

**Supplementary Explanatory Materials for
Financial Results for
the Nine Months Ended August 20, 2023**

Zojirushi Corporation

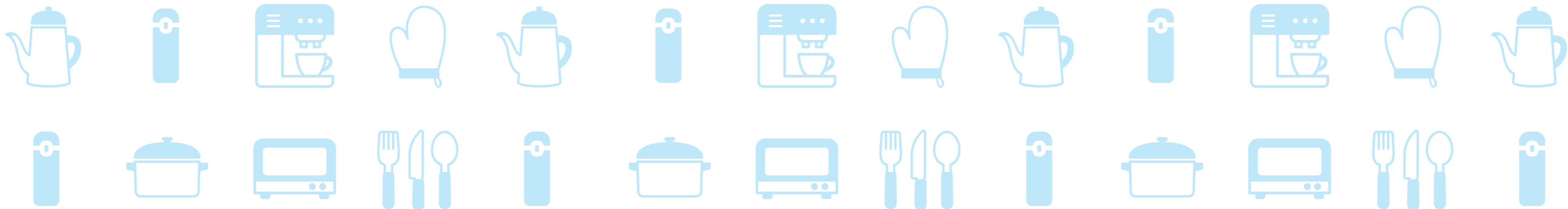
October 2, 2023



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I. Consolidated Financial Results for the Nine Months Ended August 20, 2023



