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Company name: Zojirushi Corporation
Representative: Norio Ichikawa,
Representative Director, President and
Corporate Officer
(Securities code: 7965; Tokyo Stock Exchange Prime Market)
Inquiries: Osamu Sanada,
Director, Managing Corporate Officer and
Responsible for Administration
(Telephone: +81-6-6356-2368)

Notice Concerning Formulation of Medium-Term Management Plan

Zojirushi Corporation (the “Company”) hereby announces that it has formulated a medium-term management plan titled “BEYOND,” covering the three-year period from the fiscal year ending November 20, 2026 through the fiscal year ending November 20, 2028.

1. Overview of the medium-term management plan BEYOND

In the previous medium-term management plan SHIFT, whose final fiscal year is the fiscal year ended November 20, 2025, the Company positioned the plan period as a time to make efforts toward implementation of specific measures to shift steadily to being a solution brand that grows sustainably while solving lifestyle and social issues, and pursued a “three-dimensional” expansion: “horizontal expansion of domains,” “vertical expansion of domains,” and “stronger management platform.” The three-year period starting in the fiscal year ending November 20, 2026, is positioned as a phase to further enhance the value of the solution brand cultivated under SHIFT and realize its management policy of BRAND INNOVATION, by implementing measures that go beyond existing frameworks, as it overcomes barriers to growth. During this period, the Company will work on the three priority issues.

2. Priority issues and measures under the medium-term management plan BEYOND

- (1) Beyond barriers: “Driving high growth in core domains and developing new markets”
- (2) Beyond frameworks: “Strengthening human resources and organizational resilience, supported by DX”
- (3) Beyond expectations: “Enhancing corporate value sustainably with the brand at its core”

3. Performance targets

	2025 results	2028 targets	2030 targets
Consolidated net sales	¥91.1 billion	¥100.0 billion	Over ¥100.0 billion
Consolidated operating profit	¥7.4 billion	¥9.0 billion	Over ¥10.0 billion
ROE (Consolidated)	6.8%	8%	Over 8%

For details, please refer to the Japanese version of the “Notice Concerning Formulation of Medium-Term Management Plan” disclosed today.

* The performance targets presented in this document are based on information available at the time of its preparation and are not intended to constitute a commitment by the Company to achieve such targets. Actual results, etc. may differ significantly due to various factors.