth by the Board of Directors, is consulted regarding the specific amounts of compensation calculated according to the internal rules for each fiscal year, and the Board of Directors determines the amounts based on the Committee's recommendation.

**4 Matter Resolved by the General Meeting of Shareholders Regarding Executive Compensation, etc.**

The 75th Annual General Meeting of Shareholders held on February 19, 2020 resolved the Company's transition to a company with an Audit and Supervisory Committee, and resolved to set the amount of compensation for Directors (excluding Directors serving as Audit and Supervisory Committee Members) to be within ¥450 million per year (within ¥80 million per year for Outside Directors) and the amount of compensation for Directors serving as Audit and Supervisory Committee Members to be within ¥80 million per year. At the time of the resolution, the number of Directors (excluding Directors serving as Audit and Supervisory Committee Members) was 10 (including three Outside Directors), and the number of Directors serving as Audit and Supervisory Committee Members was three.

Furthermore, the total amount of monetary compensation related to the granting of restricted stock was resolved to be within ¥80 million per year, separate from the above amount.

## Internal Control Systems and Their Development Status

The Company's Board of Directors formulates the medium-term management plan. In accordance with the annual plans based on the medium-term management plan, the Company and its subsidiaries set specific annual targets and budgets, while also practicing monthly and quarterly performance management on a regular and daily basis. Furthermore, the Management Meeting, which meets once per week, in principle, discusses and decides on various important matters that involve the Company and the entire Group, with the aim of early resolution and implementation. The Management Meeting is also attended by the Standing Audit and Supervisory Committee Member, which allows him/her to oversee the business execution of the Directors and Corporate Officers.

Regarding the information management system, information is recorded, stored, and managed appropriately in accordance with internal rules. In addition, measures have been implemented to improve information security. These include the formulation of information security rules, a clear definition of the information security management system, the improvement of system security measures and the risk management system, and the acquisition of certification of compliance with the ISO 27001 international information security standard (ISMS certification) for relevant departments.

The Company has been building, maintaining, and improving the compliance structure for the entire Group, by establishing the Compliance Regulations and a Compliance Committee as part of the compliance structure, while adopting a whistleblower system, and carrying out educational and enlightenment activities including the establishment of the Basic CSR Policy, which contains a code of conduct to be observed by all officers and employees. Furthermore, to ensure the reliability of financial reporting, the Company has established internal controls related to financial reporting centered around the Internal Control Committee, and periodically assesses the establishment and operating status of the control structure, and makes efforts to ensure its maintenance and improvement. In addition, the CSR Promotion Committee has been established to oversee and further promote the activities of the Compliance, Risk Management, and Internal Control Committees.

## Internal Audits and Audits by the Audit and Supervisory Committee

The Company has established the Auditing Department (with seven members) as an internal audit division, and periodically conducts internal audits of the status of business execution, etc., by the Company and its Group companies based on the audit plan. The Auditing Department also conducts tasks related to internal controls, including an assessment of the establishment and operating status of internal control systems. The results of internal audits are reported directly to not only the Representative Director but also the Board of Directors. Information is also shared with the Audit and Supervisory Committee and the Accounting Auditor. When appropriate, the internal audit division reports to, and shares information and opinions with the Audit and Supervisory Committee and the Accounting Auditor regarding the status of maintenance, and other important matters concerning the internal control systems.

The Outside Directors serving as Audit and Supervisory Committee Members witness field audits with the internal audit division and the Accounting Auditor, in addition to exchanging information and opinions with the Accounting Auditor and the internal audit division, when appropriate. Furthermore, the Standing Audit and Supervisory Committee Member is making efforts to strengthen the coordination between the relevant parties, by sharing information that is shared and exchanged with the internal audit division and the Accounting Auditor, through the meetings of the Audit and Supervisory Committee, etc.

## System of Timely Disclosures

The Information Officer aggregates the important corporate information of the Company and the Group companies, coordinates with the Personnel & General Affairs Department, and deliberates on the necessity of disclosing such information based on the Timely Disclosure Rules of the Tokyo Stock Exchange.

