



Corporate Report

Prime Market - Machinery
March 18, 2026

ISEKI & CO., LTD. (6310)

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Decisively Implementing Structural Reforms with a Sense of Urgency to Achieve New Record-high Profit and PBR of 1x

- Summary:** ISEKI & CO., LTD. (hereinafter, the “Company”) is promoting “Project Z,” fundamental structural reforms aimed at achieving consolidated operating profit margin of at least 5% (i.e., posting new record-high operating profit), ROE of at least 8%, DOE (dividend on equity) of at least 2%, and PBR of at least 1x in FY27/12 (fiscal year ending December 2027). With such efforts in progress, what some call the Reiwa Rice Riots (a supply panic) in 2025 has brought the “low profitability of farmers” back into the public spotlight, in addition to structural issues facing agriculture in Japan, such as “labor shortage” and “aging of farmers.” CGRA believes that further expansion of government subsidies and fairer pricing for agricultural products will not only improve the profitability of agriculture, but also increase demand for smart agricultural machinery and large-scale farming equipment (i.e., healthy capital investment), which will provide a medium- to long-term tailwind for the Company.
- Business performance:** Following a substantial increase in operating profit in FY25/12, the Company is expected to continue the trend of increasing operating profit in FY26/12, despite declining sales, with net sales of ¥180 billion (down 3% year-on-year) and operating profit of ¥6 billion (up 42% year-on-year) (operating profit margin of 3.3%). The material for the financial results presentation held on February 19 indicated that the Company expects to continue to secure operating profit growth in FY26/12 Q1 and Q2, driven by an abundant order backlog, the effects of product price increases and Project Z, among others. In addition, it indicated a policy of targeting operating profit of around ¥10 billion in FY27/12, backed by the maximization of the effect of Project Z and the effect of model changes of large-scale equipment.
- ESG management:** In the Environmental (E) domain, the Company has been making progress on expanding sales of eco-products (i.e., products with reduced environmental impact) linked to addressing material issues, with their percentage in domestic net sales reaching as high as 55.3% during FY25/12 (53% during the previous year). In the Social (S) domain, a new personnel system that recognizes “taking on challenges and producing results” was introduced in January 2026, and the spillover effects in energizing the organization and improving business performance are expected. In the Governance (G) domain, in addition to appointing a new outside director to complete Project Z and strengthen the system, a review of the compensation system for directors to improve effectiveness is underway.
- Shareholder returns and stock valuation:** The Company aims to achieve DOE of at least 2% in FY27/12 (1.3% in FY25/12). Although the Company does not have a committed dividend payout ratio, it has demonstrated a commitment to continuously enhancing shareholder returns with dividends per share (DPS) for FY25/12 being ¥40, up ¥10 year-on-year, and that for FY26/12 is forecasted to be ¥45, up ¥5 year-on-year (a dividend payout ratio of 33.9%). If a DOE of 2% is applied to shareholders’ equity at the end of FY25/12, projected DPS for FY27/12 is estimated to be ¥65. If the Company’s target PBR of at least 1x, DOE of 2%, and DPS of ¥65 are realized, the theoretical stock price implied by the relationship formula, “PBR = DOE / Dividend Yield,” is estimated to be ¥3,260.

Consolidated financial results and stock market data

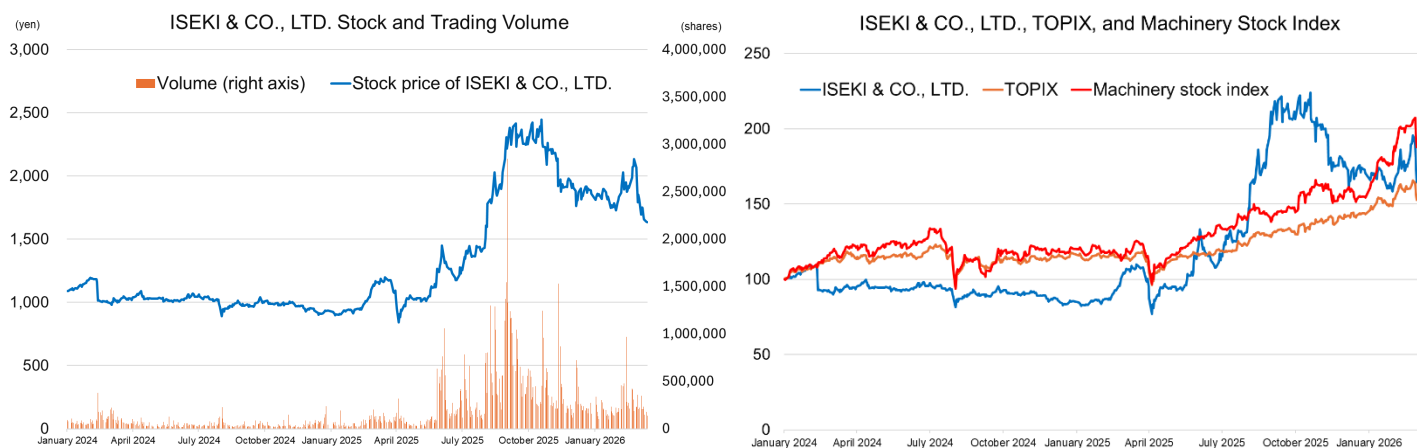
Trading data		Performance		21/12	22/12	23/12	24/12	25/12	26/12	COE
Stock price (March/17/2026)	1,635 yen	Sales:¥100 million		1,581	1,666	1,699	1,684	1,857	1,800	
52-weeks range:yen	2,488~831	Operating profit		41	35	22	19	42	60	
Market cap	¥37.6 billion	Ordinary profit		46	37	20	15	41	49	
Number of outstanding shares	22.98 million shares	Net profit		31	41	0	-30	27	30	
Average trading value(20 days)	¥470 million	EPS:yen		141.4	182.1	1.3	-133.6	121.9	132.6	
Company forecast PER	12.3 times	ROE:%		5.1	6.2	0.0	-4.4	3.9	-	
PBR(As of Dec 2025)	0.50 times	DPS:yen		30.0	30.0	30.0	30.0	40.0	45.0	
Company forecast DPS	45.0 yen	Dividend payout ratio:%		21.2	16.5	-	-	32.8	33.9	
Company forecast Dividend yield	2.8 %	FCF:¥100 million		121	-63	-78	29	190	-	
ROIC (March 2024)	2.3 %	NetCash:¥100 million		400	503	599	599	421	-	

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Figure 1: What Is Required for ISEKI & CO., LTD. Stock to Increase in the Near Term?

ISEKI & CO., LTD. stock has been on an upward trend since around July 2025 on expectations of a recovery in business performance, and significantly outperformed TOPIX and the machinery stock index, reaching ¥2,446 on October 22, 2025. Subsequently, despite an upward revision to the full-year financial earnings forecast at the time of the announcement of FY25/12 Q3 results on November 14, 2025, it has entered an adjustment phase due to profit-taking. CGRA believes that a key factor for ISEKI & CO., LTD. stock going forward will be whether or not operating profit in Q1 and Q2 of FY26/12 will exceed FY25/12 levels, when the Company recorded a significant increase in operating profit. At the financial results presentation held by the Company on February 19, 2026, it stated that it “expects operating profit to increase in FY26/12.” We believe this is also an important point in assessing the sustainability of profit growth in the future.



Source: Prepared by CGRA

Company Overview and Business Model

The European business and the repair and maintenance business are key earnings drivers

Company overview: Manufacturer specializing in agricultural machinery for farmers

The Company's origin is "Iseki Farm Implement Trading Co." which was founded by its founder, Kunisaburo Iseki, in Matsuyama City, Ehime Prefecture in August 1926 and began selling fully automatic rice hullers. Inheriting his passion "to free farmers from exhausting labor," The Company has continued to grow by solving social issues through the "provision of innovative products and higher-quality services to customers," and will celebrate its 100th anniversary in 2026 as a manufacturer specializing in agricultural machinery, primarily for rice farming. In FY2014/3, it recorded consolidated net sales of ¥169.1 billion and operating profit of ¥7.4 billion (operating profit margin of 4.4%), a record high level (the company changed its fiscal year-end from March to December in 2015).

