

Last Update: March 30, 2026

ISEKI & CO., LTD.

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03-5604-7709

Securities Code: 6310

<https://www.iseki.co.jp/english/>

The corporate governance of ISEKI & CO., LTD. (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Views

The main purpose of the Company’s management system is to respond quickly and accurately to changes in the business climate and to maintain fair business operations. Achieving stable growth in shareholder value is another top priority of management. To maintain positive relations with stakeholders, including shareholders, business partners, members of regional communities, and employees, the Company endeavors to expand and improve its corporate governance. The Company acknowledges the importance of establishing an internal control system that provides stakeholders with important information in a timely manner and of reinforcing corporate governance throughout the ISEKI Group. Based on that recognition, it plans to establish administrative rules for Group companies and a reporting structure to maintain fair business practices and share information.

[Reasons for Non-compliance with the Principles of the Corporate Governance Code]

All the principles of the Corporate Governance Code have been implemented.

[Disclosure Based on the Principles of the Corporate Governance Code] [Updated]

[Principle 1.4 Cross-Shareholdings]

- Policy on cross-shareholdings

The Company holds shares in other companies where deemed necessary for the purpose of enhancing the Company’s medium- to long-term corporate value from the perspective of maintaining and reinforcing harmonious business relationships vital for the Company’s business activities, including the manufacture and sale of farming machinery, which is highly seasonable.

Furthermore, the significance of each shareholding, in terms of factors such as its benefits and risks, is validated each year by the Board of Directors with reference to the cost of capital. Where, as a result of this validation, the Company deems that a shareholding is not meaningful, the Company sells that shareholding at an appropriate time.

We will continue to work to reduce cross-shareholdings by confirming the significance of holding them while keeping in mind the cost of capital.

- Criteria for the exercise of voting rights

The Company makes comprehensive decisions regarding the exercise of voting rights associated with each shareholding, based not only on the management policy and business status of the issuing company and whether exercising voting rights will lead to the enhancement of the Company’s medium- to long-term

corporate value, but also through dialogue and other communication with the issuing company, as necessary, concerning whether this would contribute to the common good of shareholders.

[Principle 1.7 Related Party Transactions]

When the Company plans to engage in transactions or competitive transactions with its Directors, these are subject to debate by the Board of Directors in accordance with the Board of Directors Regulations. The Company follows the required procedures for transactions with major shareholders, in the same way as for other transactions.

The Company investigates related party transactions, including those with Corporate Officers and officers of Group companies, once each year, and discloses the results of these investigations in its annual securities reports.

[Principle 2.4 Ensuring Internal Diversity Including Promotion of Women's Active Engagement]

[Supplementary Principle 2.4.1 Ensuring Diversity in the Promotion of Women, Foreign Nationals and Mid-career Hires to Middle Managerial Positions]

(1) Approach to ensuring diversity

The Company has adopted a meritocracy based on the “abilities and qualifications system” as the core of its personnel system, and actively promotes capable personnel regardless of gender, nationality, or employment status. The Company recognizes that it must make maximum use of the abilities of diverse human resources in the context of the increasing specialization due to business globalization and technological innovation in order to achieve sustainable growth and enhance corporate value. In addition to setting targets to achieve this, the Company will endeavor to boost the abilities and promotion prospects for women, foreign nationals and mid-career hires through education and training targeting the personnel and their managers.

(2) The establishment and status of autonomous, measurable targets

- 1) Women: Increase the proportion of women in middle management positions to 7% or more by the end of 2030 (for the Company on a non-consolidated basis; 5.0% as of December 2025).
- 2) Foreign nationals: Increase the number of foreign nationals in middle management positions by the end of 2030 (for the Company on a non-consolidated basis; zero (0) as of December 2025).
- 3) Mid-career hires: Increase the proportion of mid-career hires in middle management positions to 7% or more by the end of 2030 (for the Company on a non-consolidated basis; 10.4% as of December 2025).

(3) Policies for human resource development and internal environment development aimed at ensuring diversity, and their implementation status

(Policy for human resource development)

The Iseki Group believes that it is “people” who solve problems, and that they are indispensable for the sustainable growth and value enhancement of the company. The Group will focus on securing core human resources to implement our business strategies, including the promotion of cutting-edge technologies and globalization, and we will develop human resources who have the determination to take on a challenge to bring out the best in each individual and bring about “change” by further enhancing our educational programs, including digital transformation (DX), with the aim of becoming Solution Provider for Agriculture and Landscape.

(Policy for internal environment development)

Based on the company motto, “A stable workplace to the employees,” the Iseki Group aims to provide a safe and secure workplace to its employees and create a rewarding workplace. Based on the premise of respect for human rights and thorough compliance, we will work to improve engagement and create a sound and highly transparent internal environment rich in diversity to enable the Company and its employees to grow together.

Please refer to ISEKI Report for the implementation status of each policy.

ISEKI Report <https://www.iseki.co.jp/global/english/ir/iseki-report/>

[Principle 2.6 Roles of Corporate Pension Funds as Asset Owners]

The Company has a defined contribution corporate pension plan, where management of the corporate pension fund is entrusted to multiple trust banks and life insurance companies, which act as asset managers. By delegating decisions on the selection of individual investment targets and the exercise of voting rights to each asset manager, the Company ensures that conflicts of interest do not arise between the beneficiaries of the corporate pension plan and the Company.

The Personnel Department, which is responsible for the corporate pension plan, appropriately oversees the management status of the pension fund assets, including through quarterly reports from the asset managers on the status of management of the pension fund assets, and endeavors to raise internal expertise through initiatives such as participation in pension fund management seminars.

[Principle 3.1 Full Disclosure]

(1) Company objectives (e.g., management philosophy), business strategies and business plans

• Management philosophy, etc.

The Group began with a passionate desire “to free farmers from exhausting labor,” and with the support of many people, we have continued to pass on that desire and played our part in improving agricultural productivity and developing more livable communities. Nowadays, there has been renewed recognition of the importance of agriculture, which supports food, and landscaping, which supports people’s lives, as essential businesses.

The Group espouses, as the corporate philosophy, “contributing to the creation of a prosperous and sustainable society through ‘providing innovative products and higher quality of services to the customers.’” In addition, our long-term vision is “To be Solution Provider for Agriculture and Landscape,” and our aim is to become a solution provider that solves related issues and creates new value.

• Management strategies and management plans

The Group released “Project Z Measures” in February 2024 to address the Group’s challenges related to profitability and asset efficiency, among others. Under Project Z, we are advancing both fundamental structural reforms and growth strategies. In structural reforms, we are executing initiatives intensively over the short term, centered on three key themes: “production optimization,” “development optimization,” and “deepening of domestic sales.” In our growth strategies, we are concentrating management resources on growth areas in Japan and overseas to drive business expansion. Through the execution of these initiatives, we aim to achieve a consolidated operating margin of 5% or higher, return of equity (ROE) of 8% or higher, dividend on equity (DOE) of 2% or higher by 2027, while targeting a price-book-value ratio (PBR) of 1.0x or higher. Please refer to the Company’s website for details.

• “Project Z Measures”

<https://www.iseki.co.jp/global/english/ir/management/zplan/>

(2) Basic views and policy on corporate governance

As presented in section I. 1. “Basic Views” above in this report.

(3) Policies and procedures in determining the remuneration of the senior management and directors

As presented in section II. 1. “[Director Remuneration]” in this report.

(4) Policies and procedures in the appointment/dismissal of senior management and the nomination of Director and Corporate Auditor candidates

• Policy

Directors’ appointment and dismissal proposals to the General Meeting of Shareholders and selection and removal of Representative Directors are considered in accordance with the following criteria.