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

Household appliances



- Air-conditioning, cooling, and heating
Humidifiers



- Kitchen housework
Dish dryers

- Other household appliances

Household and thermal products

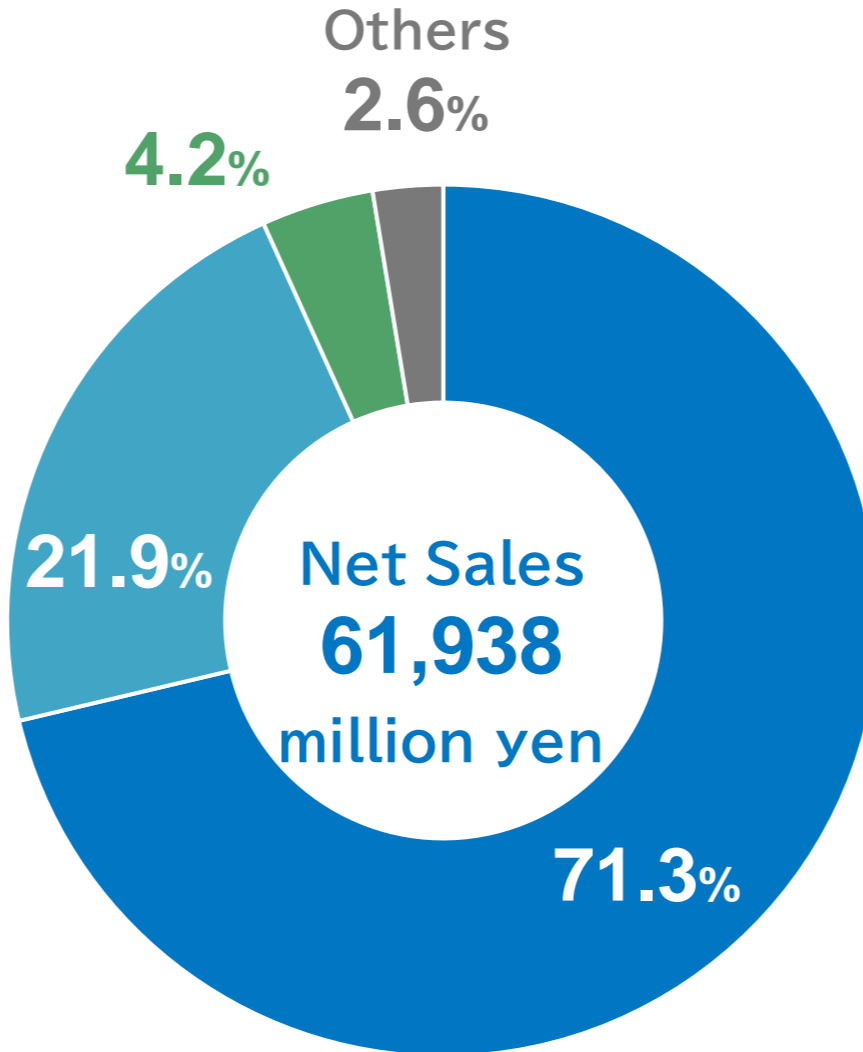


- Glass vacuum bottles
Glass carafes



- Stainless-steel vacuum bottles
Stainless-steel bottles

- Other household and thermal products



Cooking appliances



- Rice cooking
Rice cookers



- Water boiling
Electric pots



- Electric cooking
Toaster ovens
Electric griddles

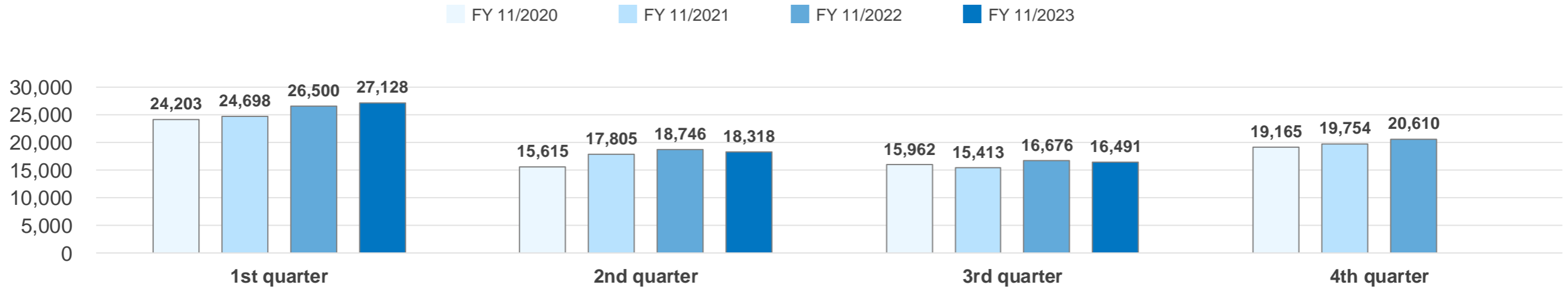


- Microwave cooking
Oven ranges

(2) Comparison of quarterly financial results

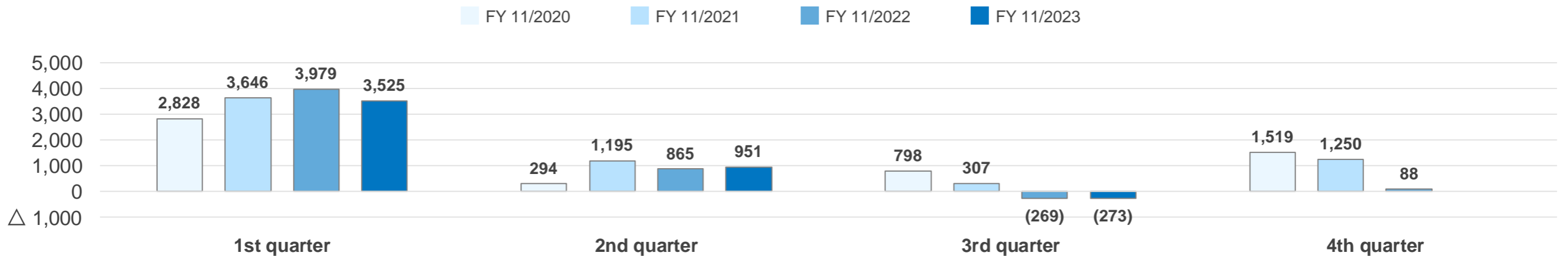
Quarterly net sales

Unit: Million yen



Quarterly operating profit


Unit: Million yen



(3) Overview of financial results



Domestic net sales

 -934 million yen (year on year)

Cooking appliances
Sales of rice cookers/warmers saw a year-on-year decline, as micom and induction heating pressure rice cookers struggled. Sales of electric pots were weak, but sales of electric kettles were strong. The oven range, a new category product, contributed to increased sales, but sales of electric cooking appliances declined year on year due to sluggish sales of electric griddles, toaster ovens, and other products as the market continued to shrink.

Household and thermal products
Sales of stainless-steel vacuum mugs, stainless-steel carafes, and stainless-steel soup jars were strong, resulting in an overall increase year on year.

Household appliances
Sales of humidifiers were strong, but overall sales decreased year on year due to weak performance of bedding dryers, dish dryers, and other products.

Overseas net sales

 +949 million yen (year on year)

Cooking appliances
Despite weak sales of electric pots in China and Southeast Asia, sales of rice cookers/warmers were strong in North America and Southeast Asia, resulting in an overall sales increase year on year.

Household and thermal products
Sales were sluggish in North America, but increased year on year thanks to strong performance of stainless-steel products in Taiwan, Southeast Asia, and Korea.

Household appliances
Humidifiers performed well in Korea.

Attributable to net sales -645 million yen

Attributable to gross profit margin +1,726 million yen

Attributable to selling, general and administrative expenses -239 million yen

Impact of foreign exchange rates -1,213 million yen

FY11/2022 Q3: 1USD = ¥121
FY11/2023 Q3: 1USD = ¥137

(4) Statements of income (P/L)

(Unit: Million yen, %)

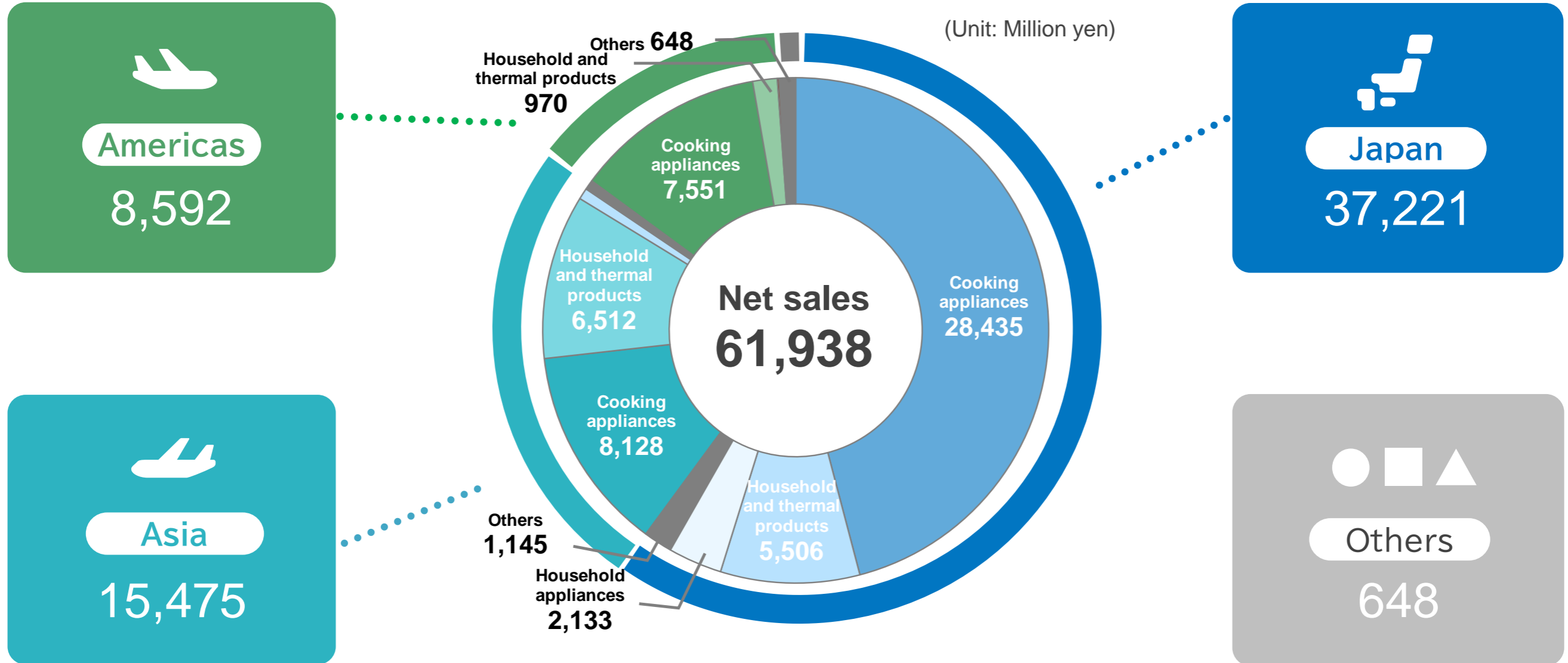
| | Nine months ended August 20, 2022 | | Nine months ended August 20, 2023 | | YoY change | |
|---|--------------------------------------|-------------|--------------------------------------|---------------|------------|--------|
| | Amount | Composition | Amount | Composition | Amount | Rate |
| Net sales | 61,923 | 100.0% | 61,938 | 100.0% | 15 | 0.0% |
| Gross profit | 19,339 | 31.2% | 19,661 | 31.7% | 322 | 1.7% |
| Selling, general and administrative expenses | 14,763 | 23.8% | 15,458 | 25.0% | 694 | 4.7% |
| Operating profit | 4,575 | 7.4% | 4,203 | 6.8% | (372) | (8.1)% |
| Ordinary profit | 5,799 | 9.4% | 5,425 | 8.8% | (373) | (6.4)% |
| Profit attributable to owners of parent | 3,724 | 6.0% | 3,711 | 6.0% | (12) | (0.3)% |