Policy of aiming to achieve new record-high operating profit in 2027

Earnings structure: Maintenance and European businesses secure high operating profit margin

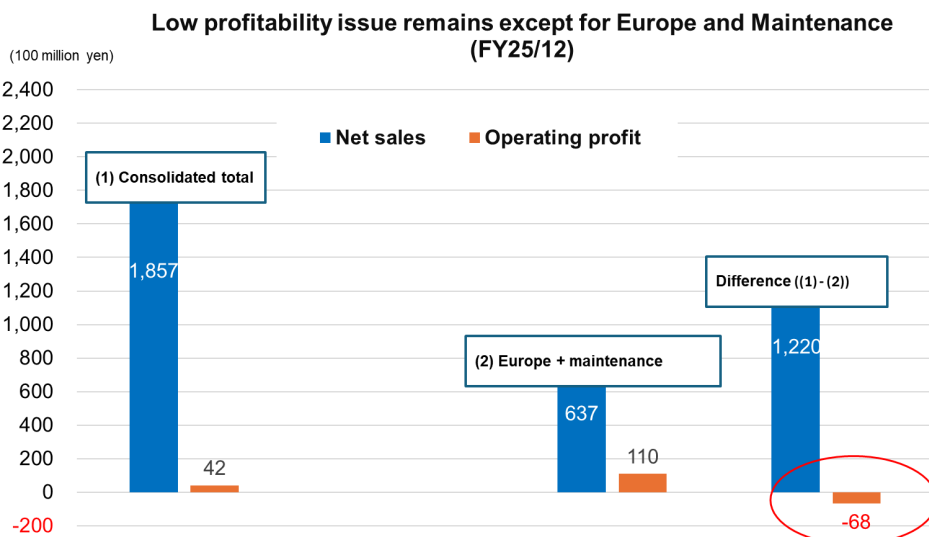
In terms of the composition of net sales during FY25/12, cultivating and mowing machinery (such as tractors, riding mowers, tillers and multi-purpose vehicles) accounted for 35%; planting machinery (such as rice transplanters and vegetable transplanters) accounted for 5%; harvesting and processing machinery (mainly combine harvesters) accounted for 10%; implements (such as parts for repairing products of Japanese and foreign manufacturers) accounted for 16%; spare parts and repair fees accounted for 17%; and other agriculture-related business (such as facility construction, agricultural materials, coin rice milling business) accounted for 17%. Further, the Company derives 69% of its net sales from Japan, Europe accounts for 20%, North America for 6%, Asia for 4%, and others for 1%. It does not disclose operating profit by business and regions however, it is estimated that operating profit margin for spare parts and repair fees (maintenance), excluding implements, is about 30%, and that the European business has an operating profit margin of about 10%.

Project Z: Began business structural reforms with a sense of urgency

While the above maintenance and European businesses together account for about 40% of total sales, the profitability of the mainstay domestic business in Japan has been declining due to the structural decline of the rice farming industry. Therefore, the Company launched "Project Z," company-wide business structural reforms without exceptions, aimed at fundamental reforms and the formulation of growth strategies on November 1, 2023 targeting a new record-high level of operating profit, operating profit margin of at least 5%, and ROE of at least 8% by 2027. It also aims to achieve PBR of at least 1x in the near term by improving ROE and enhancing shareholder returns.

Project Z kicked off with the aim to improve profitability, especially in Japan

Figure 2: Look for Improved "Earnings Capabilities" through Project Z



Source: Prepared by CGRA



Three Key Points of ISEKI & CO., LTD.

Point (1): Future growth story envisioned by CGRA

During FY25/12, overseas demand remained strong, especially in Europe, and domestic demand for agricultural machinery in Japan expanded significantly against the backdrop of rice shortages and a recovery in rice prices, which resulted in two upward revisions to the financial results forecast and a substantial increase in profit.

As for FY26/12, Niigata, Akita, and Hokkaido, the largest rice-growing regions, have indicated plans to curb rice acreage, which is expected to help stabilize rice farmers' revenue with fairer rice prices against a backdrop of supply constraints. Although there are concerns about lower demand compared to last year's strong demand, operating profit for FY26/12 is expected to increase by 42% year-on-year to ¥6 billion and operating profit in Q1 and Q2 for FY26/12 is also likely to increase due to the abundant order backlog, product price increases of approximately 7% implemented in July 2025, and the realization of Project Z effects.

In FY27/12, the Company is expected to post new record-high operating profit due to the maximization of the effect of Project Z and model changes of large-scale equipment, in addition to improved demand environments in Japan and overseas. Through improvements in ROE, sustainable growth in profit and continued shareholder returns, PBR is also expected to improve.

Point (2): European business secures high growth and high profitability

The European business is a market with a long history where the Company has been engaged since the 1960s. The European business in FY25/12 posted net sales of ¥38.5 billion (flat to the previous year), accounting for 20% of consolidated net sales, with an operating profit margin estimated to be around 10%. In January 2025, PREMIUM TURF-CARE LIMITED, a U.K.-based company with operating profit margin of as high as approximately 15% and a sales network in the Middle East as well, was made a wholly-owned consolidated subsidiary. This has allowed the Company to expand its sales area to all of Europe through the three-company structure in France, Germany and the U.K., and make progress in improving asset efficiency through joint purchasing and centralized inventory management. In Europe, the Company is mainly engaged in high value-added landscaping machinery for professional users, such as lawn mowers for parks, golf courses, and soccer fields, as well as road cleaning and snow removal equipment, and its flexibility in meeting customers' needs for advanced customization is also highly regarded, leading to relatively high profitability. It has been working to expand sales of environmentally friendly products and enhance its brand strength by marketing the SXGE2 electric riding mower in 2023 and through other measures.

Point (3): Growth in maintenance sales contributes to stabilizing performance

For construction machinery manufacturers such as Komatsu and Hitachi Construction Machinery, parts and services businesses, which contribute to high profitability and stable earnings, account for 30 to 50% of consolidated net sales. However, at Kubota and the Company, both of which are involved in agricultural machinery, maintenance only accounts for about 20% of net sales. There appears to be significant future growth potential, depending on the strategy adopted.

The Company's maintenance sales, including parts and repair fees, have been on a moderate but steady increase, with its percentage in domestic net sales reaching a record high of 20.5% in FY24/12. The estimated operating profit margin is around 30%, which is expected to raise the Company's profitability and stabilize its business performance. Going forward, the Company should benefit from sales expansion of large-scale agricultural machinery, a focus area for the Company, in addition to an increase in the cumulative number of units sold. Maintenance fees are also expected to increase in Europe, where the Company has a strong business base. As for the U.S., it is contractually difficult to capture maintenance revenues, as the main focus is sales to AGCO on an OEM basis. However, capturing U.S. maintenance revenues is likely to be a key driver for further improvement of profitability in the future.

Growth in profit and shareholder returns through FY27/12 now look more certain

European business boasts high profitability and growth potential due to high brand strength, business base, and introduction of electric products

Capture of North American maintenance revenues will be a key to further improving profitability



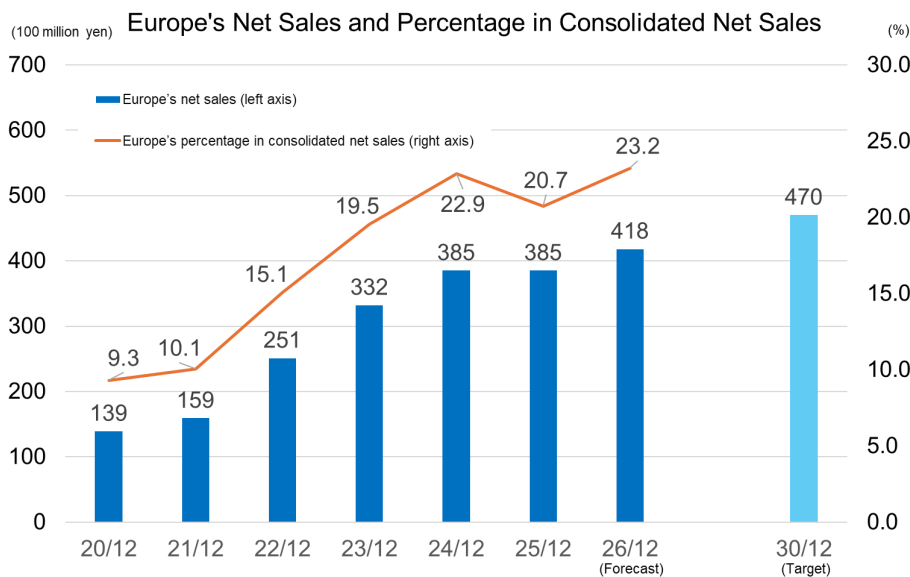
Figure 3: Profit Growth and Continued Returns Look Promising into FY27/12

Item		FY25/12 Actual	FY26/12 Forecast	FY27/12 Forecast
Market trends	Domestic market	Excellent	×	Average
	Overseas markets	×	Average	Good
	Overall market	Good	Average	Good
Drivers for business performance	PJZ effect	Average	Good	Excellent
	Price revisions	Good	Excellent	—
	New product launch	Average	Average (from the second half)	Excellent
Earnings trends	Net sales	Excellent	Average	Good
	Operating profit	2.2 times year-on-year	¥6 billion, up 43% year-on-year	¥10 billion
	OPM	2.3%	3.3%	At least 5%
Stock price indicators	PBR	0.57x	0.61x	At least 1x
	ROE	3.9%	4% (market expectation)	At least 8%
	PER	15.3x	15.0x	-
Shareholder returns	DPS	¥40	¥45	Dividend increase