1) Criteria for the appointment of Directors

- Has appropriate personalities as Director
- Has outstanding leadership
- Has abundant capability, knowledge, and experience in the specialized field
- Appointment is considered in a comprehensive manner taking into account the company’s situation and governance structure at that time

2) Criteria for the selection of Representative Directors

- Fulfills the appointment criteria for Directors
- Has a company-wide perspective as well as abundant capability, knowledge, and experience in corporate management
- Experience in the overseas business is considered
- Appointment is considered in a comprehensive manner taking into account the company's situation and governance structure at that time

3) Criteria for dismissal of Directors and the removal of Representative Directors

- Upon committing an act that violates laws, regulations, and the Articles of Incorporation
- When acknowledged that it is difficult to perform duties due to deteriorating health
- When acknowledged to have significantly damaged the Company's corporate value
- When acknowledged to have lost the capabilities and quality stipulated by the appointment or selection criteria

The appointment of Corporate Officers is based on comprehensive consideration from the perspective of whether they will be able to execute management and business duties accurately and responsibly in accordance with the basic management policy decided by the Board of Directors.

Proposals to the General Meeting of Shareholders regarding the election of Corporate Auditors are based on comprehensive consideration from the perspective of whether candidates possess knowledge and experience in finance, accounting, and their fields of specialization, and whether they understand all aspects of the Company's business.

Proposals to the General Meeting of Shareholders regarding the election of Outside Directors and Outside Corporate Auditors are based on comprehensive consideration from the perspectives of whether candidates possess abundant knowledge and experience in their respective fields, and whether they will be able to utilize this knowledge and experience to strengthen the Company's supervisory function, in addition to the independence requirements stipulated under the Companies Act.

The Company's approach and criteria regarding the appointment of Independent Directors/Auditors are disclosed under II. 1. "[Independent Directors/Auditors]" in this report, and in the Company's annual securities report.

Proposals to the General Meeting of Shareholders regarding the dismissal of Corporate Officers and Corporate Auditors will be considered if dismissal is regarded as necessary in cases such as those where the individual concerned is deemed to have significantly damaged the Company's corporate value.

• Procedure

The Board of Directors makes a decision based on the policy described above. In the case of proposals to the General Meeting of Shareholders for the election and dismissal of Directors, the selection and dismissal of Representative Directors, and the appointment and dismissal of Corporate Officers, a resolution is made by the Board of Directors in accordance with a report from the Nomination and Compensation Committee. Proposals to the General Meeting of Shareholders regarding the election of Corporate Auditors are decided upon obtaining the consent of the Audit & Supervisory Board.

(5) Explanation regarding individual appointments/dismissals and nominations for the appointment/dismissal of senior management and the nomination of Director and Corporate Auditor candidates

With respect to the appointments and nominations of Director and Corporate Auditor candidates, the individual career summaries, reasons for nomination, and other information on candidates for Director and Corporate Auditor are provided in the Reference Documents for the General Meeting of Shareholders.

[Supplementary Principle 3.1.3 Sustainability Initiatives]

The Group is committed to its corporate philosophy of "contributing to the creation of a prosperous and sustainable society through 'providing innovative products and higher quality of services to the customers,'" in line with its founding aspiration "to free farmers from exhausting labor." Together with all its stakeholders, it aims to create a sustainable society through "Agriculture and Landscape."

The Group has established the ESG Committee as a consultative body of the Board of Directors for addressing ESG-related issues in the Group. The Committee is comprised of Directors and Corporate Officers and chaired by an Independent Director.

The Committee meets every month, as a rule, to discuss and deliberate on initiatives related to sustainability across the entire Group, primarily climate change response, respect for human rights, and employee health,

from the perspectives of risks and growth opportunities. The results of the Committee's deliberations are submitted as recommendations to the Board of Directors, and the Board of Directors deliberates and decides on basic policies, priority issues, and other important matters. Through this mechanism, the Group aims to strengthen the involvement of senior management.

In addition, the Group has positioned the "realization of a decarbonized and recycling-oriented society" as one of the most important issues in contributing to a sustainable society, and has established an environmental policy and is practicing environmental management. In response to recent climate change and the need to realize a decarbonized society, in May 2022 we announced our endorsement of the TCFD recommendations, formulated a new environmental vision, and revised our existing basic environmental policy and medium- and long-term environmental targets. We will continue to further activate our efforts to realize a sustainable society.

Details of the Group's sustainability initiatives, including its investment in human resources and intellectual property, and its disclosure in line with the TCFD recommendations are presented on the Company's website and in the ISEKI Report.

The Company's website (Sustainability): <https://www.iseki.co.jp/global/english/sustainability/>
ISEKI Report: <https://www.iseki.co.jp/global/english/ir/iseki-report/>

[Principle 4.1 Roles and Responsibilities of the Board of Directors]

[Supplementary Principle 4.1.1 Scope of Matters Delegated to Senior Management by Directors]

In order to facilitate swift decision-making, the Company's Board of Directors holds extraordinary meetings as necessary, in addition to regular monthly meetings.

The Company endeavors to ensure sound corporate management through the execution of duties, with Corporate Officers responsible for smoothly fulfilling their respective duties as specified by the Board of Directors. In addition, the Directors' Operation Committee, composed of all Corporate Officers, as well as Deputy Division Managers and others nominated by the chairman of the Committee, meets at least twice monthly, in principle, to share the latest information and discuss and report on matters such as the state of business development, the existence of risks, and measures to prevent or mitigate them.

Given this structure, the Company has established the Board of Directors Regulations and the Authority Regulations. The Board of Directors decides on matters stipulated by laws, regulations, or the Articles of Incorporation, or otherwise deemed appropriate for resolution by the Board of Directors in light of factors such as their importance. Decisions on other matters are delegated to the Directors' Operation Committee, Corporate Officers, or others, within the scope of normal business execution.

[Principle 4.9 Independence Standards and Qualification for Independent Outside Directors]

As presented in section II. 1. "[Independent Directors/Auditors]" in this report.

[Principle 4.10 Utilization of the Voluntary Mechanism]

[Supplementary Principle 4.10.1 Mechanism for Obtaining Appropriate Involvement and Advice from Independent Outside Directors]

As presented in section II. 1. "[Directors] Committee's Name, Composition, and Attributes of Chairperson" in this report.

[Principle 4.11 Preconditions for the Effectiveness of the Board of Directors and the Audit & Supervisory Board]

[Supplementary Principle 4.11.1 Composition and Scale of the Board of Directors, and Policy and Procedures for the Appointment of Directors]

The Company's Board of Directors is composed of Directors with a diversity of different fields of specialization and experiences. In accordance with the Articles of Incorporation, the scale of the Board of Directors is kept to a maximum of 11 members, including both internal and Outside Directors, which is deemed an appropriate size to enable it to exercise its function effectively and efficiently.

The policies and procedures for the appointment of Directors are presented in [Principle 3.1 (4)] above.

Please refer to Reference: the Board of Directors Skill Matrix attached to this report for a summary of the knowledge, experience, and abilities of each Director in matrix format.

[Supplementary Principle 4.11.2 Disclosure of Concurrent Positions Held by Outside Directors and Outside Corporate Auditors]

Concurrent positions held by Outside Directors, Outside Corporate Auditors, and other Directors and Corporate Auditors are kept within reasonable limits from the perspective of ensuring that they are able to appropriately fulfill their roles and duties at the Company.

The Company discloses significant concurrent positions held by each Director and Corporate Auditor in its Business Report and the Reference Documents for the General Meeting of Shareholders.

[Supplementary Principle 4.11.3 Evaluation of Directors and the Board of Directors]

(1) Implementation method

To further facilitate the roles of the Board of Directors, the Company has implemented the evaluation of the effectiveness of the Board of Directors through self-assessments and analysis by Directors and Corporate Auditors. In implementing the evaluation, the Company engaged a third-party organization and implemented individual questionnaires for all Directors and Corporate Auditors, as well as interviews with Representative Directors, Outside Directors, and certain Directors and Corporate Auditors, using a methodology designed to fully capture individual perspectives.

(2) Overview of results of the evaluation this time and initiatives for the future

In its efforts to address the issues recognized in the previous effectiveness evaluation, the Board of Directors has worked to strengthen monitoring of the progress against management plans at the Board of Directors and in Project Z, disseminate Project Z throughout the Group, and enhance discussions on investing in human capital.