Regarding matters that have already been decided, among the information deemed to require timely disclosures, the Personnel & General Affairs Department and the Accounting Department prepare the materials to be disclosed. The contents of these materials are then confirmed by the Information Officer and approved by the Board of Directors, after which they are promptly disclosed by the Information Officer. With regard to events and facts, the Personnel & General Affairs Department and the Accounting Department prepare the materials to be disclosed. The contents of these materials are then confirmed by the Information Officer and reported to the Representative Director, President and Corporate Officer, after which they are promptly disclosed. As for financial information, the Accounting Department, the Personnel & General Affairs Department, and the Business Planning Department share the responsibilities for preparing the materials to be disclosed. The contents of these materials are then confirmed by the Information Officer and approved by the Board of Directors, after which they are promptly disclosed. Until such information has been disclosed, the Company ensures the prevention of insider trading and thorough information control based on internal rules.

Furthermore, in terms of the method of timely disclosure, the Company is registered on the Tokyo Stock Exchange's TDnet (Timely Disclosure network), allowing it to widely disseminate information by holding press conferences when necessary, and distributing disclosure materials at the press clubs of the Osaka Securities Exchange, The Osaka Chamber of Commerce and Industry, and The Tokyo Chamber of Commerce and Industry. The Company also posts the disclosed information on its website, immediately following disclosure on TDnet.

# Risk Management

With the aim of reinforcing the risk management system, the Company has established the Basic Rules of Risk Management as well as a Risk Management Committee to respond to the various risks that arise in the course of the Group's business, through the identification and assessment of possible risks, the organization and deliberation of responses, the sharing of information among the relevant departments and Group companies, and when necessary, the provision of advice. In addition, the Company has also established the Basic Rules of Crisis Management as subordinate rules of the Basic Rules of Risk Management, while also putting a system in place to minimize damage by quickly and systematically implementing responses based on the response manual, in the unlikely event that a crisis materializes.

The major risks that may impact the operating results and financial condition, etc., of the Group are as follows.

## 1 New Product Development

The Group aims to launch new category products and develop high-value-added and cost-competitive products that are in line with market needs. However, the Group is not always able to accurately predict which new products or new technologies will be favored by the market, and should the sales of these products fail, future growth may slow and profitability may decline, and the Group's performance and financial conditions could be impacted.

Although predicting the possibility of such risks materializing is difficult, the Group is engaged in product development that constantly improves basic product performance and aims to increase customer satisfaction and encourage customers to consistently choose Zojirushi products. In addition to providing products that perform their basic functions, we offer high-value-added products by identifying dissatisfaction and areas for improvement and ingeniously solving such issues by focusing on product safety and ease of use.

## 2 Declining Product Prices

The Group makes efforts to maintain and raise product prices by means such as launching competitive new products. However, pressure to lower market prices and demands for rebates are becoming increasingly stronger. Should the Group become subject to a greater-than-expected and protracted decline in prices, the Group's performance and financial conditions could be impacted.

## 3 Competition from Competitors

The Group's core products compete with the products of manufacturers of home appliances, etc., and some of these competitors have far greater research, development, manufacturing, and sales resources than the Group. While the Group, under such circumstances, has been able to maintain a stable market share, should competition intensify in the future and its market share decline, the Group's performance and financial conditions could be impacted.

To minimize this risk, we will work to increase sales and market share by expanding our product lineup, by revitalizing existing products aligned with social and lifestyle trends, and by developing new products that meet the needs of our customers. In addition to providing products that perform their basic functions, we are also actively engaged in activities to supply new value through the use of our products and are proposing new usages of products and a kind of lifestyle.

## 4 Fluctuating Raw Material Prices

The prices of the major raw materials used in the Group's products, namely stainless steel, plastic resin, copper, etc., are heavily affected by international market conditions. The Group's performance and financial conditions could be impacted by a rise in prices of raw materials and parts.

To minimize this risk, we utilize measures such as reviewing the sales price of finished products.

## 5 Impact of Fluctuating Exchange Rates

With regard to local currency-denominated assets, etc., of the Group's overseas businesses, prices after conversion into Japanese yen could be impacted due to the exchange rates at the time of conversion. Products and components imported from overseas are also settled in currencies other than the Japanese yen. Accordingly, in situations such as a greater-than-expected depreciation of the Japanese yen, the Group's performance and financial conditions could be impacted.

To minimize such risks, the Group allocates the U.S. dollars received in exports to payments and hedges a portion of the shortfall with forward exchange contracts, in accordance with the risk management policy.