Trend of increasing profit and dividends is likely to continue into FY27/12

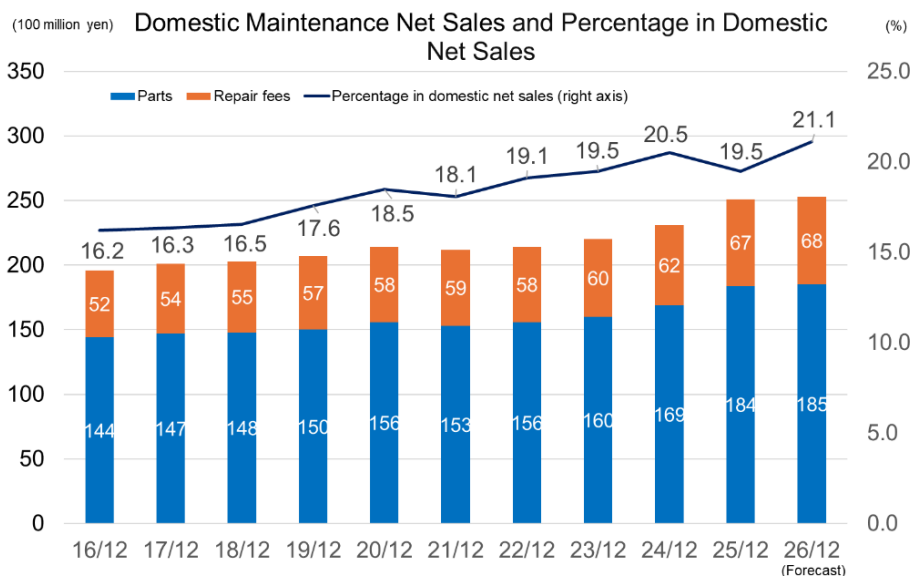
Note: Price revisions were implemented four times from 2022 to 2025, with another increase of approx. 7% implemented in July 2025

Figure 4: Hope to See Highly Profitable European Business to Continue with Revenue Growth



European business is estimated to have operating profit margin of nearly 10%

Figure 5: Maintenance Business is Expected to Grow Steadily



Operating profit margin of the maintenance business is estimated to be around 30%

Source: Prepared by CGRA from company data, etc.



“Project Z”: A Strategic Initiative the Company Has Staked Its Future on

Overview: Decisively implementing fundamental reforms to improve “earnings capability”

On November 14, 2023, “Project Z” was launched to implement fundamental structural reforms and growth strategies with FY2027 (FY27/12) as the target fiscal year. Fundamental structural reforms include: (1) optimizing production (reorganizing production bases: consolidating product assembly to the Matsuyama Plant in Ehime Prefecture), (2) optimizing development (reducing the number of product types and models by 30% or more and concentrating development resources on advanced technologies and reducing environmental impact), (3) deepening domestic sales (laying the foundation for growth strategies), and (4) optimizing personnel composition and investing in human capital. Meanwhile, growth strategies include: (1) developing overseas strategies by region and product (accelerating business expansion in Europe, where profitability is high, while introducing region-specific strategies and environmentally friendly products), and (2) concentrating on domestic growth areas (concentrating on large-scale, advanced, environmental, and dry-field segments and strengthening sales).

Policy of aiming to achieve new record-high operating profit in FY27/12

Numerical targets: Aiming to achieve new record-high operating profit

As a vision for the final year (FY2027), the Company aims for consolidated operating profit margin of at least 5% (i.e., surpassing the previous record-high operating profit of ¥7.4 billion recorded in FY14/3) and ROE of at least 8%, as well as a shareholder return policy targeting a DOE of at least 2%, to achieve PBR of at least 1x.

Progress: Implemented measures as planned during FY25/12

In terms of progress during FY25/12, the Company appears to have streamlined operations and reduced fixed costs, in addition to reorganizing production bases, and has been reducing the number of models and types. Steady progress has also been made in reducing inventories and optimizing personnel composition through personnel system reforms. This has resulted in an increase in operating profit of +¥0.7 billion (+¥1.5 billion in positive, offset by ¥0.8 billion in expenses for production transfer and sales company integration), with operating profit margin of 2.3% and ROE of 3.9% in FY25/12.

The project is expected to progress steadily, making full-fledged contribution to business performance from FY26/12 onward

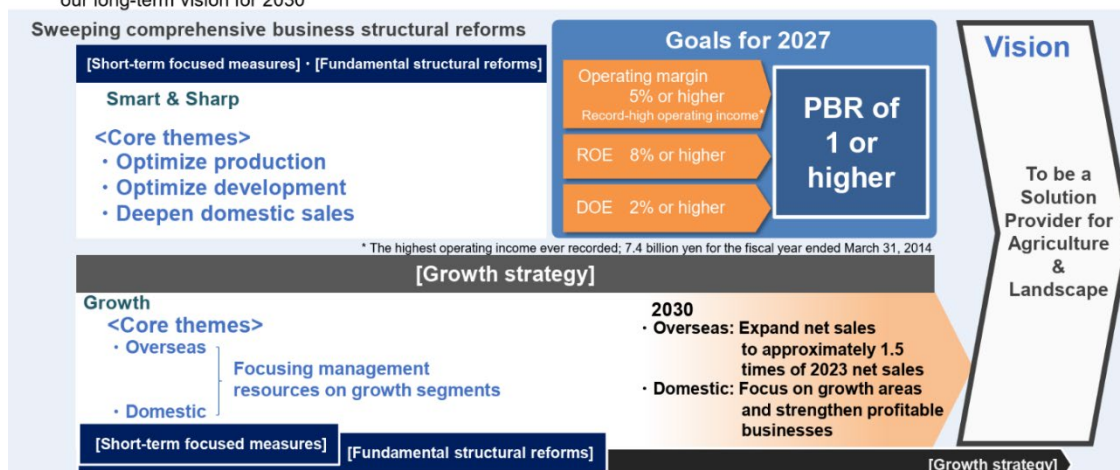
Future outlook: Full-fledged contribution to earnings is expected from FY26/12

In FY26/12, it is expected that the Company will see an increase in operating profit of +¥3.5 billion through Project Z (¥3.8 billion in positive effects, offset by ¥0.3 billion in one-time expenses) year-on-year, by accelerating its growth strategies in Japan and overseas in addition to realizing the benefits of various measures. The Company has set a target of increasing operating profit by +¥7.5 billion over three years in total and aims to achieve an operating profit margin target of at least 5% in FY27/12, the final fiscal year.

Figure 6: Overview of Project Z Plan

Sweeping comprehensive business structural reforms [Project Z]

- We are implementing sweeping comprehensive business structural reforms of which Project Z is a core pillar, to achieve our long-term vision for 2030



Source: Prepared by CGRA based on various data

Business Opportunities and Risks

Business opportunities: Expect a healthier agricultural machinery market through improved profitability in agriculture

During what some call the Reiwa Rice Riots (panic) in 2025, the “low profitability of farmers” was brought back into the public spotlight, in addition to structural issues facing the agricultural industry in Japan, such as “labor shortage” and “aging of farmers.” As countermeasures to the shortage and aging of workers, demand for large-scale agricultural machinery is expected to grow as a result of increased large-scale farming, in addition to the emergence of demand for upgrading to smart agricultural machinery (i.e., automated machines).

In addition, for the sustainable development of agriculture in Japan, it is essential to rebuild the industry into a profitable one and increase the number of new farmers entering the industry. Further expansion of government subsidies and fairer pricing for agricultural products should improve the profitability of agriculture. Against this backdrop, CGRA believes that healthy capital investment (i.e., increased demand for agricultural machinery), underpinned by stable farmers’ earnings, is expected in the future.

A steady increase in demand for landscaping products (i.e., electric lawn mowers, etc.) against the backdrop of global warming is also expected. In addition to the expansion of sales in Europe, where the Company has strengths, we will also monitor its business development into the mowing market in Japan. Toward 2030, the Company is expected to further stabilize its earnings balance, without being overly affected by seasonal fluctuations, by strengthening its overseas business (i.e., increasing the percentage of overseas net sales from approximately 23% in 2020 to 40%) and expanding its business into non-agricultural fields (i.e., increasing the percentage of non-agricultural net sales from approximately 15% in 2020 to 40%).