The results of the evaluation this time indicated that the overall effectiveness of the Board of Directors was generally confirmed, with the following areas receiving positive assessments in particular:

- Appropriately determining deliberation matters
- Supervising the appointment of Director candidates through the Nomination and Compensation Committee and securing the transparency and reasonableness of the remuneration determination process
- Exercising management supervisory functions by Outside Directors

At the same time, the results recognized the following points as especially important issues:

- Strengthening monitoring of the progress against management plans
- Deepening discussions on business portfolio strategies
- Deepening discussions on using data and digital technology
- Deepening discussions on human resource strategies and human capital
- Strengthening monitoring of potential risks
- Deepening discussions on addressing human rights and labor issues
- Strengthening the involvement of the Board of Directors in cultivating a sound corporate culture.

Going forward, on the basis of this effectiveness evaluation, the Company will address these issues after adequate consideration thereof through a continuous improvement cycle, in its efforts to further facilitate the roles of the Board of Directors.

[Principle 4.14 Training for Directors and Corporate Auditors]

[Supplementary Principle 4.14.2 Training Policy]

The Company nominates Directors and Corporate Auditors from both inside and outside the Company who can perform their expected roles responsibly.

At the time of their appointment, Directors and Corporate Auditors acquire the necessary knowledge of the Company's business, finance, and organization, and are provided with the information and knowledge needed to supervise management. They are also provided with this knowledge and information while in office, and actively participate in training emphasizing compliance, in addition to various other training sessions.

[Principle 5.1 Policy for Constructive Dialogue with Shareholders]

The Company believes that, in achieving sustainable growth and enhancing corporate value in the medium to long term, an important initiative is to build relationship of trust with shareholders and investors by explaining its management policies in detail and engaging in constructive dialogue with them.

(1) Designation of senior management and Directors to manage and supervise general dialogue with shareholders

The Company offers opportunities for shareholders and investors to directly conduct dialogue with the management centered on Representative Directors and the officers in charge of the Company's administrative departments, in its proactive initiatives to achieve constructive dialogue.

- (2) Measures to ensure positive cooperation between internal departments with the aim of supporting dialogue
The person in charge of IR cooperates with the department responsible for each topic of dialogue to actively promote measures to enhance dialogue, such as the preparation of disclosure materials and the sharing of information as necessary.
The Company also holds monthly meetings of the Public Relations Liaison Committee with the aim of sharing information with senior management.
- (3) Measures to promote opportunities for dialogue aside from individual meetings
The Company holds financial results briefings for analysts and institutional investors, and briefings and facility tours for individual investors online as forums for dialogue aside from individual meetings.
In terms of information disclosure, we strive to enhance stakeholders' understanding of the Company by, for example, enhancing visual presentation of convocation notices and business reports, including topical content, and expanding the information available on our website.
- (4) Feedback to senior management concerning shareholder views learned through dialogue
The Company aims to share information on views of shareholders and investors by relaying the content of dialogue with them to Directors, senior management, and related departments, as necessary, through measures such as reporting at meetings, such as a meeting of the Board of Directors, or the distribution of written reports.
- (5) Measures concerning the control of insider information and information disclosure when engaging in dialogue
The Company has established rules concerning the control of insider information, and controls this information. The Company designates the period prior to the release of financial information as a silent period, and restricts dialogue with investors during this period. When disclosing information, the Company engages in fair, timely, and appropriate disclosure.

[Status of Dialogue with Shareholders, etc.]

To achieve sustainable growth and enhance corporate value over the medium and long term, the Company believes that the understanding of and support from shareholders and investors are essential. The Company will actively and fairly provide accurate information, engage in constructive dialogue, and strive to build relationship of trust that endures over the long term.

The Company conducts quarterly financial results briefing sessions delivered by Representative Directors, as well as briefing sessions for individual shareholders, striving to enhance opportunities for dialogue between Directors and other officers and shareholders. The status of dialogue held with shareholders and investors is disclosed as described below.

“Action to Implement Management that is Conscious of Cost of Capital and Stock Price (Update), 3. Dialogue with Shareholders & Investors”

<https://www.iseki.co.jp/global/english/ir/management/zplan/capitalcost/>

[Measures to Realize Management That is Conscious of Cost of Capital and Stock Price]

Description	Disclosure of initiatives (update)
Disclosure in English	Available
Date of update	February 13, 2026

Explanation on relevant items **[Updated]**

In February 2024, the Company analyzed the factors causing its PBR to remain below 1x. Based on the results of the analysis, the Company reevaluates the current factors reflecting the results as of December 31, 2025. Based on the challenges identified in the analysis and evaluation, the Company aims to achieve a consolidated operating margin of 5% or higher, ROE of 8% or higher, and DOE of 2% or higher by 2027, while targeting a PBR of 1x or higher by strengthening its IR activities and ESG initiatives, as well as by completing the various initiatives under Project Z, which is pursued separately.

Under Project Z Measures, the Company is simultaneously implementing fundamental structural reforms and growth strategies. In the fundamental structural reforms, the Company implements measures intensively in the short term, focusing on three key themes—“production optimization,” “development optimization,” and “deepening of domestic sales.” In the growth strategies, the Company concentrates management resources on growing markets both domestically and internationally to expand its business.

- “Action to Implement Management that is Conscious of Cost of Capital and Stock Price”
<https://www.iseki.co.jp/global/english/ir/management/zplan/capitalcost/>
- “Project Z Measures”
<https://www.iseki.co.jp/global/english/ir/management/zplan/>

2. Capital Structure

Foreign Shareholding Ratio	10% or higher and less than 20%
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[Status of Major Shareholders] [Updated]

Name / Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,730,000	7.56
Mizuho Bank, Ltd.	1,070,800	4.68
Iseki Kabushiki Hoyukai (Company's Stockholding Co-op.)	1,017,422	4.45
The Norinchukin Bank	868,785	3.80
Sumitomo Mitsui Trust Bank, Limited	800,000	3.50
Iseki Eigyo-hansya Group Shain Mochikabukai (Business-selling Group Holdings)	755,900	3.30
The Iyo Bank, Ltd.	580,042	2.54
Custody Bank of Japan, Ltd. (Trust Account)	527,300	2.31
Sompo Japan Insurance Inc.	434,500	1.90
Nomura Securities Co., Ltd.	413,907	1.81

Controlling Shareholder (except for Parent Company)	–
Parent Company	None

Supplementary Explanation
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3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange Prime
Fiscal Year-End	December
Type of Business	Machinery
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	1,000 or more
Sales (consolidated) as of the End of the Previous Fiscal Year	From ¥100 billion to less than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 10 to less than 50

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

–

5. Other Special Circumstances which may have Material Impact on Corporate Governance

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II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Organization Form	Company with an Audit & Supervisory Board
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[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	11
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	Outside Director
Number of Directors	8
Appointment of Outside Directors	Appointed
Number of Outside Directors	4
Number of Independent Directors [Updated]	4

Outside Directors' Relationship with the Company (1) [Updated]

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Atsushi Iwasaki	CPA											
Eiko Kisogawa	From another company											
Fumiko Kishimoto	Attorney											
Hiroyuki Abe	From another company											

* Categories for "Relationship with the Company"

- * "○" when the director presently falls or has recently fallen under the category;
- "△" when the director fell under the category in the past
- * "●" when a close relative of the director presently falls or has recently fallen under the category;
- "▲" when a close relative of the director fell under the category in the past

- a. Executive of the Company or its subsidiaries
- b. Non-executive director or executive of a parent company of the Company
- c. Executive of a fellow subsidiary company of the Company
- d. A party whose major client or supplier is the Company or an executive thereof
- e. Major client or supplier of the Company or an executive thereof
- f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director
- g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)
- h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the director himself/herself only)
- i. Executive of a company, between which and the Company outside directors/corporate auditors are mutually appointed (the director himself/herself only)
- j. Executive of a company or organization that receives a donation from the Company (the director himself/herself only)
- k. Others

Outside Directors' Relationship with the Company (2) [Updated]