## 6 Product Liability

While the Group aims to provide high-quality products and manufactures various products in accordance with strict quality control standards, it has enrolled in insurance to prepare for product liability claims in the unlikely event of a product defect or other such events to fulfill its liability as a manufacturer. However, should large-scale product defects or recalls occur, the Group's performance and financial conditions could be impacted.

## 7 Protection of Intellectual Property Rights

To ensure its business advantage, the Group strives to protect the intellectual property rights associated with the development of its products and technologies. However, in certain regions, sufficient protection may not be available. In addition, the Group may also become subject to claims that the Group's products violate the intellectual property rights of third parties. In such cases, if the Group's arguments are not accepted, it could incur losses including damages and the payment of royalties, etc., and the Group's performance and financial conditions could be impacted.

## 8 The Appearance of Counterfeit Products

The Group recognizes that branding is crucial, and aims to enhance the value of its brand both in Japan and abroad. While the Group has made applications for, and registered its trademark both in Japan and abroad, and has also taken anti-counterfeiting measures, should counterfeits of its brand appear on the market, its brand value could be damaged, and the Group's performance and financial conditions could be impacted.

## 9 Seasonal Fluctuations in Performance

Due to factors such as the particular characteristics of the Group's products and the holiday selling seasons in Japan and abroad, product shipments to its business partners tend to be concentrated from the beginning of fall to early spring. Accordingly, the Group's performance tends to be dependent on the first quarter.

## 10 Information Security

The Group obtains and retains personal information and confidential information on customers and business partners in the course of its business activities. However, in the unlikely event that such information is leaked due to cyberattacks, unauthorized access, computer virus intrusions, etc., or important data is destroyed or falsified, or system failures, etc., occur, confidence in the Group could deteriorate, and the Group's performance and financial conditions could be impacted.

To minimize such risks, the Group strives to maintain the confidentiality of information on both the systems and operational fronts by promoting the reinforcement of its system security measures, surveillance system, and risk management structure, and by acquiring ISMS certification and thoroughly educating employees.

## 11 Occurrence of Disasters

While the Group is engaged in production and sales activities in Japan and abroad, should earthquakes, floods, typhoons, fires, wars, pandemics, etc., occur in these regions, and the Group or its business partners suffer damage due to these disasters, its business activities could be impeded, and the Group's performance and financial conditions could be impacted.

Although predicting whether this risk will materialize is difficult, the Group has formulated a crisis management manual and educated all employees on its use. This manual assumes various risks, including relocating the functions of Zojirushi Corporation's headquarters if it is damaged and unusable. Revisions are made as necessary in light of changes in the external environment and fluctuations in possible risks. The Group is also working to address risks in administrative operations and is considering avoiding the centralization of production sites.

## 12 Geopolitical Risks

In addition to production sites centered on China, the Group has sales companies throughout the world. Therefore, changes in the international environment, including U.S.-China relations, the Russia-Ukraine situation, and conditions in the Middle East, may pose risks that could significantly impact the Company's business. In particular, U.S. tariff policies have already been implemented, and there are concerns about a possible further tightening of tariffs or countermeasures being taken in the future. Also, the Group's performance and financial conditions could be impacted by changes in the trade and energy policies of various countries as well as by unexpected revisions to laws and regulations.

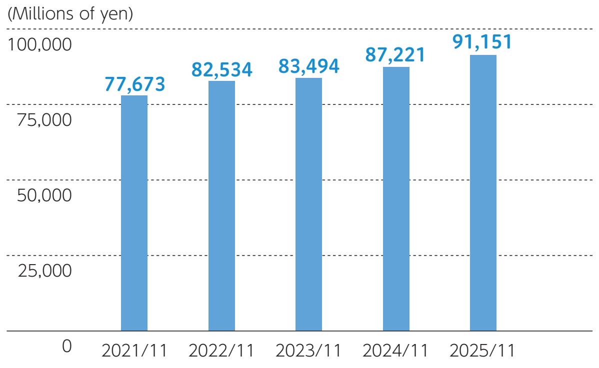
To minimize such risks, the Group will constantly monitor tariff trends and regulatory changes, and review its supply chain and appropriately pass on costs to sales prices.