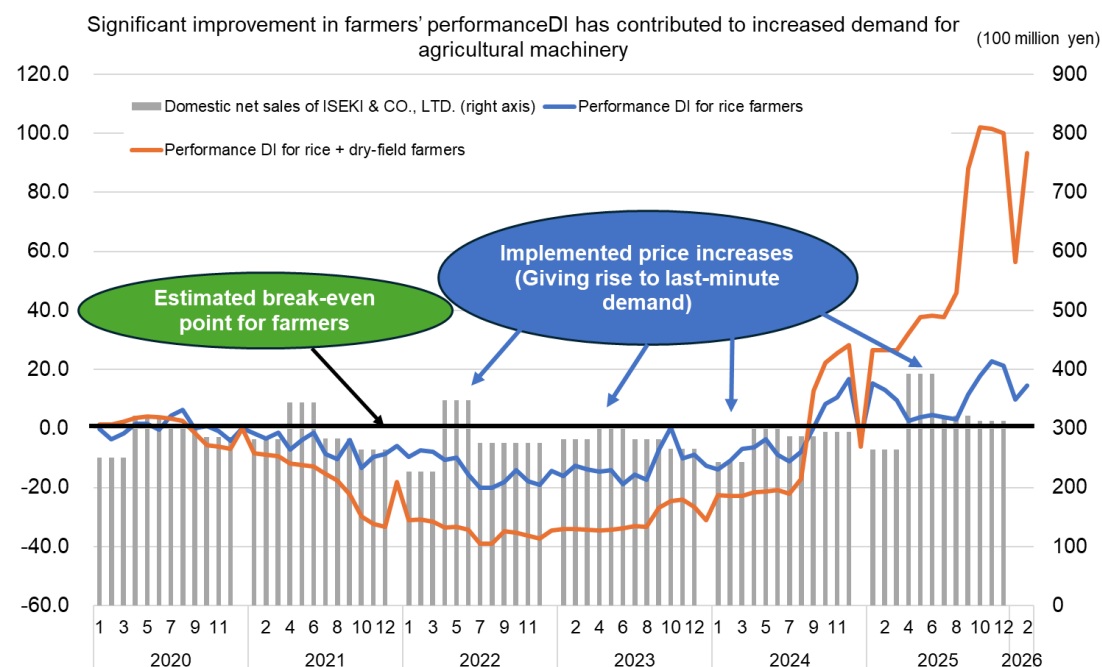
Development of a healthy agricultural machinery market in Japan requires building an attractive agricultural industry where profitability is secured

Risks: Lower agricultural products prices pose a near-term risk

The direct impact of U.S. tariffs is limited since the Company’s U.S. business accounts for only 5.6% of consolidated net sales, a relatively small proportion, and AGCO Corporation, an OEM partner in the U.S., bears the burden of U.S. tariffs. The biggest risk is a decline in demand for agricultural machinery in the Japanese market, which accounts for 68% of consolidated net sales. Price increases since 2020 have triggered last-minute demand on several occasions, and in 2025, demand for agricultural machinery recovered on the back of an improvement in the earnings environment for farmers in Japan, in addition to last-minute demand (see the graph below). Looking ahead, if the earnings environment for farmers deteriorates (i.e., the performance DI falls below the break-even point) due to lower prices for agricultural products and higher prices for various materials, there will remain concerns about a slowdown in domestic demand for agricultural machinery.

Deterioration in profitability in the agricultural industry is the biggest risk

Figure 7: Performance DI for Domestic Farmers and Domestic Net Sales



Source: Prepared by CGRA from agricultural price statistics and other data

Growth Strategies

Growth strategies under “Project Z”

Growth strategies set forth in “Project Z” have five pillars: (1) expanding the European business, (2) capturing the ASEAN market using agricultural machinery made in India, (3) strengthening sales expansion of large-scale and advanced products (smart agricultural machinery) in Japan, (4) capturing the dry-field market and promoting environmentally friendly agriculture, and (5) expanding business in non-agricultural fields.

Five growth strategies are being implemented

In terms of operating profit contribution, +¥1.0 billion and +¥0.5 billion are expected from overseas strategies and domestic strategies, respectively, on a cumulative basis through FY27/12 (vs. FY23/12).

Growth strategies for overseas markets: Steady progress, mainly in Europe

The Company aims to achieve overseas net sales of ¥80 billion in FY30/12 (actual result of ¥56.3 billion in FY25/12). Europe is a key market where the Company has strengths and secures relatively high profitability. In addition to deepening existing markets by strengthening cooperation among the three consolidated European subsidiaries in France, Germany, and the U.K., it will promote the cultivation of new markets such as Eastern Europe, North Africa, the Middle East, and South Africa.

European business, a highly profitable and high-growth region, is the key to its growth strategies

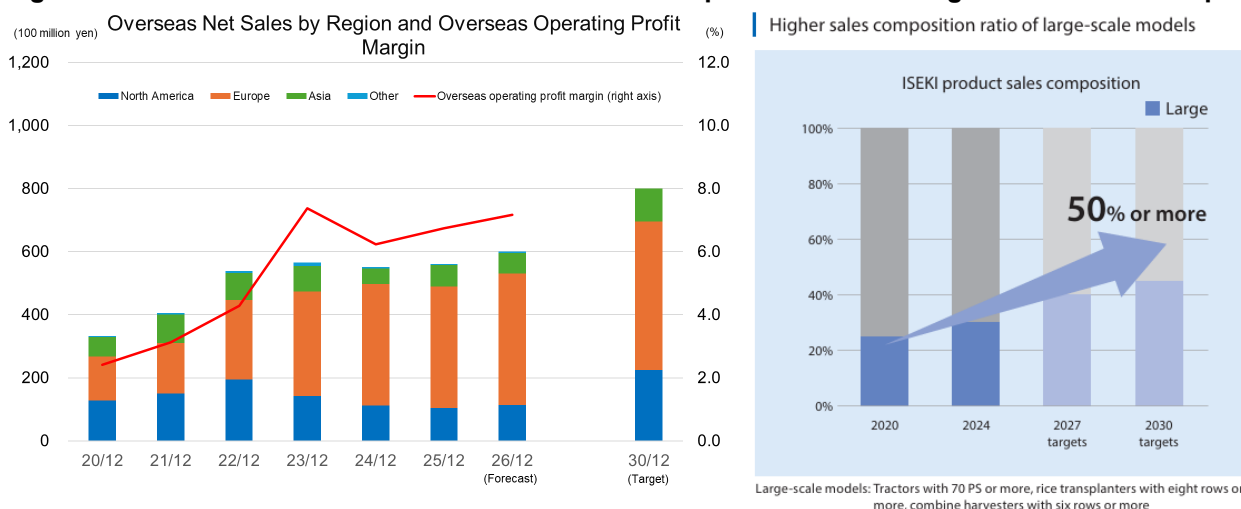
In the U.S. business, the Company seeks to expand its business base while further strengthening cooperation with AGCO Corporation. In the Asian market, its strategy is to build a product lineup that balances price competitiveness and product performance by combining products supplied from ISEKI & CO., LTD.’s Indonesian production base with agricultural machinery manufactured by TAFE, its business alliance partner in India, to fully address the ASEAN market.

Growth strategies for the domestic market: Expected Impact of Model changes for large-scale equipment

To help solve the structural problems facing domestic agriculture, the Company plans to introduce four models of its latest large-scale tractor equipped with continuously variable transmissions in June 2026, as well as to renew its flagship large-scale combine harvester model, JAPAN, at the end of the year. Through these measures, the Company plans to increase the share of large-scale machines in domestic agricultural machinery sales from about 40% currently to over 50% in FY30/12, while also achieving sales growth in FY27/12. Also, the Company plans to expand its lineup of smart agricultural machinery featuring straight-travel assist systems and advanced technology products that take advantage of drones, and to accelerate the launch of various products to strategically capture the dry-field market and to promote environmentally sound agriculture, such as reduced fertilizer and pesticides. Furthermore, the Company has begun a full-scale entry into the landscaping market in Japan (such as municipalities, parks and greenery, construction and civil engineering, golf courses, and farmers) by rolling out its successful business model in Europe to Japan, supporting expectations for expansion into new growth areas outside agriculture.

The effect of model changes of mainstay large-scale models in Japan is one of the drivers for growth in business performance in FY27/12

Figure 8: Forecasts for Overseas Net Sales and Sales Composition Ratio of Large-scale Models in Japan



Source: Prepared by CGRA from company data Overseas operating profit does not include corporate expenses



Quarterly Performance Trends

Earnings are structurally concentrated in Q1 and Q2 due to seasonality

Since the Company's main customers are farmers, its earnings structure is strongly affected by seasonal variations, and earnings are usually concentrated in Q1 and Q2. Q1 (January to March) falls in the winter season, a slow sales period in both Japan and overseas markets, although it is the peak sales season for snow removal equipment. Therefore, the percentage of Q1 net sales relative to annual domestic sales is as low as around 20%.

On the other hand, Q2 (April to June) falls in the spring demand period, making the peak sales season for cultivating and mowing machinery (such as tractors) and planting machinery (such as rice transplanters). As a result, the percentage of Q2 net sales relative to annual domestic net sales is as high as around 50%. In addition, the spring season tends to bring higher sales of parts and repairs, which are highly profitable, because the utilization rate of customers' agricultural machinery also increases.

In contrast, Q3 (July to September) and Q4 (October to December) fall on summer and fall seasons, which are the selling seasons for harvesting machinery, however, sales volumes are relatively small. Therefore, the Company's consolidated net sales tend to peak in Q2 and then decline moderately from Q3 to Q4. Similarly, operating profit tends to increase from Q1 to Q2, peaking in Q2. It then tends to decline, turning into an operating losses in Q4 due to the heavy burden of bonuses and other expenses.