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Atsushi Iwasaki	○	-	With extensive experience and knowledge as a certified public accountant, Mr. Atsushi Iwasaki supervises management from an independent perspective to contribute to enhancing the supervisory functions and ensuring transparency of the Board of Directors. He can be expected to contribute further in the future. He also plays an important role in the Company by chairing the Board of Directors, the Nomination and Compensation Committee, and the ESG Committee. The Company has designated him as an Independent Director as it deems that there is no risk of a conflict of interests with general shareholders.
Eiko Kisogawa	○	-	Ms. Eiko Kisogawa can be expected to utilize her management experience at a business company to supervise management from an independent perspective. She has extensive experience and expertise in corporate management and operational efficiency, including experience in leading business reforms, risk management restructuring, IT projects and digital transformation (DX) at a financial institution. The Company has designated her as an Independent Director as it deems that there is no risk of a conflict of interests with general shareholders.
Fumiko Kishimoto	○	-	With extensive experience and knowledge as an attorney, Ms. Fumiko Kishimoto can be expected to supervise management from an independent perspective to contribute to enhancing the supervisory functions and ensuring transparency of the Board of Directors. She has served as Outside Director (Audit and Supervisory Committee Member) at another company and has specialized and advanced knowledge in areas such as internal controls, compliance and corporate governance. The Company has designated her as an Independent Director as it deems that there is no risk of a conflict of interests with general shareholders.
Hiroyuki Abe	○	-	Mr. Hiroyuki Abe can be expected to utilize his experience of having served not only as an executive officer of the parent company but also as President & Representative Director at a group company to supervise management from an independent perspective. He has extensive experience at a machinery and non-ferrous metal manufacturing company and possesses a wealth of technical knowledge and hands-on experience in the machinery manufacturing industry. The Company has designated him as an Independent

			Director as it deems that there is no risk of a conflict of interests with general shareholders.
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Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee	Established
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Committee's Name, Composition, and Attributes of Chairperson **[Updated]**

	Committee Corresponding to Nomination Committee	Committee Corresponding to Remuneration Committee
Committee's Name	Nomination and Compensation Committee	Nomination and Compensation Committee
All Committee Members	6	6
Full-time Members	0	0
Inside Directors	2	2
Outside Directors	4	4
Outside Experts	0	0
Other	0	0
Chairperson	Outside Director	Outside Director

Supplementary Explanation **[Updated]**

The Company has established the Nomination and Compensation Committee, composed of two Representative Directors and four Independent Outside Directors, as a consultative body of the Board of Directors. The Nomination and Compensation Committee advises the Board of Directors on matters including the remuneration of Directors and Corporate Officers, as well as nominations for proposals to the General Meeting of Shareholders concerning the election and dismissal of Directors, the appointment and dismissal of Corporate Officers, and the selection and removal of Representative Directors.

The Nomination and Compensation Committee

Roles: Deliberation on the following matters on request from the Board of Directors, and reporting back to the Board of Directors (the Board of Directors respects the Committee's recommendations when making decisions):

- (1) Drafting of proposals for the election and dismissal of Directors (for resolution by the General Meeting of Shareholders)
- (2) Appointment and dismissal of Corporate Officers
- (3) Selection and removal of Representative Directors
- (4) Representative Director succession plans
- (5) Amounts of remuneration for Directors and Corporate Officers
- (6) Composition and decision process of remuneration for Directors and Corporate Officers
- (7) Establishment and change of basic policy and criteria for deliberation of the above
- (8) Other matters recognized by the Board of Directors as necessary in association with each of the items above

The Committee was established in December 2018, and met 8 times during the fiscal year ended December 31, 2025. The main agenda items were as follows:

- Criteria for appointment of Directors
- Criteria for the selection of Representative Directors
- Criteria for dismissal of Directors and the removal of Representative Directors
- Independence Standards for Outside Directors/Auditors

- Policy for determining remuneration etc. for individual Directors
- Nomination of candidates for Director and the selection of Representative Directors
- Succession planning for the CEO and other officers
- Amendments to the officer remuneration system
- Directors Skill Matrix

[Corporate Auditors]

Establishment of an Audit & Supervisory Board	Established
Maximum Number of Corporate Auditors Stipulated in Articles of Incorporation	5
Number of Corporate Auditors	4

Cooperation among Corporate Auditors, Accounting Auditors, and Internal Audit Departments

Cooperation between Corporate Auditors and the accounting auditor
Corporate Auditors hold regular liaison meetings with the accounting auditor to exchange information on matters such as audit plans and contents. They also hold other meetings with the accounting auditor as necessary to share information on matters such as audit findings.

Cooperation between Corporate Auditors and the Internal Audit Department
The Company's Internal Audit Department is responsible for internal auditing in the Group. Its audit reports are all viewed by the Corporate Auditors. Corporate Auditors also hold meetings with the Internal Audit Department as necessary to share information.

Appointment of Outside Corporate Auditors	Appointed
Number of Outside Corporate Auditors	3
Number of Independent Corporate Auditors	1

Outside Corporate Auditors' Relationships with the Company (1) [Updated]

Name	Attribute	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Yasuji Fujita	From another company							△						
Kentaro Morimoto	From another company							△						
Yasuko Yamashita	CPA													

* Categories for "Relationship with the Company"

* "○" when the Corporate Auditor presently falls or has recently fallen under the category;

"△" when the Corporate Auditor fell under the category in the past

* "●" when a close relative of the Corporate Auditor presently falls or has recently fallen under the category;

"▲" when a close relative of the Corporate Auditor fell under the category in the past

a. Executive of the Company or its subsidiary

b. Non-executive director or accounting advisor of the Company or its subsidiaries

c. Non-executive director or executive of a parent company of the Company

d. Corporate auditor of a parent company of the Company

e. Executive of a fellow subsidiary company of the Company

f. A party whose major client or supplier is the Company or an executive thereof

g. Major client or supplier of the Company or an executive thereof

- h. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a corporate auditor
- i. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)
- j. Executive of a client or supplier company of the Company (which does not correspond to any of f, g, or h) (the corporate auditor himself/herself only)
- k. Executive of a company, between which and the Company outside directors/ corporate auditors are mutually appointed (the corporate auditor himself/herself only)
- l. Executive of a company or organization that receives a donation from the Company (the corporate auditor himself/herself only)
- m. Others

Outside Corporate Auditors' Relationship with the Company (2) [Updated]

Name	Designation as Independent Corporate Auditors	Supplementary Explanation of the Relationship	Reasons of Appointment
Yasuji Fujita		Mr. Yasuji Fujita has served in The Iyo Bank, Ltd., which is one of the Company's main financial institutions.	He possesses abundant experience cultivated through his work at financial institutions and a wide range of insight, including expertise in financial matters. The Company has therefore deemed that he is able to appropriately audit the execution of duties by Directors.
Kentaro Morimoto		Mr. Kentaro Morimoto has served in The Norinchukin Bank, which is one of the Company's main financial institutions.	He possesses a wide range of insight, including extensive experience and expertise in finance and agriculture, forestry and fisheries in general, cultivated through his work at a financial institution. The Company has therefore deemed that he is able to appropriately audit the execution of duties by Directors.
Yasuko Yamashita	○	—	Ms. Yasuko Yamashita possesses expert experience and a wide range of insight concerning finance and accounting as a certified public accountant and judicial scrivener, as well as experience working as a consultant on projects related to internal control and improving operational efficiency for other companies, and the Company has therefore deemed that she is able to appropriately audit the execution of duties by Directors. The Company has designated her as an Independent Corporate Auditor as she has no special interests in the Company, and it considers that there is no risk of a conflict of interests with general shareholders.

[Independent Directors/Auditors]

Number of Independent Directors/Auditors	5
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Matters relating to Independent Directors/Auditors

In addition to the independence criteria prescribed by the Tokyo Stock Exchange, the Company requires Outside Directors and Outside Corporate Auditors to satisfy its Independence Standards for Outside Directors/Auditors. In addition, the Company selects candidates for the position of Outside Director or Outside Corporate Auditor who will be able to accurately advise and supervise the Company's management, with an emphasis on a high degree of specialization and abundant experience.

<Independence Standards for Outside Directors/Auditors>

The Company will decide that an Outside Director/Auditor or a candidate for Outside Director/Auditor is independent from the Company if they are deemed not to fall under any of the following items.