# Performance Highlights

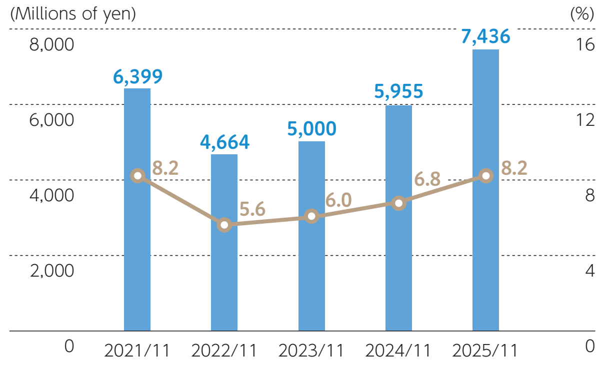
From the beginning of fiscal 2022, the Company has applied the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020) and related standards.

## Financial Information

### Net Sales

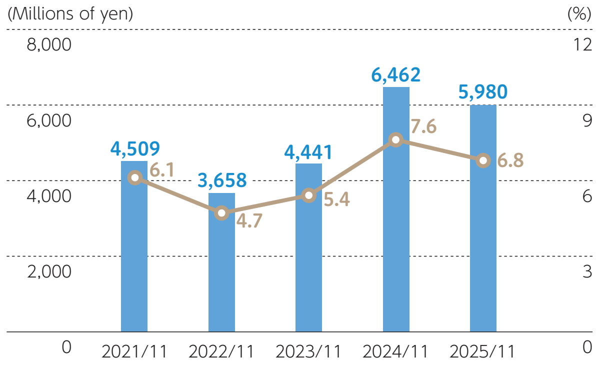



### Operating Profit/Operating Profit to Net Sales



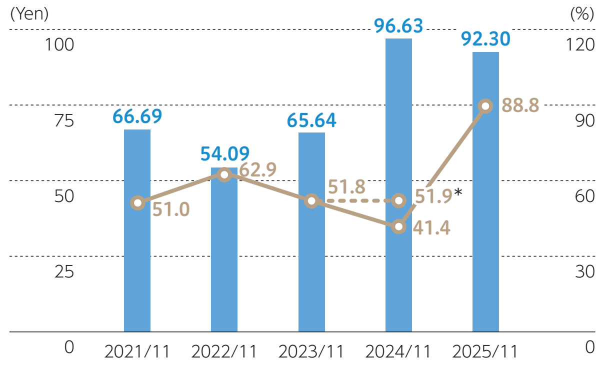

Operating Profit (left axis)
Operating Profit to Net Sales (right axis)

### Profit Attributable to Owners of Parent/ROE



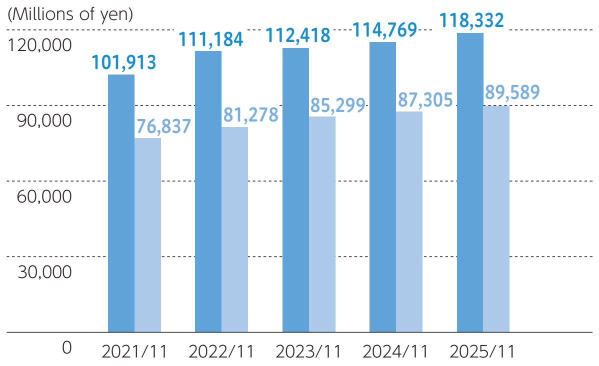

Profit Attributable to Owners of Parent (left axis)
ROE (right axis)

### Profit per Share/Dividend Payout Ratio



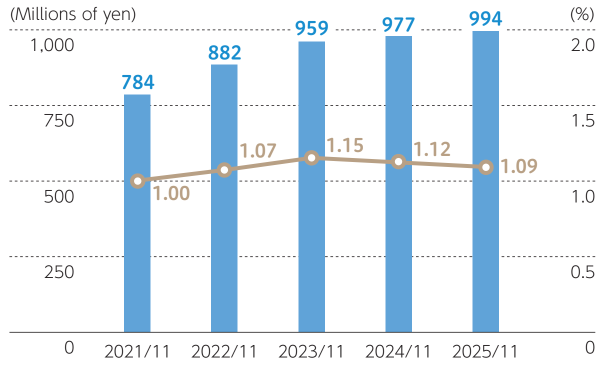

Profit per Share (left axis)
Dividend Payout Ratio (right axis)
*Dividend payout ratio excluding one-time extraordinary income