(5) Net sales/operating profit by region and product category**Nine months ended August 20, 2023**

(Unit: Million yen, %)

| | Japan | Overseas | | | | Subtotal | Total |
|---------------------------------------|---------------|---------------|-----------------|--------------|------------|---------------|---------------|
| | | Asia | Of which, China | Americas | Others | | |
| Cooking appliances | 28,435 | 8,128 | 3,036 | 7,551 | 47 | 15,727 | 44,163 |
| YoY change rate | (4.2)% | (8.4)% | (17.3)% | 12.4% | 671.3% | 0.8% | (2.5)% |
| Household and thermal products | 5,506 | 6,512 | 3,686 | 970 | 598 | 8,080 | 13,587 |
| YoY change rate | 3.2% | 8.7% | (3.0)% | (9.6)% | 12.9% | 6.4% | 5.1% |
| Household appliances | 2,133 | 446 | 31 | — | — | 446 | 2,580 |
| YoY change rate | (0.4)% | 193.6% | 44.2% | — | — | 193.6% | 12.5% |
| Others | 1,145 | 387 | 132 | 71 | 3 | 462 | 1,608 |
| YoY change rate | 14.9% | 6.5% | 36.7% | 31.2% | (23.8)% | 9.4% | 13.2% |
| Net sales | 37,221 | 15,475 | 6,886 | 8,592 | 648 | 24,717 | 61,938 |
| Composition | 60.1% | 25.0% | 11.1% | 13.9% | 1.0% | 39.9% | 100.0% |
| YoY change rate | (2.4)% | 0.6% | (9.2)% | 9.5% | 20.0% | 4.0% | 0.0% |
| Operating profit | 646 | 2,057 | 523 | 1,483 | 14 | 3,556 | 4,203 |
| Profit ratio | 1.7% | 13.3% | 7.6% | 17.3% | 2.3% | 14.4% | 6.8% |
| Composition | 15.4% | 49.0% | 12.5% | 35.3% | 0.4% | 84.6% | 100.0% |
| YoY change rate | 23.3% | (28.3)% | (61.0)% | 24.8% | (285.8)% | (12.2)% | (8.1)% |

(6) Net sales by region and product category



(7) Net sales by product category (details)

| | Nine months ended August 20, 2022 | | Nine months ended August 20, 2023 | | YoY change (Unit: Million yen, %) | |
|--|--------------------------------------|---------------|--------------------------------------|---------------|-----------------------------------|---------------|
| | Amount | Composition | Amount | Composition | Amount | Rate |
| Net sales | 61,923 | 100.0% | 61,938 | 100.0% | 15 | 0.0% |
| Total of cooking appliances | 45,282 | 73.1% | 44,163 | 71.3% | (1,119) | (2.5)% |
| Rice cooking | 29,038 | 46.9% | 28,031 | 45.3% | (1,006) | (3.5)% |
| Water boiling | 7,469 | 12.1% | 6,728 | 10.9% | (740) | (9.9)% |
| Electric cooking | 8,774 | 14.2% | 7,754 | 12.5% | (1,020) | (11.6)% |
| Microwave cooking | — | — | 1,648 | 2.7% | 1,648 | — |
| Total of household and thermal products | 12,927 | 20.9% | 13,587 | 21.9% | 659 | 5.1% |
| Glass vacuum bottles | 1,080 | 1.7% | 1,158 | 1.9% | 78 | 7.2% |
| Stainless-steel vacuum bottles | 11,748 | 19.0% | 12,274 | 19.8% | 525 | 4.5% |
| Other household and thermal products | 99 | 0.2% | 154 | 0.2% | 55 | 56.1% |
| Total of household appliances | 2,293 | 3.7% | 2,580 | 4.2% | 286 | 12.5% |
| Air-conditioning, cooling, and heating | 1,517 | 2.5% | 1,900 | 3.1% | 382 | 25.2% |
| Kitchen housework | 372 | 0.6% | 343 | 0.6% | (28) | (7.8)% |
| Other household appliances | 403 | 0.7% | 336 | 0.5% | (67) | (16.6)% |
| Others | 1,420 | 2.3% | 1,608 | 2.6% | 187 | 13.2% |

**Rice cooking**

Rice cookers/warmers

**Water boiling**

Electric pots/kettles

**Electric cooking**Electric griddles/coffee makers/
toaster ovens**Microwave cooking**

Oven ranges

**Glass vacuum bottles**

Glass carafes

**Stainless-steel vacuum bottles**Stainless-steel vacuum bottles/
tumblers/soup jars**Air-conditioning, cooling, and heating**