1. The Group's (*1) executive (*2) at present or in the past
2. The Company's major shareholder (*3) or its executive in the most recent five fiscal years including the current fiscal year
3. The Group's major business partner (*4) or its executive in the most recent three fiscal years including the current fiscal year
4. An entity whose major business partner is the Group (*5) or its executive in the most recent three fiscal years including the current fiscal year
5. The Group's major lender (*6) or its executive in the most recent three fiscal years including the current fiscal year
6. An entity who has received average annual donations of 10 million yen or more from the Group in the most recent three fiscal years including the current fiscal year (or its affiliate if the recipient is an incorporated entity, an association or any other organization)
7. A consultant, an accounting or legal expert who has received monetary or other proprietary benefits of approximately 10 million yen or more on average from the Group, apart from the remuneration for director/auditor, in the most recent three fiscal years including the current fiscal year (or its affiliate if the recipient is an incorporated entity, an association or any other organization)
8. A spouse or a relative within the second degree of kinship of a key person (*7) among the persons described in any of items 1 to 7 above
9. An executive of an entity with which the Company has an interlocking directorship (*8) for outside officers
10. Other than the persons described in any of the above items, a person who has significant interests with the Group that raise concerns over his/her independence

(*1) The Company, its subsidiaries, or equity method affiliates

(*2) Executive director, executive officer, general manager or other employee

(*3) A shareholder holding 10% or more of the Company's voting rights

(*4) An entity making payments to the Group that accounts for 2% or more of the Group's consolidated net sales in business transactions with the Group

(*5) An entity receiving payment from the Group for purchases that account for 2% or more of the consolidated net sales of the entity in business transactions with the Group

(*6) A financial institution lending the Group an amount accounting for 2% or more of the consolidated total assets of the Group

(*7) In items 1 to 6, an executive director, executive officer, or employee in a position equivalent to general manager or higher. In item 7, a certified public accountant affiliated to an audit firm or an attorney-at-law affiliated to a law firm

(*8) A relationship where the executive of an entity where the Group's executive currently serves as an outside officer is appointed as the Company's Outside Director/Auditor

[Incentives]

Incentive Policies for Directors	Performance-linked remuneration
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Supplementary Explanation

The Company has introduced “performance-linked and evaluation remuneration (cash)” paid once yearly in an amount determined in accordance with factors such as the level of performance indicators for each fiscal year and the degree of achievement of targets for indicators predesignated with reference to management issues for individual Director.

Moreover, a performance-linked stock-based remuneration plan utilizing a trust structure for Directors (excluding Outside Directors) of the Company was approved by the 98th Ordinary General Meeting of Shareholders held on March 30, 2022, and the Company also introduced a similar performance-linked stock-based remuneration plan for Corporate Officers. The Plan is designed to more clearly link the remuneration of Directors and Corporate Officers to the Company’s performance and the value of its stock and to encourage Directors and Corporate Officers to contribute to improving medium- to long-term business performance and increasing corporate value by ensuring that they share profits and risks from stock price fluctuations with shareholders.

Recipients of Stock Options

Supplementary Explanation

—

[Director Remuneration]Disclosure of Individual Directors’
Remuneration

No individual disclosure

Supplementary Explanation

Total remuneration paid to Directors and total remuneration paid to Corporate Auditors are separately disclosed.

Policy on Determining Remuneration Amounts
and Calculation Methods

Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

[Basic policy]

It is the duty of senior management to “transform” the ISEKI Group, guide the Company towards sustainable growth, and to aim to increase medium- to long-term corporate value in order to realize the Group’s purpose and corporate philosophy of contributing to the creation of a prosperous and sustainable society through “providing innovative products and higher quality of services to the customers.”

The Company’s basic policy concerning Directors’ remuneration is to promote the fulfillment of these duties by clarifying the link between the remuneration of management and business performance, including over the medium and long term, and shareholder value, to make the remuneration system function as a sound incentive.

[Overview of remuneration for Directors]

In accordance with this basic policy, remuneration for Directors of the Company is composed of “basic remuneration (cash),” “performance-linked and evaluation remuneration (cash),” and “performance-linked stock-based remuneration,” in a standard ratio of 5:4:1, respectively. While the composition of remuneration

was set at a standard ratio of 6:3:1 at the 98th Ordinary General Meeting of Shareholders held on March 30, 2022, it will be set at a standard ratio of 5:4:1 to further enhance sound incentive functions from the standpoint of focusing on “performance-linked and evaluation remuneration.”

Remuneration for Outside Directors is composed only of basic remuneration (monthly remuneration), because of their independence from business execution. The overall level of remuneration is determined with reference to the levels of remuneration at other companies in the same industry or of a similar scale to the Company. The maximum total amount of basic remuneration and performance-linked and evaluation remuneration (up to 360 million yen per year) was established by resolution of the 98th Ordinary General Meeting of Shareholders held on March 30, 2022.

Basic remuneration is paid monthly in an amount determined with reference to factors including each Director’s duties.

Performance-linked and evaluation remuneration is paid once yearly in an amount determined in accordance with factors such as the level of performance indicators for each fiscal year and the degree of achievement of targets for indicators predesignated based on management issues for individual Director.

Performance-linked stock-based remuneration is based on a share delivery trust system. At the 98th Ordinary General Meeting of Shareholders held on March 30, 2022, it was resolved to set the maximum contribution amount of 148 million yen during the applicable period of the four years from the fiscal year ending December 31, 2022 to the fiscal year ending December 31, 2025. It was also resolved, at the General Meeting, that the applicable period may be extended, by the decision of the Board of Directors, by a period not exceeding five fiscal years, which will be determined each time. The resolution provides that, in this case, the Company may make, during the additional period resulting from such extension, an additional contribution as additional funds for acquiring shares of the Company needed for delivery to Directors up to an amount equal to 37 million yen multiplied by the number of fiscal years of the additional period resulting from such extension. Based on this resolution, by the decision of the Board of Directors, up to 74 million yen in total to be contributed by the Company as funds for acquiring shares of the Company needed for delivery to Directors, excluding Outside Directors, during the two-year extended applicable period from the fiscal year ending December 31, 2026 to the fiscal year ending December 31, 2027, the Company delivers to each Director a number of shares according to the aggregate number of points that have been awarded to each Director each fiscal year, in principle, at the time of the Director’s retirement, in accordance with the share delivery rules established by the Board of Directors. A certain proportion of these shares of the Company are sold, converted into cash within the Trust, and their value is paid as cash.

Remuneration for individual Directors is deliberated on by the Nomination and Compensation Committee, which is chaired by an Independent Outside Director and mainly composed of Independent Outside Directors. The results of these deliberations are reported to the Board of Directors, which ultimately resolves on remuneration for individual Directors in accordance with these reports.

[Overview of remuneration for Corporate Auditors]

A maximum amount of remuneration for Corporate Auditors of 8.00 million yen was resolved by the 85th Ordinary General Meeting of Shareholders held on June 26, 2009. Remuneration for individual Corporate Auditors is determined through discussion between Corporate Auditors.

[Supporting System for Outside Directors (Outside Corporate Auditors)]

The Company provides Outside Directors and Outside Corporate Auditors with advance distribution of Board of Directors meeting materials and prior briefings on important matters relating to agenda items to be submitted to the Board of Directors.

2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System) [Updated]

The Board of Directors is composed of 8 Directors, of whom 4 are Outside Directors. The Board of Directors decides on matters stipulated by laws, regulations, or the Articles of Incorporation, and other basic management matters. In order to facilitate swift decision-making, the Board of Directors holds extraordinary meetings as necessary, in addition to regular monthly meetings. The Board of Directors met 19 times in the fiscal year ended December 31, 2025. All internal Directors and Outside Directors attended all meetings of the Board of Directors.

The Company has established the ESG Committee, which is chaired by an Independent Outside Director, consists of Directors and Corporate Officers, and serves as a consultative body of the Board of Directors. The committee deliberates on matters regarding ESG improvement of the Group on request from the Board of Directors, and reports back to the Board of Directors. Corporate auditors are requested to attend the meetings as observers and state opinions as necessary.