### Total Assets/Net Assets




Total Assets
Net Assets

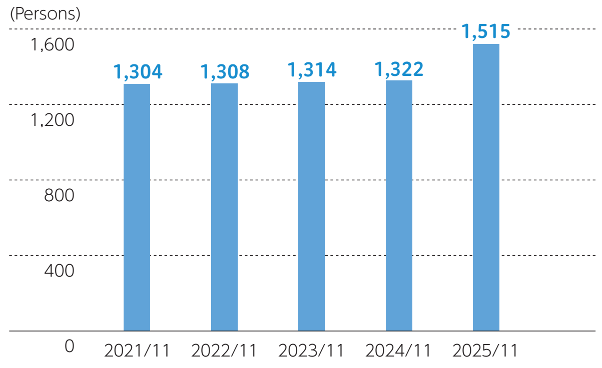
### R&D Expenses/R&D Expenses to Net Sales



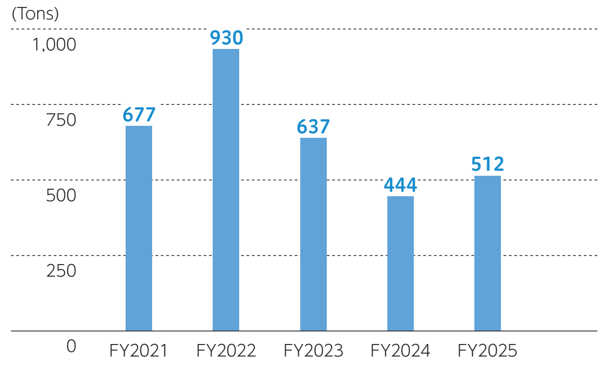

R&D Expenses (left axis)
R&D Expenses to Net Sales (right axis)

## Non-Financial Information

### Number of Employees

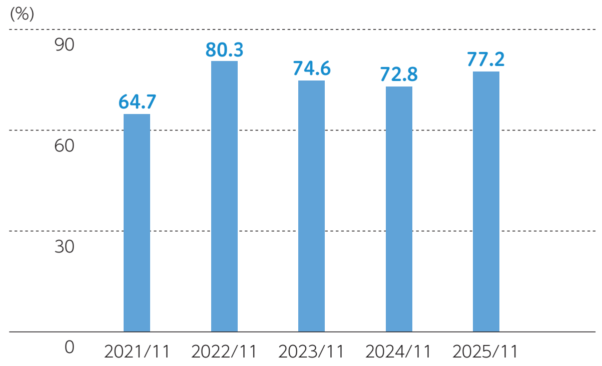



### Amount of Waste*1

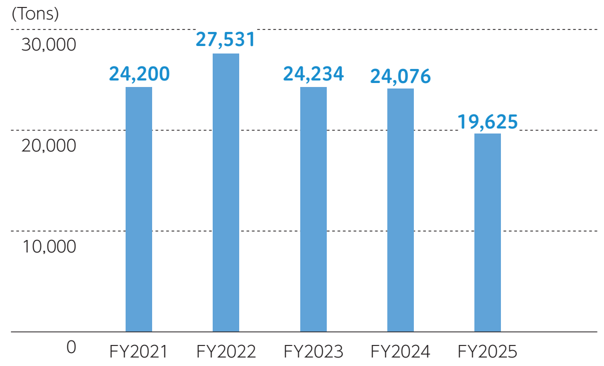



*1 Production factories
*2 FY: From October of the previous year through September of the current year