Performance outlook: Expected to secure an increase in profit for FY26/12 H1

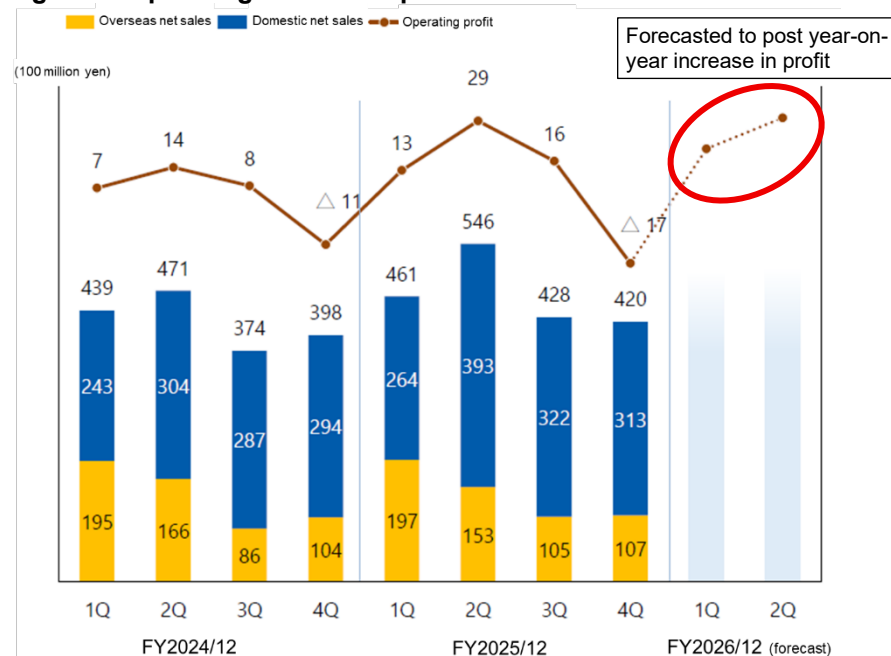
When the Company announced its Q3 results for FY25/12 on November 14, 2025, its stock price fell about 10% on the day from the previous day, despite the fact that it revised its full-year earnings forecast upward again. We believe this is because operating profit for Q4, as calculated by subtracting cumulative Q3 results from the full-year operating profit forecast, is forecast to turn negative as in past years, rising concerns about future business performance.

In the material for the financial results presentation for FY26/12 announced on February 13, 2026, the Company indicated that operating profit in Q1 and Q2 of FY26/12 will exceed those of FY25/12, which were high. The abundant order backlog at the beginning of the year (¥9 billion, about 3 times that at the end of FY24/12), the effect of a 7% product price increase, and Project Z effect are all expected to contribute to higher profit.

It has earnings structure in which its performance usually turns into operating loss in Q4 (October to December) for seasonal reasons

Likely to secure year-on-year growth in operating profit in FY26/12 Q1 to Q2

Figure 9: Operating Profit is Expected to Increase in FY26/12 H1



Source: Prepared by CGRA from company data



Performance Trends

Upward revision at the time of the Q3 results announcement, following one at Q2 for FY25/12

For FY25/12, net sales increased 10.3% year-on-year to ¥185.7 billion, and operating profit increased 120.1% year-on-year to ¥4.2 billion (operating profit margin of 2.3%), exceeding the forecast at the time of the Q3 results announcement. The initial forecasts had been net sales of ¥170.5 billion and operating profit of ¥2.6 billion, however they were revised upward to ¥175.5 billion and ¥3.5 billion, respectively, at the time of Q2 results announcement, and then to ¥181.0 billion and ¥4.0 billion at the time of Q3 results announcement, for a total of two upward revisions to the full-year earnings forecast during the year.

Operating profit for FY26/12 is expected to increase by 42% year-on-year to ¥6.0 billion

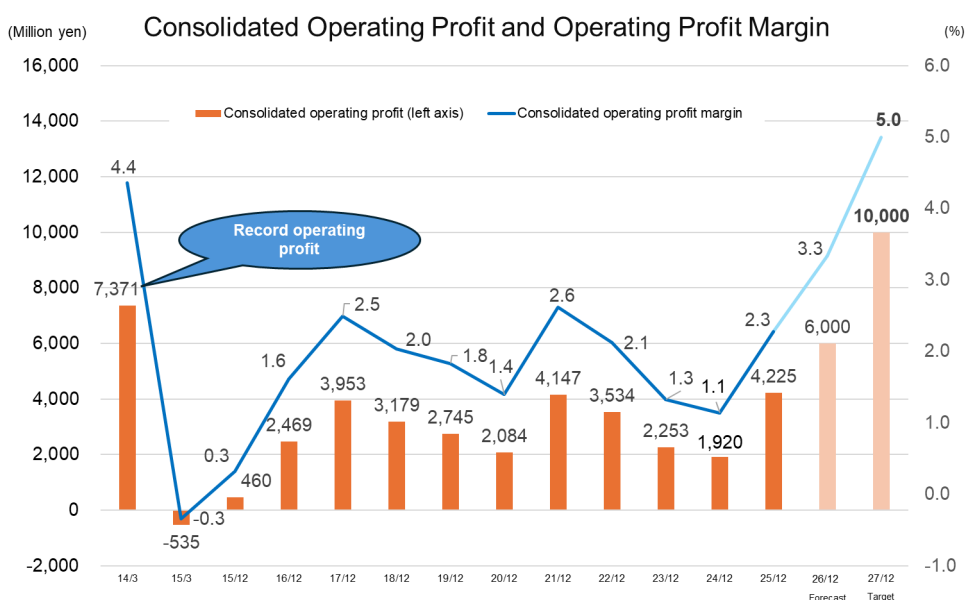
The FY26/12 earnings forecasts (as of February 13, 2026) are net sales of ¥180 billion, down 3.1% year-on-year, and operating profit of ¥6 billion, up 42% year-on-year (+¥1.8 billion) (operating profit margin of 3.3%). The factors contributing to changes in operating profit are: -¥1.7 billion from lower sales, +¥1.1 billion from improved product profit margin, +¥2.2 billion from price increases implemented in recent years, -¥0.9 billion from soaring raw material prices, and +¥1.1 billion from other factors including a decrease in one-time expenses in the previous year. Although the Company does not usually disclose H1 earnings forecasts, the financial results presentation material (p. 18) indicated that H1 operating profit is expected to increase year-on-year.

A significant increase in operating profit is expected for FY26/12 despite lower revenue.

Aiming to achieve new record-high operating profit in FY27/12

The presentation material on the progress of Project Z newly presented a “path to growth” toward 2030, with a graph showing an operating profit target of ¥10 billion (operating profit margin of at least 5.0%) for FY27/12, compared with forecast operating profit of ¥6 billion for FY26/12 (p. 5 of the material). Key drivers of business performance include: (1) increased sales resulting from the model change of the JAPAN series, large-scale models developed by the Company (in June 2026 for tractors, and at the end of 2026 for combine harvesters), (2) fixed cost reductions and improved production efficiency through consolidation of production from the Kumamoto Plant to the Matsuyama Plant and related optimization, (3) expansion of overseas net sales and maintenance revenues based on the growth strategies, and (4) Project Z effects, including these factors (¥3.8 billion in total for 2026, ¥7.5 billion in total for 2027).

Figure 10: Aiming to Achieve Record-High Operating Profit in FY27/12 for the First Time in About 13 Years



Source: Prepared by CGRA from financial data and other documents.

Balance Sheet and Cash Flows

Operating CF and FCF for FY25/12 reached record highs

In FY25/12, the Company secured a significant increase in both sales and profit, and its operating cash flows (operating CF) and free cash flows (FCF) reached record highs, in line with improved business performance. Operating CF increased significantly to ¥23.4 billion from ¥8.8 billion in FY24/12, mainly due to an increase in profit before income tax (+¥4.4 billion) as well as a reduction in inventories (+¥11.9 billion) and an increase in accounts payable (+¥1.6 billion). FCF, after investing cash flows of ¥4.4 billion (of which ¥6.5 billion was capital expenditures), likewise reached a record high of ¥19.0 billion. Financing cash flows decreased by ¥15.1 billion, mainly due to a reduction of ¥13.3 billion in interest-bearing debt. As a result, cash and cash equivalents at the end of the year increased to ¥12.8 billion (¥8.1 billion at the end of FY24/12).

Steady progress in reducing inventories, which had been a key issue

The Company has set a target of achieving an inventory turnover ratio (cost of sales divided by average inventory for the fiscal year) of 2.4x at the end of FY27/12 and has been strengthening measures to keep inventories at an appropriate level. As of the end of FY25/12, the ratio improved to 2.3x (1.8x at the end of FY24/12) driven by strong sales in Japan and the effects of various measures. Going forward, the Company is expected to generate stable and continuing operating cash flows through ongoing efforts to reduce inventories in Japan and overseas.