The Company endeavors to ensure sound corporate management through the execution of duties, with Corporate Officers responsible for smoothly fulfilling their respective duties as specified by the Board of Directors. In addition, the Directors' Operation Committee, composed of all Corporate Officers, as well as Deputy Division Managers and others nominated by the chairman of the Committee, meets at least twice monthly, in principle, to share the latest information and discuss and report on matters such as the state of business development, the existence of risks, and measures to prevent occurrence of such risks.

Regarding transparent information disclosure, the Company aims to maintain fair business practices and share information by establishing systems to provide stakeholders with important information in a timely manner, as well as other systems such as Group-wide administrative rules and a reporting structure.

The Audit & Supervisory Board is composed of 4 Corporate Auditors, of whom 3 are Outside Corporate Auditors (of whom 1 is a certified public accountant). In addition to attending meetings of the Board of Directors and other important meetings, Corporate Auditors autonomously decide on audit policy and audit the business and assets of the Company and its subsidiaries in coordination with the Internal Audit Department and the accounting auditor. They also rigorously check important proposals made at the Directors' Operation Committee and other forums, and the status of the execution of duties by Directors.

The Company sets Directors' term of office to 1 year to further clarify Directors' management responsibility for each fiscal year and respond swiftly to changes in the management environment. The term of office for Corporate Officers is likewise 1 year.

In accordance with the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into agreements with Outside Directors and Outside Corporate Auditors to limit their liability for damages stipulated in Article 423, Paragraph 1 of the same Act. Under these agreements, the amount of liability is limited to the amount prescribed by laws and regulations.

3. Reasons for Adoption of Current Corporate Governance System

The Company operates its management system with the main purpose of responding quickly and accurately to changes in the business climate and maintaining fair business operations.

The Company considers this system to be the most reasonable at the present time, from the perspective of ensuring the effectiveness of management supervision and corporate governance.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Meetings of Shareholders and Smooth Exercise of Voting Rights

	Supplementary Explanations
Early Notification of General Meetings of Shareholders	<p>The notice of convocation (matters to be provided electronically) is posted on the Company's website and the website of the Tokyo Stock Exchange at least 3 weeks prior to the date of the General Meeting of Shareholders. A document excluding some of the items provided electronically is sent to shareholders who have requested delivery of the document at least two weeks prior to the date of the General Meeting of Shareholders. Reference Documents and related materials (summary version of the notice of convocation) for the General Meeting of Shareholders are sent to shareholders who have not requested delivery of written documents at least two weeks prior to the date of the General Meeting of Shareholders.</p> <p>The Company's website (Shareholders Information): https://www.iseki.co.jp/english/ir/stockholders/</p>
Scheduling General Meetings of Shareholders Avoiding Peak Days	The Company endeavors to avoid scheduling General Meetings of Shareholders on peak days, enhance the attendance environment, and operate the meetings with a focus on shareholders.
Allowing Electronic Exercise of Voting Rights	The Company has enabled the electronic exercise of voting rights since the 92nd Ordinary General Meeting of Shareholders held on March 25, 2016.
Participation in Electronic Voting Platform	The Company participates in the electronic voting rights exercise platform operated by ICJ, Inc., and endeavors to improve the environment for the exercise of voting rights by institutional investors, including those overseas.
Providing Convocation Notice in English	An English translation of part of the notice of convocation for the General Meeting of Shareholders is posted on the Company's website.
Other	<p>The notice of convocation for the General Meeting of Shareholders, consolidated financial results, annual securities report, and other useful corporate information for investors are disclosed on the Company's website. https://www.iseki.co.jp/english/ir/</p> <p>The Company also prepares visualizations in the Business Report to help deepen shareholders' understanding.</p>

2. IR Activities

	Supplementary Explanations	Explanations by Representatives
Preparation and Publication of Disclosure Policy	The Company has established a Disclosure Policy, which is presented on the Company's website. https://www.iseki.co.jp/ir/support/disclosure/ (Japanese only)	
Regular Investor Briefings for Individual Investors	<p>The Company holds briefings for individual investors online. The Company endeavors to enhance the provision of information on its website that will help deepen shareholders' understanding, such as information for individual investors and IR reports concerning the Company.</p> <p>The Company's website (investor information): https://www.iseki.co.jp/english/ir/</p>	Yes
Regular Investor Briefings for Analysts and Institutional Investors	The Company holds briefings quarterly and at the end of the fiscal year.	Yes

Posting of IR Materials on Website	The Company posts quarterly and annual financial results on its website, together with financial results briefing materials.	
Establishment of Department and/or Manager in Charge of IR	The Public & Investor Relations Section has been established as the section in charge of IR.	

3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Stipulation of Internal Rules for Respecting the Position of Stakeholders	The Company espouses the management philosophy expressed in its Company Motto: “to provide: 1. Products that satisfy consumer demand; 2. A stable workplace to the employees; 3. Appropriate dividends to the shareholders.”
Implementation of Environmental Activities, CSR Activities etc.	The Company reports on its activities through the publication of the ISEKI Report, which incorporates information on the implementation of environmental protection activities and CSR activities. The ISEKI Report is also available from the Company’s website. The Company’s website (Sustainability): https://www.iseki.co.jp/global/english/sustainability/ ISEKI Report: https://www.iseki.co.jp/global/english/ir/iseki-report/
Development of Policies on Information Provision to Stakeholders	The Company has established a Disclosure Policy, which is available from the Company website. https://www.iseki.co.jp/ir/support/disclosure/ (Japanese only)

IV. Matters Related to the Internal Control System

1. Basic Views on Internal Control System and the Progress of System Development

In accordance with the Companies Act and the Regulations for Enforcement of the Companies Act, the Company has established a “system to secure appropriateness of operations” (internal control) as described below.

1. System to Ensure that the Execution of Duties by Directors and Employees Conforms to Laws and Regulations and the Articles of Incorporation
 - (1) The ISEKI Group Code of Ethical Behavior and the Ethical Code shall be the basis of the compliance system and shall be thoroughly disseminated to all members of the Group through means such as education and training.
 - (2) The Company shall operate the Group Internal Communications System (Ethical Hotline), which was established as a reporting system related to compliance, based on the internal communications system management regulations.
 - (3) The officer in charge of compliance shall supervise and manage compliance, and the compliance working group related to ESG promotion shall play a central role in ensuring thorough compliance. In addition, the situation shall be reported to and discussed with the ESG Committee, whose meetings are attended by all Directors and Corporate Officers.
 - (4) The Internal Audit Department audits the status of compliance implementation and reports the results of audits to and discusses with the Board of Directors, the President, Outside Directors, and Corporate Auditors.
 - (5) In order to comply with relevant laws and regulations, including the Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators, the Company will redevelop its structure and systems, continuously implement education and training, and conduct regular monitoring of the operational status of internal rules. Any deficiencies identified will be promptly improved.
 - (6) Directors and employees shall immediately report to the Board of Directors, the President, Outside Directors, and Corporate Auditors if they discover any serious violations of laws and regulations. The details shall also be reported to and discussed with the ESG Committee.
 - (7) The Company shall work against any possibility of a relationship with anti-social forces or groups based on the guidelines set forth in the ISEKI Group Code of Ethical Behavior. Moreover, in order to eliminate

anti-social forces, the Company shall establish systems and conduct activities based on the Regulations for Responding to Anti-Social Forces.

2. System to Store and Manage Information Related to the Execution of Duties by Directors

- (1) Information related to the execution of duties by Directors, such as minutes of meetings of the Board of Directors and approval documents, shall be stored and managed appropriately according to the nature (confidentiality and importance) of the information, in accordance with the Board of Directors Regulations and the Document Regulations. Moreover, information shall be stored and managed appropriately and reliably in a highly retrievable state according to the storage medium.
- (2) In order to appropriately maintain and manage information assets, the Company shall establish and operate an information security management system based on the Electronic Information Security Management Regulations. In addition, the Company will strive to maintain and improve its information security standards by reviewing the said system and related measures as necessary and working on continuous improvement.
- (3) Personal information shall be appropriately stored and managed based on laws, regulations, and the Personal Information Handling Regulations.