### Percentage of Annual Paid Leave Taken

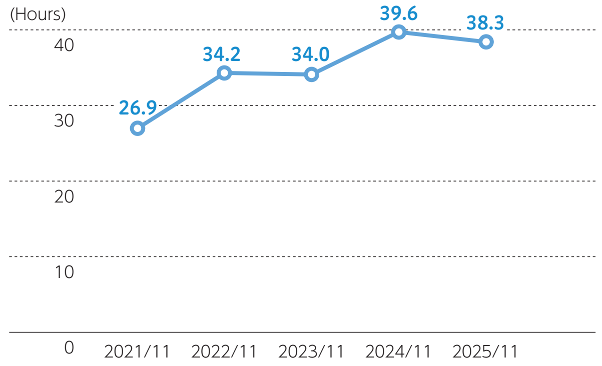



### $CO_2$ Emissions

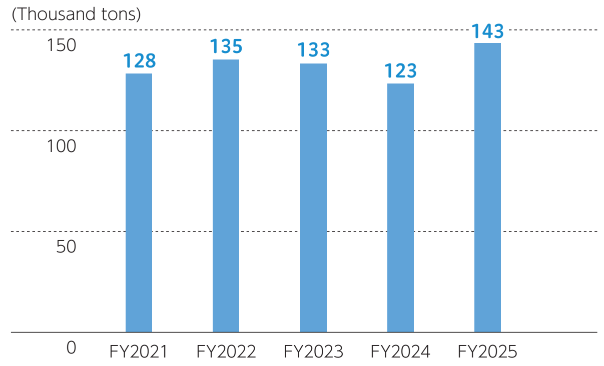



*FY: From October of the previous year through September of the current year

### Overtime Work (Monthly average per employee)




### Water Consumption*1




*1 Production factories
*2 FY: From October of the previous year through September of the current year

# Ten-Year Summary of Consolidated Financial and Non-Financial Data

For the fiscal year ended November 20/As of November 20

(Millions of yen)

| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|---|---|---|
| Net sales | 89,231 | 85,363 | 84,635 | 79,110 | 74,947 | 77,673 | 82,534 | 83,494 | 87,221 | **91,151** |
| Cooking appliances | 60,110 | 54,582 | 53,548 | 53,453 | 54,318 | 55,806 | 59,007 | 58,631 | 61,198 | **64,384** |
| Household and thermal products | 24,578 | 25,942 | 25,999 | 21,062 | 15,347 | 16,222 | 17,065 | 17,696 | 18,124 | **16,430** |
| Household appliances | 2,830 | 3,133 | 3,051 | 2,761 | 3,665 | 3,871 | 4,533 | 5,009 | 5,600 | **7,656** |
| Others | 1,712 | 1,705 | 2,036 | 1,832 | 1,615 | 1,772 | 1,927 | 2,156 | 2,297 | **2,680** |
| Operating profit | 12,109 | 7,823 | 6,253 | 5,444 | 5,440 | 6,399 | 4,664 | 5,000 | 5,955 | **7,436** |
| Profit attributable to owners of parent | 7,299 | 5,338 | 4,434 | 4,082 | 3,943 | 4,509 | 3,658 | 4,441 | 6,462 | **5,980** |
| Cash flows from operating activities | 8,016 | 6,636 | 4,684 | 6,739 | 7,366 | 5,150 | (279) | 4,939 | 5,510 | **9,930** |
| Cash flows from investing activities | (3,429) | (937) | (2,503) | (1,265) | (1,608) | (799) | (2,586) | (2,078) | (31) | **(2,140)** |
| Cash flows from financing activities | (1,663) | (1,927) | (3,557) | (1,933) | (2,206) | (2,365) | (2,923) | (2,968) | (6,378) | **(9,089)** |
| R&D expenses | 608 | 648 | 780 | 845 | 818 | 784 | 882 | 959 | 977 | **994** |
| Total assets | 88,022 | 92,928 | 91,647 | 91,507 | 97,019 | 101,913 | 111,184 | 112,418 | 114,769 | **118,332** |
| Net assets | 61,144 | 67,672 | 69,746 | 71,018 | 72,917 | 76,837 | 81,278 | 85,299 | 87,305 | **89,589** |

**Per share information**

| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|---|---|---|
| Net assets per share (yen) | 894.49 | 989.11 | 1,022.37 | 1,040.63 | 1,069.58 | 1,127.06 | 1,189.27 | 1,248.41 | 1,318.11 | **1,397.16** |
| Dividends per share (yen) | 22.00 | 22.00 | 30.00 | 26.00 | 26.00 | 34.00 | 34.00 | 34.00 | 40.00 | **82.00** |
| Profit per share (yen) | 108.03 | 79.00 | 65.62 | 60.39 | 58.34 | 66.69 | 54.09 | 65.64 | 96.63 | **92.30** |