Humidifiers/air cleaners

Kitchen housework

Dish driers

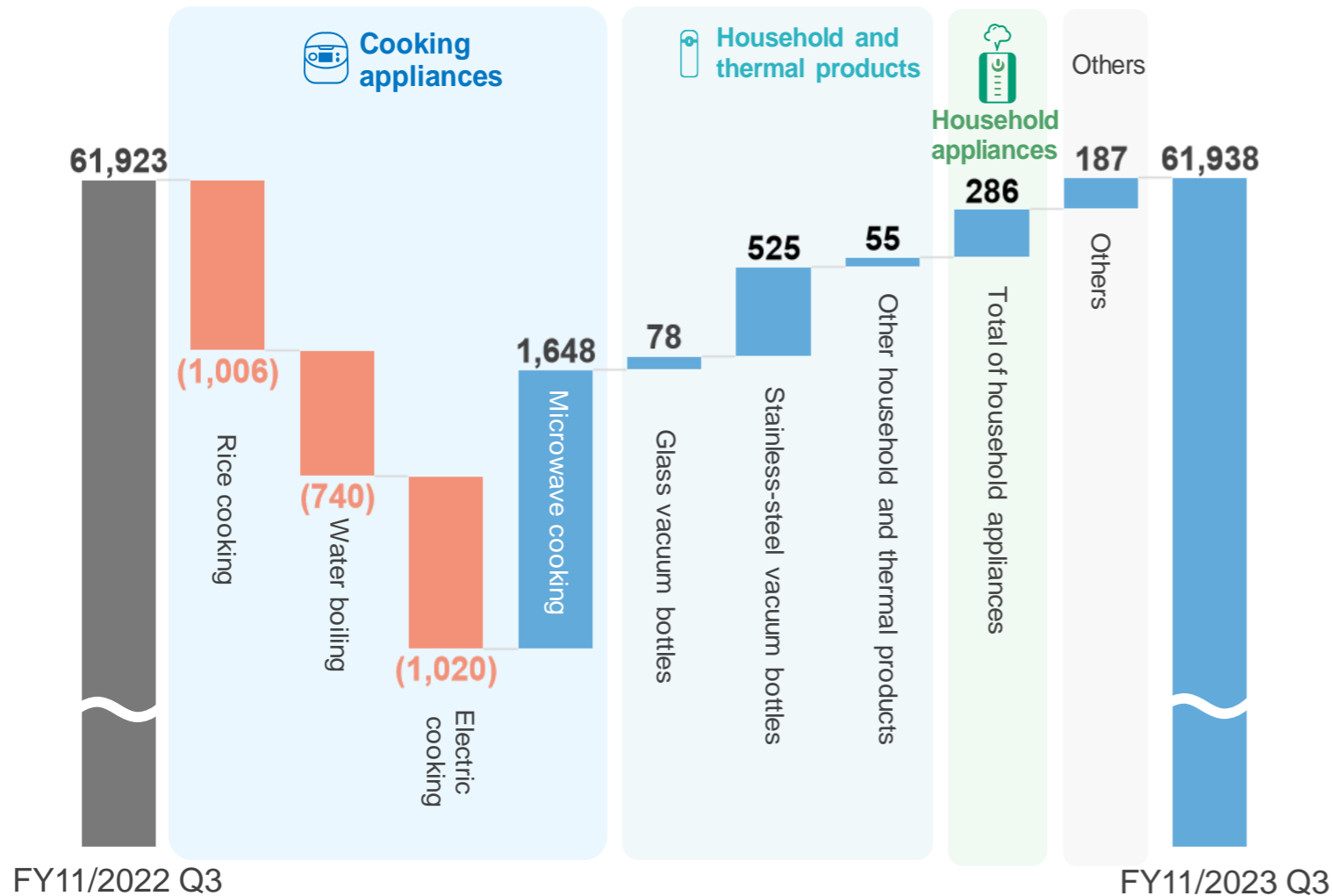
Others

Restaurant business, etc.