3. Regulations and Other Systems Concerning the Management of Risk of Loss

- (1) The Company shall conduct comprehensive risk management in accordance with the risk management regulations, with the Corporate Planning Department as the department in charge. This department shall identify and evaluate risks surrounding the Group and take appropriate countermeasures.
- (2) Directors and employees shall immediately report to the Board of Directors, the President, Outside Directors, and Corporate Auditors if they become aware of any serious risks.
- (3) The Company shall establish a business continuity plan in anticipation of a large-scale disaster or other occurrence, and in the case of an unforeseen event, we shall set up a task force headed by the President as well as subordinate organizations in accordance with the plan to take prompt action and minimize damage and impact.

4. System to Ensure the Efficient Execution of Duties by Directors

- (1) The Board of Directors shall ensure the efficient execution of duties by Directors through the establishment of regulations such as the Authority Regulations and the regulations on the division of duties, a budget system, and a personnel-management system.
- (2) The Board of Directors shall engage in multi-faceted consideration of important matters concerning the execution of duties by Directors.
- (3) In order to enhance and expedite decision-making by the Board of Directors, and to strengthen business execution and supervisory functions, the President shall hold regular meetings with Outside Directors to exchange information and opinions.

5. System to Secure Appropriateness of Operations in the Corporate Group Consisting of the Company and its Subsidiaries

- (1) In order to ensure the appropriateness and efficiency of operations related to all Group companies, the Company shall have each Group company establish various regulations and strive to strengthen the cooperation system, based on the affiliated company control regulations. With respect to business management, the Company shall manage the business of Group companies through approval of important management matters as well as regular reports and discussions on the business execution status and financial status, in accordance with the affiliated company control regulations.
- (2) The Company requires Directors of major subsidiaries to make regular reports to the Board of Directors, etc. on their business execution status.
- (3) When a risk is identified or a compliance violation occurs, Group companies shall immediately notify the department in charge of operations, and the department shall take appropriate action.
- (4) In order to ensure the appropriateness and reliability of financial reporting, the Company shall establish systems, evaluate their effectiveness, and make improvements based on the Financial Instruments and Exchange Act and other applicable laws and regulations.
- (5) In order to ensure the appropriateness of operations, the Company and its major subsidiaries shall establish a system in which the administrative departments of both the Company and the relevant subsidiary shall cooperate to monitor the business department and take appropriate measures.

- (6) The Internal Audit Department regularly and irregularly conducts internal control audits, and reports important matters to and discusses with the Board of Directors, the President, Outside Directors, and Corporate Auditors.
 - (7) In the event that a Group company recognizes that the content of business management, management guidance, etc. from the Company violates laws and regulations, or that there are any other compliance problems, the Group company shall report this to the department in charge of operations or Corporate Auditors, or to the ESG Committee.
 - (8) Regarding serious violations of laws and regulations, the department in charge of operations shall immediately report to the Board of Directors, the President, Outside Directors, and Corporate Auditors. The details shall also be reported to and discussed with the ESG Committee.
6. Matters Related to Employees to Assist Corporate Auditors in Their Duties When Such Employees Are Requested by Corporate Auditors, Matters Related to the Independence of Such Employees from Directors, and Matters Related to Ensuring the Effectiveness of Instructions Given by Corporate Auditors to Employees
- (1) If a request is made by Corporate Auditors, employees to assist Corporate Auditors in their duties shall be assigned.
 - (2) Matters pertaining to the appointment, transfer, reprimand, evaluation, etc. of such employees shall be decided upon obtaining the consent of the Audit & Supervisory Board.
 - (3) Such employees shall be exclusively assigned to the Corporate Auditors and shall not concurrently serve in other departments.
7. System for Reporting to Corporate Auditors and System to Ensure That Persons Who Reported to Corporate Auditors Will Not Receive Unfavorable Treatment on the Ground of Such Reports
- (1) Directors, the Internal Audit Department, and other employees of the Company, as well as Directors and employees of subsidiaries, or those who have received reports from these persons (hereinafter collectively referred to as “Directors and employees, etc.”) shall immediately report to the Company’s Corporate Auditors if they become aware of any serious violations of laws and regulations or any serious risks.
 - (2) Directors and employees, etc. shall report to the Company’s Corporate Auditors on important matters concerning the business or performance of the Company and its Group companies, as appropriate.
 - (3) Corporate Auditors may request reports from Directors and employees, etc., whenever necessary.
 - (4) Directors and employees, etc. shall not be treated unfavorably on the grounds that they made the above reports.
8. Matters Related to the Treatment of Costs and Liabilities Arising from the Execution of Duties by Corporate Auditors
- Costs and liabilities arising from the execution of duties by Corporate Auditors shall be paid in advance or settled without delay upon request from the Corporate Auditors.
9. Other Systems to Ensure the Effective Execution of Audits by Corporate Auditors
- (1) Corporate Auditors shall have opportunities to have an interview with Corporate Auditors on a regular basis, and exchange information and opinions regarding issues that the Company should address, risks surrounding the Company, and important audit issues.
 - (2) Corporate Auditors shall hold regular meetings with the accounting auditor and the Internal Audit Department to receive audit status reports and exchange opinions, and in doing so create an environment that enables close cooperation.
 - (3) In addition to attending meetings of the Board of Directors, Corporate Auditors may attend and express opinions at meetings such as ESG Committee meetings, and view minutes of meetings and other related documents, in order to understand the process of important decision-making and the status of execution of duties.
 - (4) If a Corporate Auditor recognizes that there is a problem with the operation of the Group’s compliance system or internal reporting system, they may express their opinion to the Directors, the officer in charge, or the department in charge of operations and request the formulation of improvement measures.

Please refer to the Corporate Governance System (Diagram) attached as an appendix to this report.

2. Basic Views on Eliminating Anti-Social Forces and the Implementation of Associated Measures

1. Basic Views on Eliminating Anti-Social Forces
The Company has established the ISEKI Group Code of Ethical Behavior, working against any possibility of a relationship with anti-social forces or groups.
2. Establishment of Measures for Eliminating Anti-Social Forces
In addition to setting forth guidelines to combat anti-social forces in the ISEKI Group Code of Ethical Behavior, the Company has established internal systems to eliminate anti-social forces such as those listed below, with the aim of establishing corporate ethics at the Company and Group companies.
 - a. The General Affairs Department is responsible for managing the response to anti-social forces, and discusses the response in each case with the departments concerned.
 - b. The Company has established a structure to combat anti-social forces through regular coordination with the police, the Center for Removal of Criminal Organizations, attorneys, and other specialist external agencies.The Company is also a member of Tokubouren, regularly receiving guidance and sharing information.