**Key financial indicators**

| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|---|---|---|
| Ratio of operating profit to net sales (%) | 13.6 | 9.2 | 7.4 | 6.8 | 7.3 | 8.2 | 5.6 | 6.0 | 6.8 | **8.2** |
| Ratio of profit to net sales (%) | 8.2 | 6.3 | 5.2 | 5.1 | 5.2 | 5.8 | 4.4 | 5.3 | 7.4 | **6.6** |
| Ratio of R&D expenses to net sales (%) | 0.68 | 0.76 | 0.92 | 1.07 | 1.09 | 1.00 | 1.07 | 1.15 | 1.12 | **1.09** |
| Equity ratio (%) | 68.7 | 71.9 | 75.4 | 76.9 | 74.5 | 74.8 | 72.4 | 75.1 | 75.3 | **75.0** |
| Return on equity (%) | 12.3 | 8.4 | 6.5 | 5.9 | 5.5 | 6.1 | 4.7 | 5.4 | 7.6 | **6.8** |
| Dividend payout ratio (%) | 20.4 | 27.9 | 45.7 | 43.1 | 44.6 | 51.0 | 62.9 | 51.8 | 41.4 | **88.8** |
| Price-earnings ratio (times) | 12.4 | 12.5 | 17.7 | 28.8 | 33.4 | 24.7 | 29.4 | 23.2 | 16.9 | **17.4** |

**Non-financial information**

| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|---|---|---|
| Number of employees | 1,308 | 1,325 | 1,376 | 1,357 | 1,322 | 1,304 | 1,308 | 1,314 | 1,322 | **1,515** |
| Percentage of annual paid leave taken (%) | — | — | — | 52.7 | 60.9 | 64.7 | 80.3 | 74.6 | 72.8 | **77.2** |
| Overtime work (monthly average per employee; hours) | — | — | — | 33.4 | 20.1 | 26.9 | 34.2 | 34.0 | 39.6 | **38.3** |

*1 Dividend per share for fiscal 2018 includes a dividend commemorating the Company's 100th anniversary. Dividend per share for fiscal 2025 includes a special dividend.
*2 From the beginning of fiscal 2022, the Company has applied the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020) and related standards.

# Corporate Information

(As of November 20, 2025)

## Corporate Data

**Company Name:** Zojirushi Corporation

**Headquarters:** 1-20-5, Tenma, Kita-ku, Osaka 530-8511, Japan
TEL: 81-6-6356-2311
URL: https://www.zojirushi.co.jp

**Year of Incorporation:** 1918

**Year of Establishment:** 1948

**Paid-in Capital:** ¥4,022,950,000

**Number of Employees:** 1,515 (Consolidated)

**Business Activities:** Manufacturing, marketing, and other activities related to cooking appliances, household appliances, household and thermal products, and other products for living

**Group Companies:**
Zojirushi Fresco Co., Ltd.
Zojirushi Tokuhan Co., Ltd.
Zojirushi America Corporation
Zojirushi Taiwan Corporation
Zojirushi Shanghai Corporation
Zojirushi SE Asia Corporation Ltd.
Lin & Partners Distributors Limited
Zojirushi Korea Corporation*
Zojirushi Factory Japan Co., Ltd.
Zojirushi You Service Co., Ltd.
Zojirushi-Simatelex Co., Ltd.
Union Zojirushi Co., Ltd.

*Established in October 2025; began operations in April 2026

## Stock Information

**Status of Shares:**
Total number of shares authorized to be issued: 240,000,000 shares
Number of shares issued and outstanding: 72,600,000 shares
Number of shareholders: 12,683

**Listed Stock Exchange:** Tokyo Stock Exchange

**Securities Code:** 7965

**Administrator of Shareholders Registry and Special Account Management Institution:** Mitsubishi UFJ Trust and Banking Corporation
4-5, Marunouchi 1-Chome, Chiyoda-ku, Tokyo, Japan