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

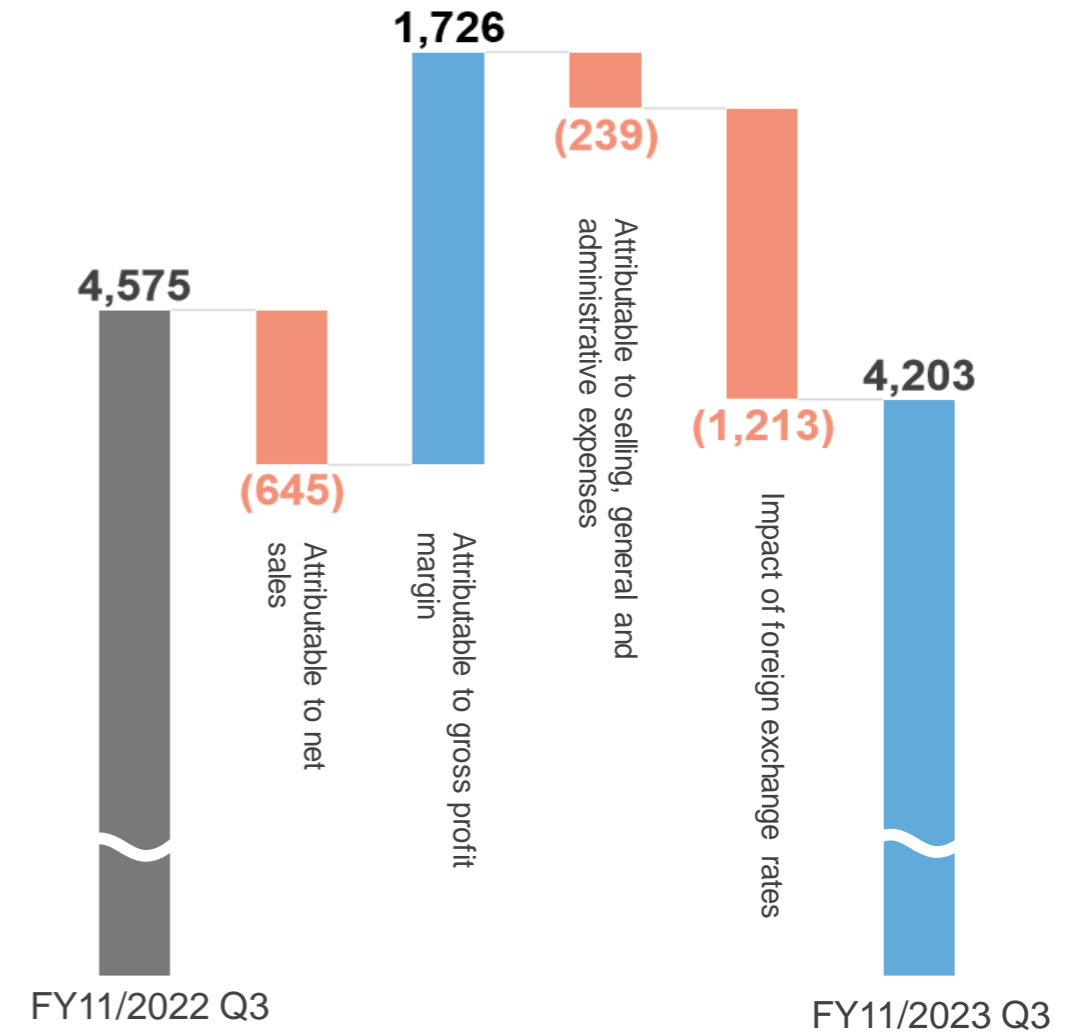
Net sales

(Unit: Million yen)



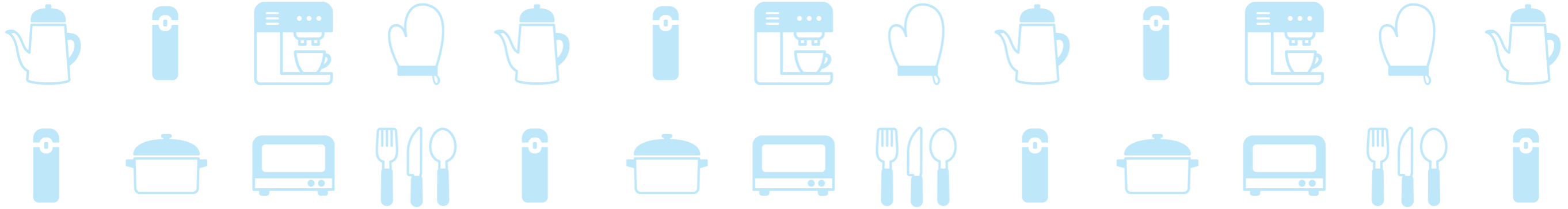
Operating profit

(Unit: Million yen)



(9) Balance sheets (B/S)

| | November 20, 2022 | August 20, 2023 | Change |
|---|---------------------|-----------------|----------------|
| | (Unit: Million yen) | | |
| Current assets | 84,955 | 82,677 | (2,277) |
| Cash and deposits | 34,119 | 35,530 | 1,411 |
| Merchandise and finished goods | 25,271 | 23,720 | (1,550) |
| Other | 25,564 | 23,425 | (2,138) |
| Non-current assets | 26,229 | 27,017 | 788 |
| Property, plant and equipment | 14,409 | 14,186 | (223) |
| Intangible assets | 629 | 705 | 75 |
| Investments and other assets | 11,189 | 12,126 | 936 |
| Total assets | 111,184 | 109,695 | (1,489) |
| Total liabilities | 29,906 | 26,439 | (3,466) |
| Total net assets | 81,278 | 83,255 | 1,976 |
| Total liabilities and net assets | 111,184 | 109,695 | (1,489) |

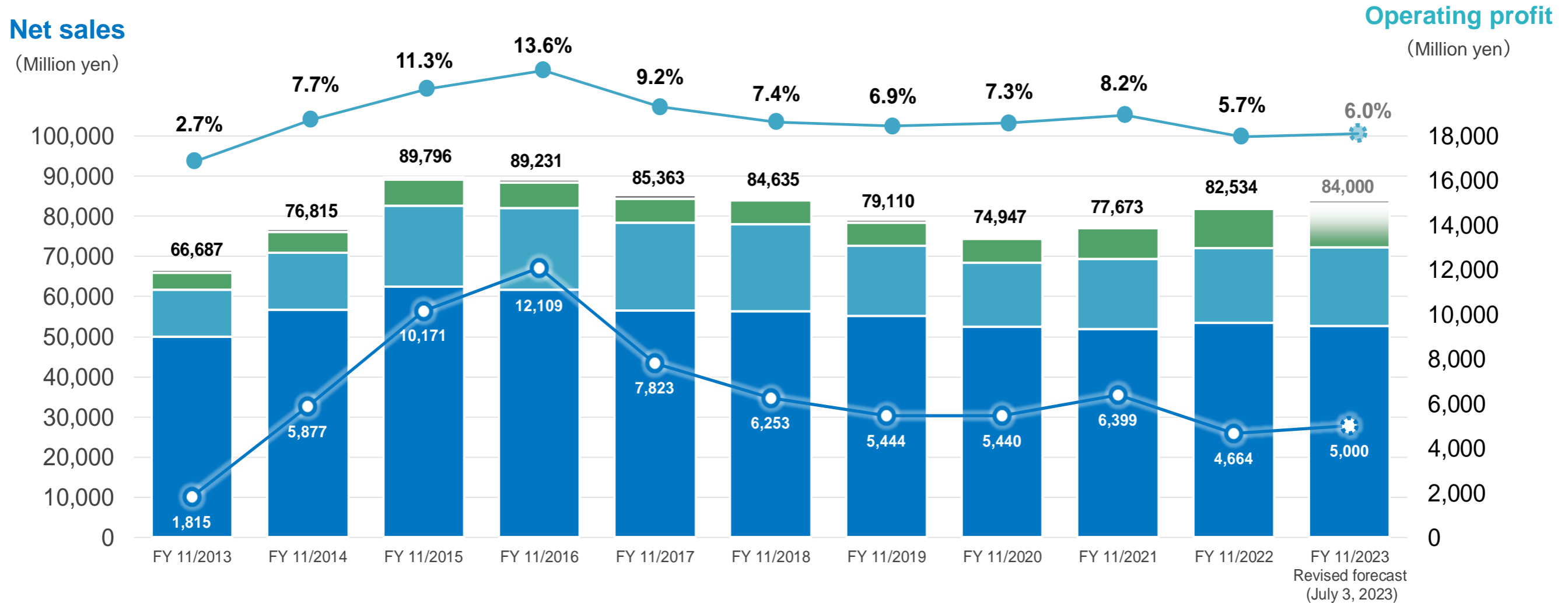


II. Consolidated Financial Results Forecast for the Fiscal Year Ending November 20, 2023



(1) Financial performance

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



(2) Statements of income (P/L)