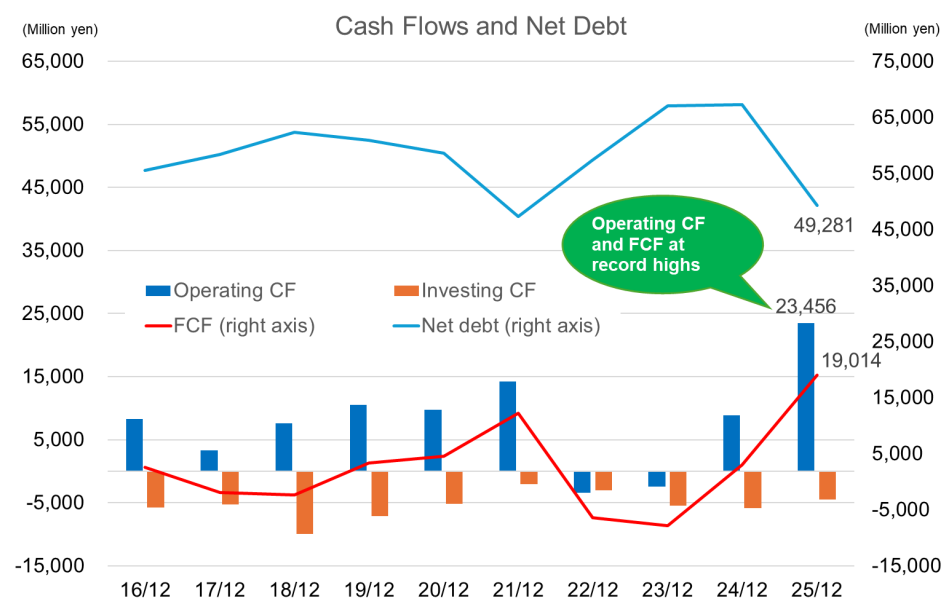
Steady progress in balance sheet improvement

The DE ratio (interest-bearing debt (borrowings + lease obligations) / net assets) at the end of FY25/12 was 0.8x (interest-bearing debt of ¥62.1 billion, net assets of ¥78.4 billion), an improvement from 1.1x at the end of FY24/12 (¥75.4 billion and ¥71.8 billion, respectively). Net debt, which reflects cash and deposits, also shrank from ¥67.2 billion at the end of FY24/12 to ¥49.2 billion at the end of FY25/12. The Company plans to increase capital investment in conjunction with the consolidation of production from the Kumamoto Plant to the Matsuyama Plant, which may lead to a temporary increase in interest-bearing debt, however it intends to reduce the DE ratio to 0.8x at the end of FY27/12 and to 0.7x at the end of FY30/12.

Operating CF and FCF reached record highs, reflecting improved business performance

Although interest-bearing debt is expected to increase temporarily as a result of an increase in capital investment, the Company plans to tighten its financial discipline

Figure 11: Improved Cash Generation Capability Leads to Strengthening of Financial Position



Source: Prepared by CGRA from financial data and other documents.



Shareholder Returns

Shareholder return policy: Continued dividend increases are likely

The Company has set out a shareholder return policy of targeting a DOE (dividend on equity) of at least 2% in FY27/12 under “Project Z.” Although the Company does not have a committed dividend payout ratio, dividends per share for FY25/12 were increased from the initial forecast of ¥30 to ¥40 (+¥10 year-on-year), resulting in a dividend payout ratio of 32.8%. The Company has indicated projected dividends per share of ¥45 for FY26/12, up ¥5 year-on-year, which will likely result in a dividend payout ratio of 33.9%. This confirms the Company’s stance of enhancing shareholder returns in a phased manner.

Dividends per share for FY27/12 are expected to reach approximately ¥65

If a DOE of 2% is applied to the Company’s shareholders’ equity of ¥73.7 billion at the end of FY25/12, total dividends for FY27/12 are estimated at approximately ¥1.5 billion, 1.4 times the projected dividends of ¥1 billion for FY26/12 (= ¥45 per share), implying dividends per share of approximately ¥65.

The Company’s TSR significantly outperformed TOPIX and machinery stock index

The Company’s total shareholder return (TSR), including cumulative dividends, as of the end of December 2025 was +103.4% for an investment in the Company’s shares made one year ago (at the end of December 2024) and the +78.5% return on an investment made two years ago (at the end of December 2023) comprises, both significantly outperforming the TSR of TOPIX and machinery stock index. +78.5% return on the investment made two years ago comes from +6.5% due to the dividend increase and +72.0% due to capital gains from a higher stock price.

Both capital gain and income gain will likely boost the Company's stock

The Company has set out a target of a DOE (dividend on equity) of at least 2% in FY27/12. DOE improved to 1.3% for FY25/12 (actual result for FY24/12 of 1.0%). DOE can be expressed as “ROE x dividend payout ratio.” ROE, a driver of capital gains, recovered sharply to 3.9% (actual result for FY24/12 of -4.4%), and the dividend payout ratio, which drives income gains, rose to 32.8% (actual result for FY24/12 of 22.7%) driven by dividend increases (DPS from ¥30 to ¥40) and its return to profitability. We believe these supported the stock price appreciation.

Improvements in ROE and continued enhancement of shareholder returns through Project Z will lead to higher stock price

If sustained improvements in ROE through Project Z and enhanced shareholder returns continue (i.e., dividend increases) achieving the Company’s target PBR of at least 1x (i.e., stock price of ¥3,260 or higher) through higher DOE will become increasingly achievable.

Figure 12: Historical TSR Performance as of the End of December 2025

TSR(%)	1 year ago	2 years ago	3 years ago	4 years ago	5 years ago	7 years ago	10 years ago
ISEKI & CO., LTD.	103.4	78.5	67.2	44.0	46.1	30.1	12.4
TOPIX	27.4	53.4	96.8	91.9	116.4	174.5	182.8
Machinery index	31.0	60.9	118.2	95.9	112.0	213.7	234.7
Relative to TOPIX	76.1	25.1	-29.5	-47.9	-70.3	-144.4	-170.4
Relative to machinery index	72.4	17.6	-50.9	-51.9	-66.0	-183.6	-222.3

* “1 year ago” represents stock price performance including dividends as of December 31, 2025 for an investment made at the end of FY24/12

* “4 years ago” represents stock price performance including dividends as of December 31, 2025 for an investment made at the end of FY21/12

Source: Prepared by CGRA



Stock Valuation

Aiming to achieve a PBR of at least 1x by FY27/12

Through the promotion of Project Z, the Company aims to achieve consolidated operating profit margin of at least 5%, ROE of at least 8% and DOE of at least 2% by FY27/12, to achieve a PBR of at least 1x. Below, we estimate the required ROE and dividends per share to achieve PBR of 1x.

An ROE of around 8% is required to achieve a PBR of 1x (= share price of ¥3,260)

Based on the Company's closing stock price of ¥1,635 on March 17, 2026 and FY26/12 EPS forecast by the Company of ¥132.59, the estimated PER is 12.3x. PBR, calculated based on net assets per share of ¥3,260.92 as of the end of FY25/12, is 0.5x. Applying these figures to the formula "PBR = ROE x PER," the ROE implied by the stock market is approximately 4.0%, similar to the actual ROE of 3.9% in FY25/12. In other words, the current stock market implies that the Company's profit for FY26/12 will remain broadly flat. Assuming that the forecast PER of 12.3x will be maintained in the future, the ROE required to achieve a PBR of 1x (= share price of ¥3,260) is estimated to be 8.1%. Translating this into net profit, it will be about ¥5.5 billion (profit for FY26/12 forecast by the Company is ¥3.0 billion). If the target operating profit of ¥10 billion for FY27/12, as indicated in the presentation material on the progress of Project Z, is realized, achieving ROE of around 8% will come into view.

Dividends per share of ¥65 will be required to achieve a PBR of 1x

PBR can also be expressed by the formula, "DOE / Dividend yield," while DOE is calculated as "ROE x Dividend payout ratio." DOE is estimated to be about 1.4% based on the above expected ROE of 4.0% and the dividend payout ratio forecast by the Company of 33.9% for FY26/12. Meanwhile, dividend yield, calculated as forecast dividends per share of ¥45 for FY26/12 by the stock price of ¥1,635, is 2.8%. Applying those figures results in PBR of 0.5x for FY26/12 (DOE of 1.4% / Dividend yield of 2.8%).

As shown on the previous page, if a target DOE of 2% is achieved in FY27/12 and dividends per share are ¥65, assuming dividend yield of 2% (¥65 / ¥3,260), the stock price that implies a PBR of 1x (= DOE of 2% / Dividend yield of 2%) is calculated to be ¥3,260.

To achieve PBR of 1x, dividends per share of approximately ¥65, in addition to an ROE of around 8%, will be required

Figure 13: Stock Valuation for the Company

	PBR (times)	=	ROE(%)	×	PER (times)
23/12	0.35		0.0		844.5
24/12	0.31		-4.4		-7.0
25/12	0.57		3.9		15.3
26/12 Forecast	0.50		4.0		12.3
	PBR (times)	=	DOE(%)	/	Dividend yield (%)
23/12	0.35		1.0		2.78
24/12	0.31		1.0		3.21
25/12	0.57		1.3		2.15
26/12 Forecast	0.50		1.4		2.75
	DOE(%)	=	ROE(%)	×	Dividend payout ratio (%)
23/12	1.0		0.0		2,335.4
24/12	1.0		-4.4		-
25/12	1.3		3.9		32.8
26/12 Forecast	1.4		4.0		33.9

Source: Prepared by CGRA. Forecast ROE and forecast DOE are expected values obtained by backward calculation



Sustainability Management

Ensuring that sustainability management is fully embraced in the field through nine working groups

The Company's sustainability activities are run under the leadership of the ESG Committee, which consists of directors and executive officers and is chaired by Mr. Atsushi Iwasaki, outside director, and meets monthly in principle. In addition, nine working groups on ESG have been established to ensure that it is fully embraced in the field across the Company.