V. Other

1. Adoption of a Policy for Responding to Takeover Attempts

Adoption of a Policy for Responding to Takeover Attempts	Not adopted
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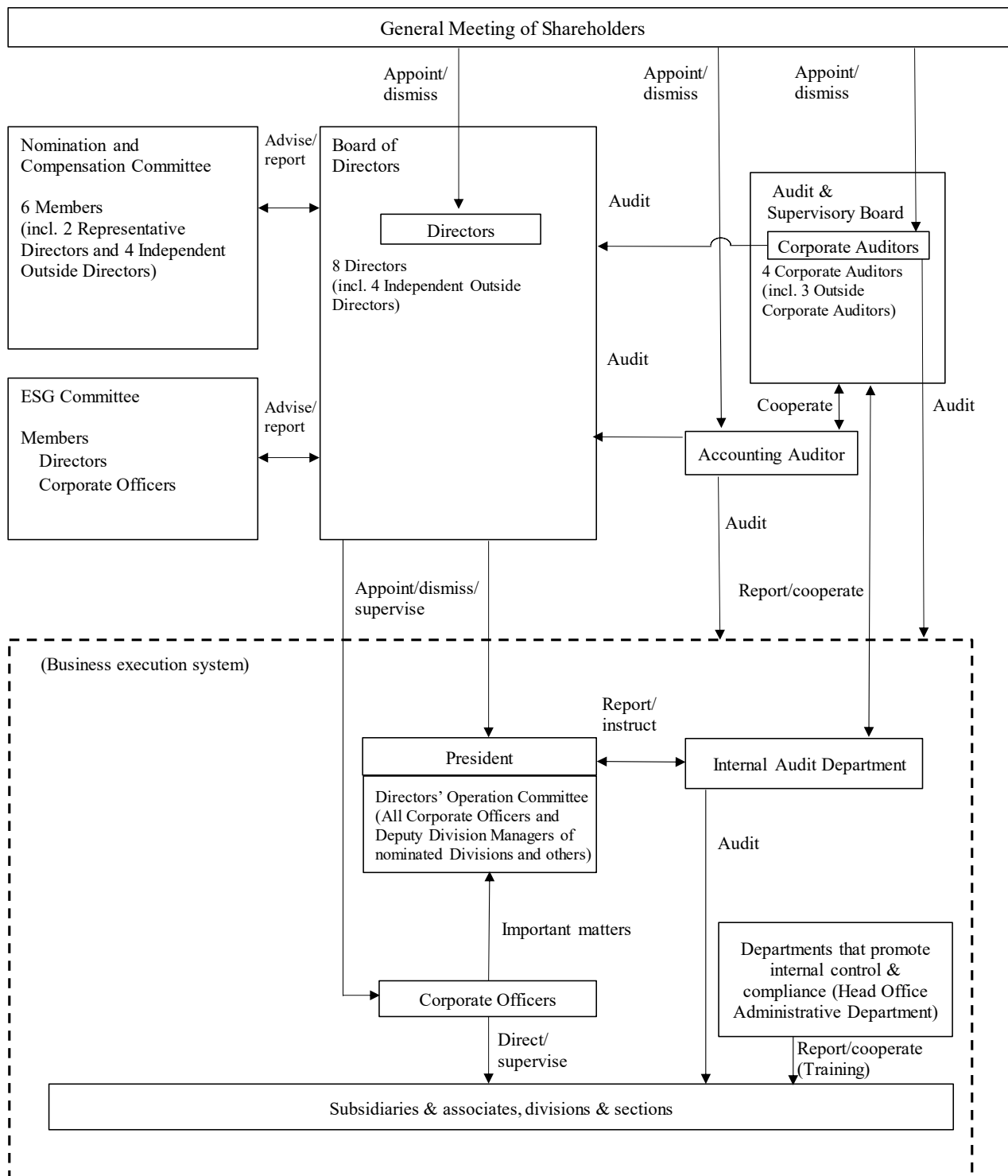
Supplementary Explanation

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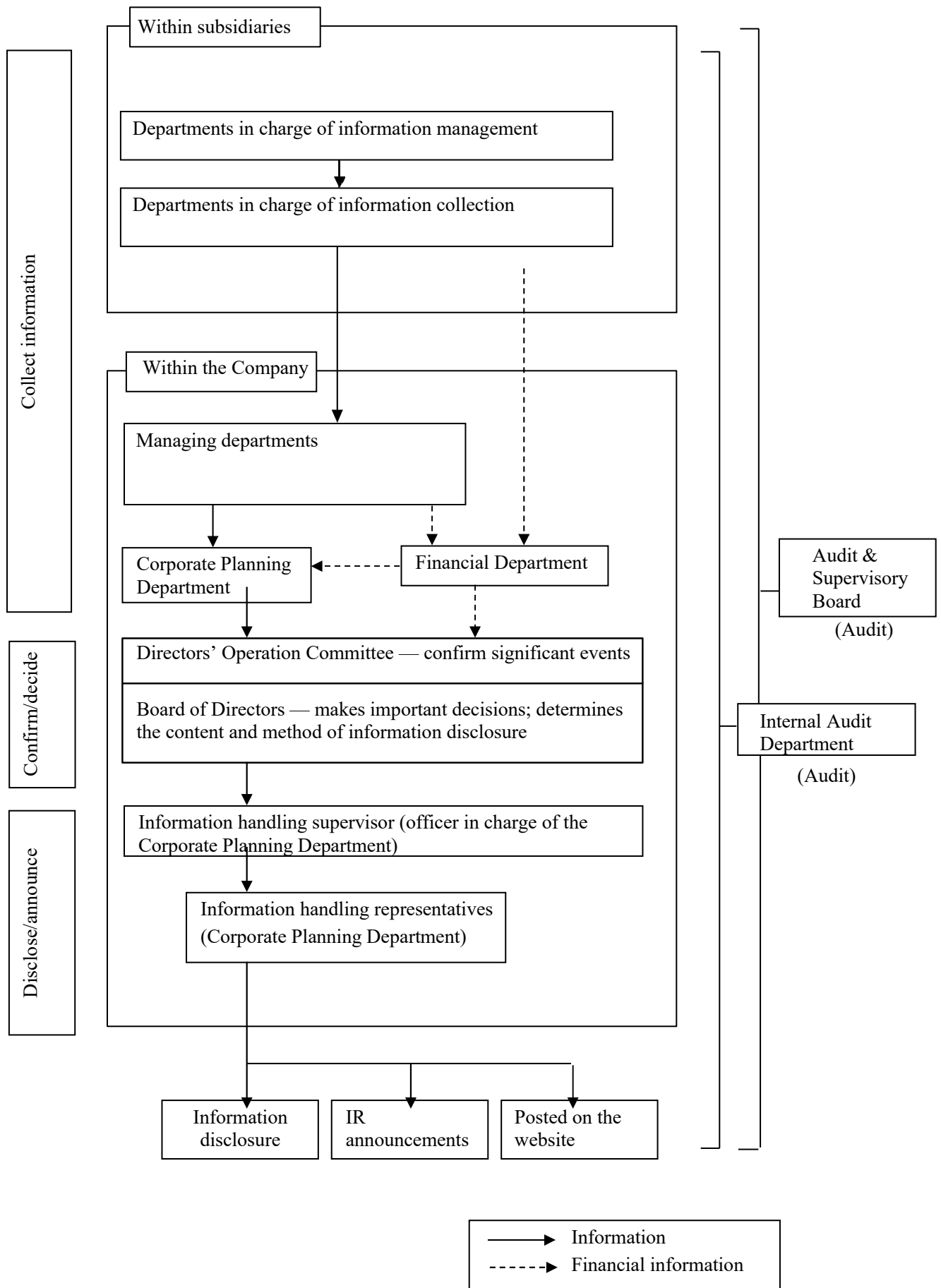
2. Other Matters Concerning Corporate Governance System

- [Overview of the timely disclosure system]
- 1) The Company's basic views on information disclosure
The Company discloses information based on “disclosing information properly to fulfill social accountability” and “promptly disclosing accurate information required from inside or outside of the Group in recognition of the importance of social accountability and thereby endeavoring to become a company with transparency,” which are the basic philosophy and standard of conduct, respectively, set forth in the ISEKI Group Code of Ethical Behavior.
To win fair evaluation from all its stakeholders, including shareholders, investors, customers, suppliers, local communities, and employees, and to ensure management transparency, the Company strives for fair, equitable, timely, and appropriate disclosure of management-related information in keeping with the purpose and meaning of fair disclosure rules.
 - 2) Internal systems for the timely disclosure of corporate information
The system for reporting management-related information from major subsidiaries to the Company, and the company's systems for information disclosure, are presented under Reference: the Overview of the Timely Disclosure System (Diagram) attached as an appendix to this report.

Reference: Corporate Governance System (Diagram)



Reference: Overview of the Timely Disclosure System (Diagram)



Reference: Directors Skill Matrix

	Name	Title	Corporate Management/ Management Strategy	Finance	Sales/ Marketing	Overseas Business	Development and Manufacturing	Compliance/ Legal Affairs/ Audit	ESG/ Sustainability	Personnel	IT/ Data
Directors	Shiro Tomiyasu	Representative Director, President & Executive Officer	●	●					●	●	
	Hajime Odagiri	Representative Director & Senior Corporate Executive Officer	●		●	●	●		●		●
	Shuichi Jinno	Director & Senior Corporate Officer		●				●		●	●
	Kazuya Tani	Director & Senior Corporate Officer	●	●	●	●			●		
	Atsushi Iwasaki	Director	●	●				●	●		
	Eiko Kisogawa	Director	●					●	●		●
	Fumiko Kishimoto	Director						●	●		
	Hiroyuki Abe	Director	●		●		●	●			

* The table above does not represent all types of knowledge held by each officer.