| | Fiscal year ended November 20, 2022 | | Financial results forecast for the fiscal year ending November 20, 2023 | | | (Unit: Million yen, %) YoY change | |
|---|--|-------------|--|------------------------------------|-------------|--------------------------------------|--------|
| | Amount | Composition | Initial forecast | Revised forecast (July 3, 2023) | Composition | Amount | Rate |
| | | | Amount | Amount | | | |
| Net sales | 82,534 | 100.0% | 83,500 | 84,000 | 100.0% | 1,465 | 1.8% |
| Gross profit | 24,985 | 30.3% | 24,950 | 26,300 | 31.3% | 1,314 | 5.3% |
| Selling, general and administrative expenses | 20,320 | 24.6% | 21,050 | 21,300 | 25.4% | 979 | 4.8% |
| Operating profit | 4,664 | 5.7% | 3,900 | 5,000 | 6.0% | 335 | 7.2% |
| Ordinary profit | 5,815 | 7.0% | 4,300 | 6,100 | 7.3% | 284 | 4.9% |
| Profit attributable to owners of parent | 3,658 | 4.4% | 3,000 | 4,250 | 5.1% | 591 | 16.2% |
| Depreciation | 1,963 | — | 1,801 | No change | — | (162) | (8.2%) |
| Capital investment | 2,457 | — | 3,093 | No change | — | 636 | 25.8% |
| Research and development expenses | 882 | — | 927 | No change | — | 45 | 5.1% |
| The exchange rate [1USD] | ¥126 | — | ¥130 | ¥140 | — | ¥14 | — |

(3) Net sales by region and product category

Financial results forecast for the fiscal year ending November 20, 2023 (Revised forecast July 3, 2023)

(Unit: Million yen, %)

| | Japan | Overseas | | | | Subtotal | Total |
|---------------------------------------|---------------|---------------|-----------------|---------------|------------|---------------|---------------|
| | | Asia | Of which, China | Americas | Others | | |
| Cooking appliances | 39,740 | 10,220 | 3,850 | 9,610 | 40 | 19,870 | 59,610 |
| YoY change rate | (1.1)% | (2.3)% | (12.0)% | 15.0% | 523.1% | 5.5% | 1.0% |
| Household and thermal products | 7,210 | 8,040 | 4,640 | 1,320 | 690 | 10,050 | 17,260 |
| YoY change rate | (6.4)% | 9.5% | 3.8% | (3.6)% | 5.6% | 7.4% | 1.1% |
| Household appliances | 4,110 | 940 | 50 | — | — | 940 | 5,050 |
| YoY change rate | (3.2)% | 226.4% | 98.1% | — | — | 226.4% | 11.4% |
| Others | 1,640 | 390 | 100 | 50 | — | 440 | 2,080 |
| YoY change rate | 23.0% | (24.3)% | (42.7)% | (33.2)% | (100.0)% | (26.0)% | 7.9% |
| Net sales | 52,700 | 19,590 | 8,640 | 10,980 | 730 | 31,300 | 84,000 |
| Composition | 62.7% | 23.3% | 10.3% | 13.1% | 0.9% | 37.3% | 100.0% |
| YoY change rate | (1.4)% | 5.3% | (4.5)% | 12.1% | 9.9% | 7.7% | 1.8% |

II. Consolidated Financial Results Forecast for the Fiscal Year Ending November 20, 2023



(4) Net sales by product category (details)

| | Fiscal year ended November 20, 2022 | | Financial results forecast for the fiscal year ending November 20, 2023 | | | YoY change | |
|--|-------------------------------------|---------------|---|---------------------------------|---------------|--------------|--------------|
| | Amount | Composition | Initial forecast | Revised forecast (July 3, 2023) | Composition | Amount | Rate |
| | | | Amount | Amount | | | |
| Net sales | 82,534 | 100.0% | 83,500 | 84,000 | 100.0% | 1,465 | 1.8% |
| Total of cooking appliances | 59,007 | 71.5% | 60,500 | 59,610 | 71.0% | 602 | 1.0% |
| Rice cooking | 37,644 | 45.6% | 36,450 | 36,590 | 43.6% | (1,054) | (2.8%) |
| Water boiling | 9,314 | 11.3% | 9,270 | 8,960 | 10.7% | (354) | (3.8%) |
| Electric cooking | 11,126 | 13.5% | 10,950 | 10,640 | 12.7% | (486) | (4.4%) |
| Microwave cooking | 921 | 1.1% | 3,830 | 3,420 | 4.1% | 2,498 | 271.0% |
| Total of household and thermal products | 17,065 | 20.7% | 16,520 | 17,260 | 20.5% | 194 | 1.1% |
| Glass vacuum bottles | 1,395 | 1.7% | 1,480 | 1,550 | 1.8% | 154 | 11.1% |
| Stainless-steel vacuum bottles | 15,521 | 18.8% | 14,900 | 15,530 | 18.5% | 8 | 0.1% |
| Other household and thermal products | 148 | 0.2% | 140 | 180 | 0.2% | 31 | 21.0% |
| Total of household appliances | 4,533 | 5.5% | 4,520 | 5,050 | 6.0% | 516 | 11.4% |
| Air-conditioning, cooling, and heating | 3,553 | 4.3% | 3,580 | 4,130 | 4.9% | 576 | 16.2% |
| Kitchen housework | 499 | 0.6% | 460 | 460 | 0.5% | (39) | (7.9%) |
| Other household appliances | 480 | 0.6% | 480 | 460 | 0.5% | (20) | (4.4%) |
| Others | 1,927 | 2.3% | 1,960 | 2,080 | 2.5% | 152 | 7.9% |

(Unit: Million yen, %)