Environment (E): Focusing on expanding sales of eco-products linked to addressing material issues

The Company has set out a goal of achieving carbon neutrality by 2050 to contribute to building a sustainable society. It endorsed the TCFD recommendations in May 2022. In addition to addressing risks and opportunities associated with climate change, it intends to reduce Scope 1 & 2 emissions by 46% from the level in 2014 by 2030, and aims to achieve its Scope 3 Category 11 target through research, development, and commercialization of agricultural machinery that is electrically powered or uses alternative energy such as hydrogen. Furthermore, the percentage of eco-products (i.e., products with reduced environmental impact) linked to material issues in domestic net sales has been set as a KPI, and reached as high as 55.3% at the end of December 2025 (compared with 54% in 2024).

Society (S): Implemented new revisions to personnel system

Although data for 2025 have not yet been updated, the percentage of female employees at ISEKI & CO., LTD. on a non-consolidated basis is relatively high at 15.3% (in 2024), and the three-year turnover rate of new graduates is also low at 3.7%. Regarding employee engagement, in addition to the monthly pulse survey, it conducts periodic engagement surveys to assess conditions and implement measures. The overall satisfaction rate in the survey conducted in September 2024 cannot yet be considered high at 53.1% (49% in the March 2024 survey), however steady improvement has been observed. Furthermore, new revisions to the personnel system were implemented in January 2026, with more emphasis on taking on challenges and producing results, and positive effects are expected going forward.

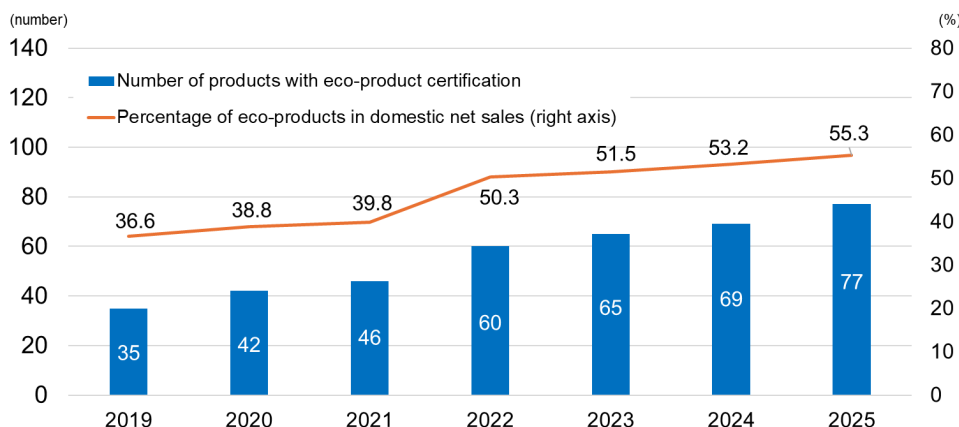
Governance (G): Expect system enhancement that improve effectiveness

The Company has adopted a company with corporate auditor structure. The Board of Directors consists of four internal directors and three outside directors (43% outside and 29% female), and is planned to shift to a structure of four internal and four outside directors (50% outside and 25% female) following the General Meeting of Shareholders scheduled for March 27, 2026. Mr. Hiroyuki Abe, who had been engaged in production and development operations at Furukawa Co., Ltd., is planned to be newly elected as an outside director and is expected to contribute to the strengthening of governance and the completion of Project Z. The Board of Directors and the Nomination and Compensation Committee are chaired by Mr. Atsushi Iwasaki, outside director. The compensation structure for internal directors consists of 60% fixed compensation and performance-linked evaluation/stock-based compensation for 40%, with consolidated operating profit margin used as an evaluation indicator. The Company has reviewed the compensation system to change the percentage of fixed compensation to 50% with the aim of strengthening effectiveness toward achieving operating profit margin of 5%.

It appears that the Company emphasizes on-the-ground implementation of ESG initiatives and is steadily advancing its sustainability management.

After the completion of Project Z, we hope to see organizational management with a top priority on employee engagement

Figure 14: Steady Progress in Certification and Sales Expansion of Eco-products



Source: Prepared by CGRA from various data

Financial Data

Figure 15: Consolidated Balance Sheet and Statement of Cash Flows

(¥ mn, %)	16/12	17/12	18/12	19/12	20/12	21/12	22/12	23/12	24/12	25/12
Current assets	92,934	91,751	92,849	87,159	89,979	91,103	109,414	115,322	105,618	102,431
Cash on hand and in banks	13,936	7,981	7,475	8,404	10,787	14,850	10,749	9,901	8,200	12,891
Receivables	24,911	25,113	23,327	19,675	21,780	21,537	27,574	26,917	25,435	26,494
Inventories	49,315	53,405	53,718	54,177	51,845	49,871	65,331	72,840	66,936	57,741
Other current assets	4,772	5,252	8,329	4,903	5,567	4,845	5,760	5,664	5,047	5,305
Fixed assets	110,422	109,596	108,398	110,352	97,449	96,581	97,076	101,780	100,513	107,044
Tangible fixed assets	96,466	95,592	96,842	98,346	86,287	84,962	83,919	84,553	81,396	83,645
Intangible fixed assets	1,062	1,025	1,082	1,288	1,967	2,290	2,309	2,489	2,975	3,970
Investments and other assets	12,894	12,979	10,474	10,718	9,195	9,329	10,848	14,738	16,142	19,429
Total assets	203,356	201,348	201,248	197,511	187,428	187,684	206,491	217,102	206,132	209,475
Current liabilities	89,447	89,644	95,595	89,735	86,147	81,342	98,189	95,465	93,178	96,922
Notes payable - trade	42,421	40,672	39,736	37,752	36,872	39,279	45,499	41,733	25,253	26,923
Short-term borrowings	36,144	37,414	45,213	41,407	39,459	31,945	41,944	42,235	46,537	40,824
Other current liabilities	10,882	11,558	10,646	10,576	9,816	10,118	10,746	11,497	21,388	29,175
Long-term liabilities	46,757	40,787	36,692	38,524	38,861	39,780	35,956	47,420	41,116	34,124
Long-term debt	33,317	28,920	24,580	27,915	29,890	30,231	26,241	34,672	28,945	21,348
Other long term liabilities	13,440	11,867	12,112	10,609	8,971	9,549	9,715	12,748	12,171	12,776
Total liabilities	136,205	130,432	132,288	128,259	125,009	121,123	134,146	142,886	134,294	131,046
Minority interests	1,629	1,671	1,681	1,694	1,724	1,766	4,330	4,879	4,261	4,631
Shareholders' equity	65,496	69,219	67,252	67,532	60,669	64,769	68,003	69,324	67,564	73,785
Total net assets	67,151	70,916	68,959	69,252	62,419	66,561	72,345	74,215	71,837	78,428
Total liabilities and shareholders' equity	203,356	201,348	201,248	197,511	187,428	187,684	206,491	217,102	206,132	209,475
(¥ mn, %)	16/12	17/12	18/12	19/12	20/12	21/12	22/12	23/12	24/12	25/12
Operating CF	8,283	3,308	7,616	10,509	9,694	14,233	-3,375	-2,459	8,825	23,456
Income before income taxes and minority interests	1,101	3,838	2,229	1,302	-7,114	4,366	5,257	1,900	-1,531	4,434
Depreciation and amortization	7,189	7,005	6,727	122	9,301	115	1,734	5,622	5,433	5,201
Working capital total	662	-5,847	482	883	608	4,952	-11,155	-9,664	-7,650	11,968
Income taxes	-598	-1,061	-1,455	-452	-500	-907	-881	-1,278	-445	-2,002
Others	-71	-627	-367	8,654	7,399	5,707	1,670	961	13,018	3,855
Investing CF	-5,736	-5,273	-9,944	-7,104	-5,167	-2,039	-2,984	-5,416	-5,843	-4,442
Purchase of investment securities	-53	0	-940	0	-55	0	-360	0	-779	0
Proceeds from sales of investment securities	1,457	0	77	638	45	45	45	60	152	56
Additions to property, plant and equipment	-8,561	-5,646	-6,849	-8,354	-6,626	-4,646	-4,800	-5,759	-5,707	-6,566
Proceeds from sales of fixed assets	373	390	438	556	329	816	450	318	560	1,938
Others	1,048	-17	-2,670	56	1,140	1,746	1,681	-35	-69	130
FCF	2,547	-1,965	-2,328	3,405	4,527	12,194	-6,359	-7,875	2,982	19,014
Financial CF	2,621	-4,294	1,970	-2,396	-2,179	-8,338	2,033	6,722	-5,099	-15,132
Net increase(decrease) in long term debt	4,342	-4,326	-384	274	-388	-700	2,937	5,745	-7,311	-6,763
Net increase(decrease) in short term debt	374	2,582	4,313	-2,697	87	-6,342	723	2,631	4,498	-6,517
Cash dividend paid	-336	-341	-678	-680	-678	-1	-679	-688	-686	-685
Others	-1,759	-2,209	-1,281	707	-1,200	-1,295	-948	-966	-1,600	-1,167
Effect of exchange rate changes on cash and cash equivalents	-20	146	-51	-26	36	191	225	304	416	243
Changes on cash and cash equivalents	5,147	-6,113	-408	981	2,383	4,048	-4,101	-848	-1,700	4,125
Cash and cash equivalents at the beginning of the year	8,761	13,909	7,795	7,387	8,369	10,752	14,800	10,699	9,851	8,150
Cash and cash equivalents at the end of the year	13,909	7,796	7,387	8,369	10,752	14,800	10,699	9,851	8,150	12,840
DE ratio (times)	1.0	0.9	1.0	1.0	1.1	0.9	0.9	1.0	1.1	0.8
Shareholders' equity ratio (%)	32.2	34.4	33.4	34.2	32.4	34.5	32.9	31.9	32.8	35.2
ROE (%) : Net profit / Shareholder equity	19.4	21.7	21.5	20.4	18.1	5.1	6.2	0.0	-4.4	3.9
ROA (%) : Net profit / Total assets	6.3	7.2	7.3	6.9	6.0	1.7	2.1	0.0	-1.4	1.3