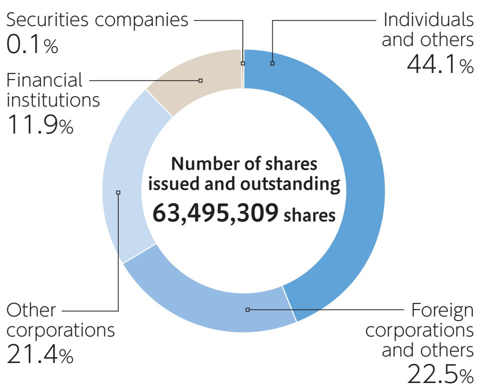
**Major Shareholders**

| Name of shareholder | Number of shares owned (thousand shares) | Percentage of shares owned (%) |
|---|---|---|
| CLEARSTREAM BANKING S.A. | 10,166 | 16.01 |
| Norio Ichikawa | 5,399 | 8.50 |
| The Master Trust Bank of Japan, Ltd. (Trust account) | 4,562 | 7.18 |
| Wako Co., Ltd. | 4,196 | 6.60 |
| Masahiro Ichikawa | 3,071 | 4.83 |
| Zojirushi Supplier Stock Ownership Association | 2,503 | 3.94 |
| Yasuhiro Ichikawa | 2,071 | 3.26 |
| Ichikawa International Scholarship Foundation | 1,650 | 2.59 |
| Mitsubishi UFJ Trust and Banking Corporation | 1,552 | 2.44 |
| Yoshitaka Ichikawa | 1,189 | 1.87 |

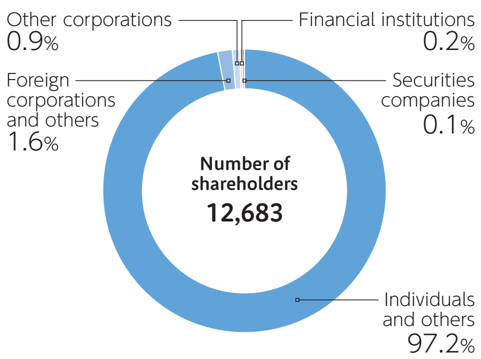
*The percentage of shares owned has been calculated after deducting treasury stock (9,104 thousand shares)

**Stock Distribution Status**

Ratio of Number of Shares

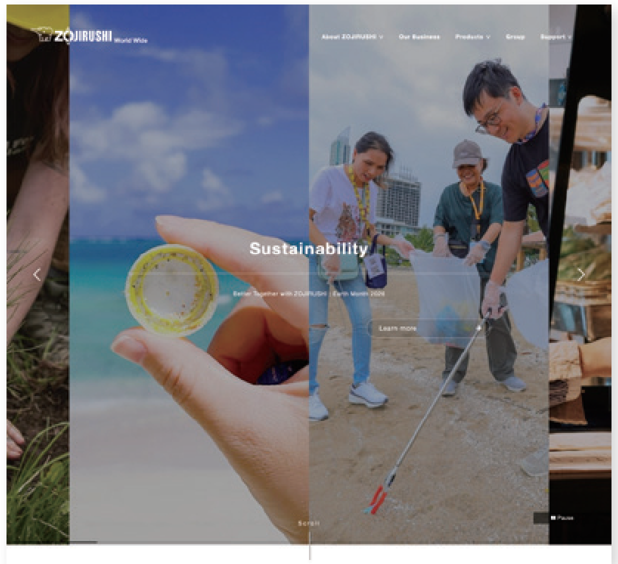



Ratio of Number of Shareholders




## Our Website

**For the latest update and performance-related materials, etc., of Zojirushi, please visit our corporate site and the shareholder and investor information page on the site.**





**https://www.zojirushi.global/**

**https://www.zojirushi.co.jp/corp/ir/**

**Editorial Policy**

This report aims to provide shareholders, investors, and other stakeholders with a deeper understanding of how we create value by integrating non-financial information on issues including the environment, society, and governance with financial information. To this end, the report has been prepared referencing the "International Integrated Reporting Framework," published by the International Integrated Reporting Council (IIRC) in December 2013, and the "Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation," compiled by the Ministry of Economy, Trade and Industry on May 29, 2017.

Environment Social Governance
Guidance for Collaborative Value Creation

**Notes on Forward-looking Statements**

This report contains statements with respect to outlooks based on current plans, estimates, strategies, and beliefs of Zojirushi Corporation (the "Company"); all statements that are not historical facts are forward-looking statements regarding the future performances of the Company. These statements represent the judgments and assumptions of the Company's management based on the information available at the time of release of this report.
Actual future performance may differ significantly from these statements. Accordingly, there is no assurance that the forward-looking statements in this report will prove to be accurate.