Rice cooking

Rice cookers/warmers



Water boiling

Electric pots/kettles



Electric cooking

Electric griddles/coffee makers/toaster ovens



Microwave cooking

Oven ranges



Glass vacuum bottles

Glass carafes



Stainless-steel vacuum bottles

Stainless-steel vacuum bottles/tumblers/soup jars



Air-conditioning, cooling, and heating

Humidifiers/air cleaners



Kitchen housework

Dish driers

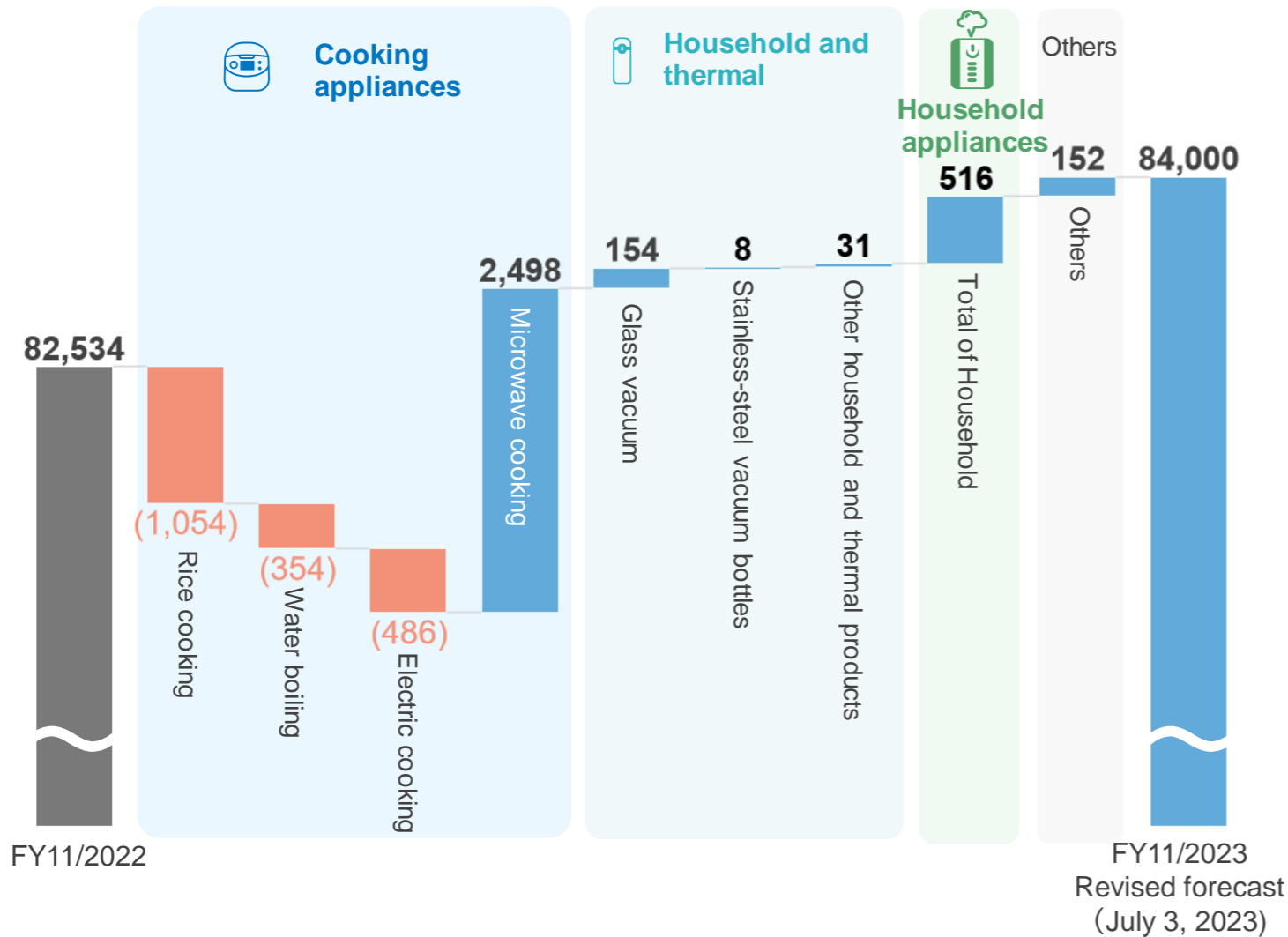
Others

Restaurant business, etc.