Figure 16: Consolidated Statement of Income

(¥ mn,%)	16/12	17/12	18/12	19/12	20/12	21/12	22/12	23/12	24/12	25/12	26/12CoE
Sales	153,097	158,382	155,955	149,899	149,304	158,192	166,629	169,916	168,425	185,770	180,000
YOY	5.4	3.5	-1.5	-3.9	-0.4	6.0	5.3	2.0	-0.9	10.3	-3.1
COGS	108,244	112,175	110,009	105,392	105,828	111,351	116,738	119,556	117,776	130,103	-
COGS ratio	70.7	70.8	70.5	70.3	70.9	70.4	70.1	70.4	69.9	70.0	-
SG&A	42,383	42,252	42,765	41,761	41,392	42,693	46,356	48,105	48,728	51,440	-
SG&A ratio	27.7	26.7	27.4	27.9	27.7	27.0	27.8	28.3	28.9	27.7	-
Operating income	2,469	3,953	3,179	2,745	2,084	4,147	3,534	2,253	1,920	4,225	6,000
YOY	436.7	60.1	-19.6	-13.7	-24.1	99.0	100.5	-36.2	-14.8	120.1	42.0
Operating income ratio	1.6	2.5	2.0	1.8	1.4	2.6	2.1	1.3	1.1	2.3	3.3
Non-operating income/expenses	-834	297	-551	-167	-381	539	228	-160	-343	2,000	2,000
Non-operating profits	1,658	1,617	1,887	1,244	1,240	1,981	1,870	2,249	2,193	1,703	-
Non-operating losses	2,492	1,320	2,438	2,881	1,621	1,442	1,642	2,409	2,536	1,809	-
Financial balance	-261	-290	-391	314	-258	-252	-372	-671	-927	-920	-
Interest earned	134	139	133	192	172	144	71	140	136	138	-
Dividends earned	204	164	145	851	204	155	222	315	351	332	-
Interest paid	599	593	669	729	634	551	665	1,126	1,414	1,390	-
Ordinary income	1,635	4,250	2,629	1,108	1,702	4,687	3,762	2,092	1,577	4,119	4,900
YOY	72.7	159.9	-38.1	-57.9	53.6	175.4	-19.7	-44.4	-24.6	161.2	19.0
Ordinary income ratio	1.1	2.7	1.7	0.7	1.1	3.0	2.3	1.2	0.9	2.2	2.7
Extraordinary income/loss	-534	-412	-400	194	-8,817	-321	1,494	-192	-3,110	315	-
Extraordinary income	1,156	493	148	538	679	96	3,396	73	143	1,159	-
Extraordinary loss	1,690	905	548	344	9,496	417	1,902	265	3,253	844	-
Pretax income	1,101	3,838	2,229	1,302	-7,114	4,366	5,257	1,900	-1,531	4,434	-
Taxes and deferred taxes	238	993	1,102	560	-1,510	1,133	1,049	1,524	1,034	1,536	-
Tax ratio	21.6	25.9	49.4	43.0	21.2	26.0	20.0	80.2	-67.5	34.6	-
Minority interests	4	37	35	18	36	36	88	347	456	140	-
Net income	858	2,807	1,090	723	-5,641	3,196	4,119	29	-3,022	2,757	3,000
YOY	NM	227.2	-61.2	-33.7	NM	NM	28.9	-99.3	NM	-191.2	8.8
Net income margin	0.6	1.8	0.7	0.5	-3.8	2.0	2.5	0.0	-1.8	1.5	1.7
EPS	38.01	124.29	48.29	32.01	-249.58	141.40	182.14	1.28	-133.63	121.88	132.59
Sales by regions	16/12	17/12	18/12	19/12	20/12	21/12	22/12	23/12	24/12	25/12	26/12CoE
Japan	121,041	123,136	122,812	117,717	115,907	117,396	112,638	113,059	113,031	129,452	120,000
North America	11,085	9,601	11,345	13,195	12,832	15,142	19,536	14,298	11,256	10,465	11,300
Europe	11,257	13,183	13,884	12,894	13,957	15,939	25,139	33,262	38,549	38,527	41,800
China	4,405	4,532	1,673	430	-	-	-	-	-	-	-
Asia	-	-	-	-	6,233	9,183	8,630	8,139	4,992	6,952	6,500
Others	5,307	7,928	6,240	5,661	374	530	684	1,156	596	372	400
Total sales	153,097	158,382	155,955	149,899	149,304	158,192	166,629	169,916	168,425	185,770	180,000
YOY											
Japan	-1.2	1.7	-0.3	-4.1	-1.5	1.3	-4.1	0.4	0.0	14.5	-7.3
North America	18.6	-13.4	18.2	16.3	-2.8	18.0	29.0	-26.8	-21.3	-7.0	8.0
Europe	15.0	17.1	5.3	-7.1	8.2	14.2	57.7	32.3	15.9	-0.1	8.5
China	813.9	2.9	-63.1	-74.3	-	-	-	-	-	-	-
Asia	-	-	-	-	-	47.3	-6.0	-5.7	-38.7	39.3	-6.5
Others	72.2	49.4	-21.3	-9.3	-93.4	41.7	29.1	69.0	-48.4	-37.6	7.5
Total sales	5.4	3.5	-1.5	-3.9	-0.4	6.0	5.3	2.0	-0.9	10.3	-3.1
Domestic sales ratio:%	79.1	77.7	78.7	78.5	77.6	74.2	67.6	66.5	67.1	69.7	66.7
Overseas sales ratio:%	20.9	22.3	21.3	21.5	22.4	25.8	32.4	33.5	32.9	30.3	33.3
(European sales weight)	7.4	8.3	8.9	8.6	9.3	10.1	15.1	19.6	22.9	20.7	23.2
(North American sales weight)	7.2	6.1	7.3	8.8	8.6	9.6	11.7	8.4	6.7	5.6	6.3
(Asian sales weight)	-	-	-	-	4.2	5.8	5.2	4.8	3.0	3.7	3.6
Sales by models											
Cultivating Machinery	-	-	-	-	-	-	63,985	61,485	57,295	64,322	-
Planting Machinery	-	-	-	-	-	-	9,374	9,063	7,593	9,175	-
Harvesting Machinery	-	-	-	-	-	-	17,958	17,099	16,934	20,104	-
Miscellaneous	-	-	-	-	-	-	46,915	48,904	51,202	60,809	-
Other Agriculture related business	-	-	-	-	-	-	28,350	33,314	35,351	31,323	-
Total	-	-	-	-	-	-	166,584	169,867	168,377	185,735	-
Others	-	-	-	-	-	-	44	48	48	3	-
Sales to external customers	-	-	-	-	-	-	166,629	169,916	168,425	185,770	-

Source: Prepared by CGRA from company data, etc.



Analysts Responsible for this Report

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Kuroda joined Kankaku Research Institute (now Mizuho Securities) in April 1992, assigned to the Industrial Research Department. He then would join Jardine Fleming Securities (now JP Morgan Securities) in September 1999, then Goldman Sachs. Until January 2020, he worked for Credit Suisse Securities. He served as Vice President at Goldman Sachs, and Director at Credit Suisse Securities. In his career, he has been in charge of the machinery, shipbuilding, and heavy machinery sectors. He joined CGRA as a partner in June 2020. A member of the Machinery Industry Disclosure Committee, The Securities Analysts Association of Japan

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Capital Goods Research & Advisory Co., Ltd.

An advisory company specializing in the machinery sector. CGRA's main businesses are (1) support for creating integrated reports offering feedback to management while satisfying the needs of capital markets, (2) advisory services for medium-term plan creation and business strategy, as well as various IR & SR areas, (3) preparation of various materials and English translation, and (4) drafting corporate analysis sponsored reports useful for long-term investors and management.

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