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

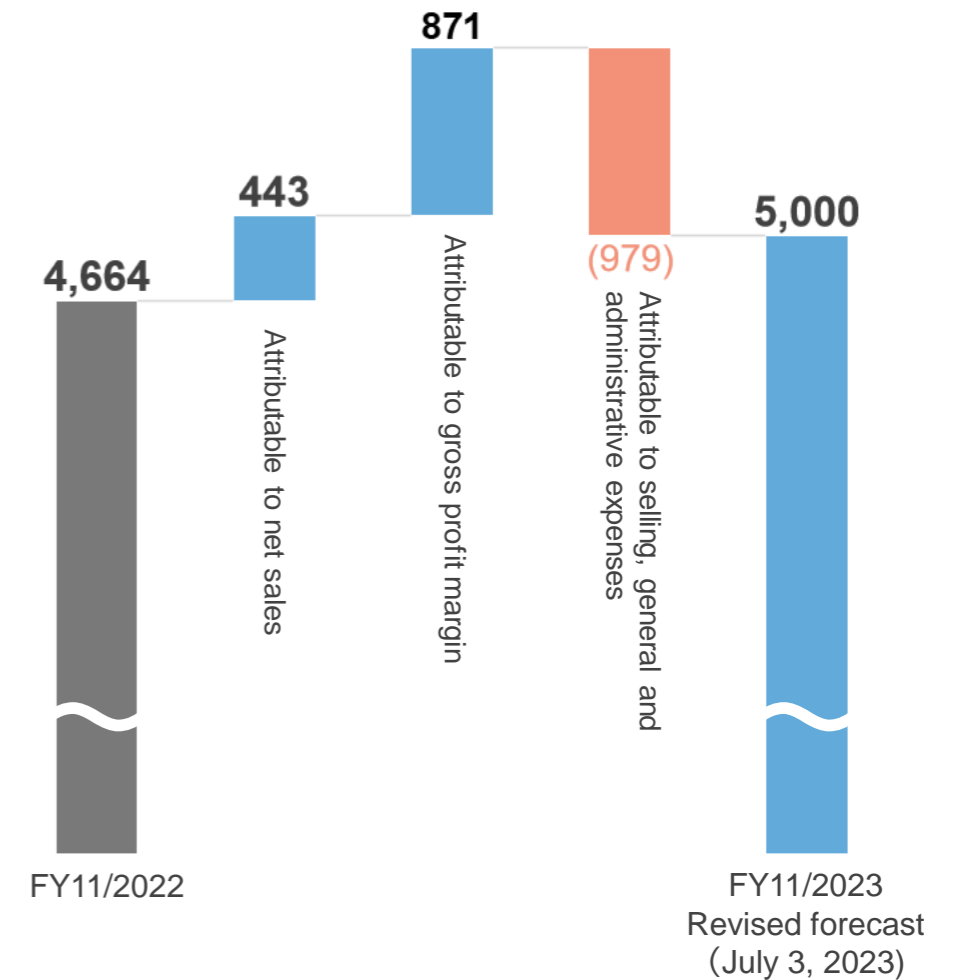
Net sales

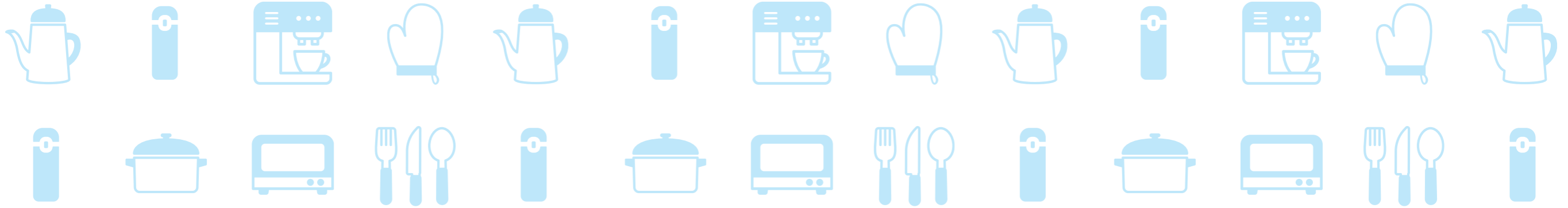
(Unit: Million yen)



Operating profit

(Unit: Million yen)





III. Shareholder Returns



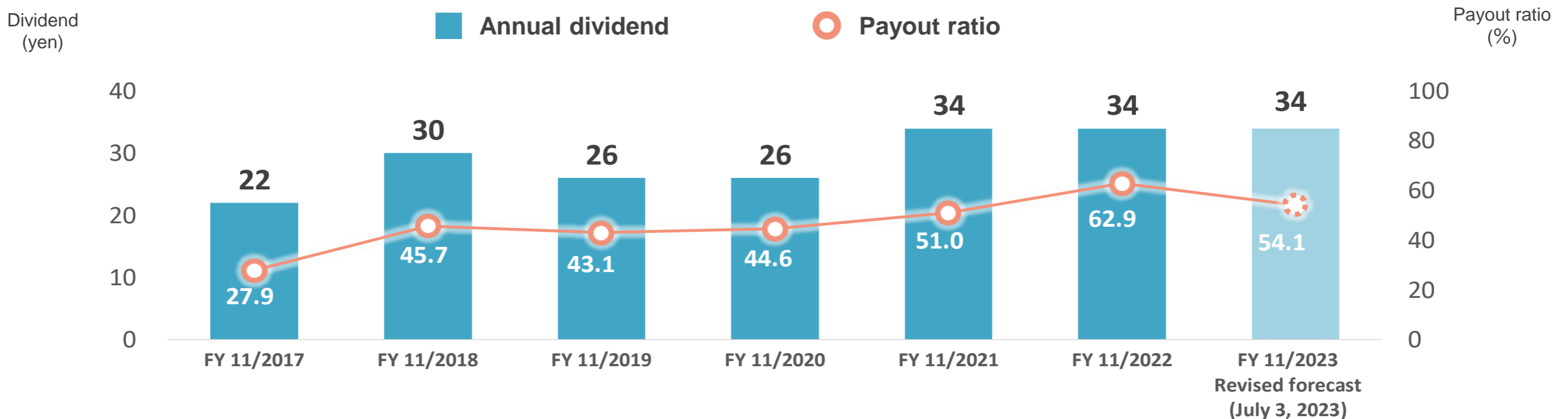
III. Shareholder Returns

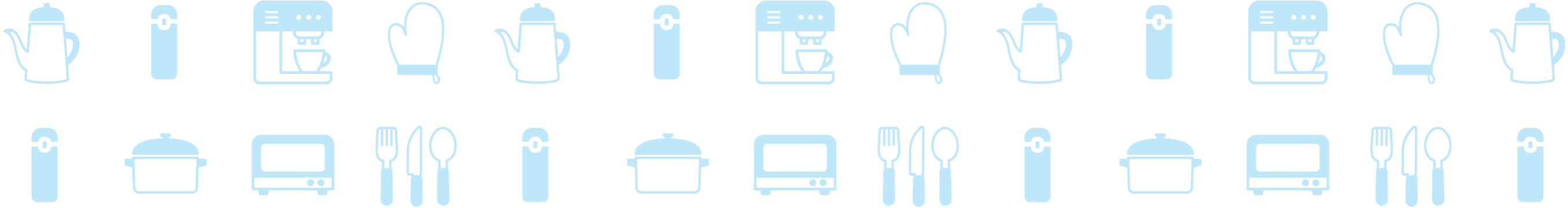
Policy

The Company considers the return of profits to shareholders to be an important policy and will aim to maintain a stable dividend **targeting a consolidated payout ratio of 50% or higher** while comprehensively taking into account internal reserves, earnings forecast, etc. to strengthen its corporate platform and develop its business in the future. The Company plans **a cumulative total return ratio of 100% or higher over the three years** from 2023 to 2025, including the purchase of treasury shares.

Consolidated payout ratio

* The amount for the FY 11/2018 includes a dividend of 8.0 yen commemorating our 100th anniversary.





Notes on forward-looking statements

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



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Securities code: 7965

Tokyo Stock Exchange, Prime