

**Financial Results for the Second Quarter
Fiscal Year Ending December 31, 2026
Investor Relations Presentation Materials**



**August 20, 2026
ISEKI & CO., LTD.**

- 1. Outline of Financial Results for the Second Quarter Fiscal Year Ending December 31, 2026**
- 2. Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2026**
- 3. Domestic and Overseas Markets**
- 4. Progress of Project Z and Topics**
- 5. Appendix**

Financial Results for the First Half of the Fiscal Year Ending December 31, 2026 [YoY change]

PL Higher sales, operating profit, and ordinary profit
Operating margin reached 5.5% [+1.2%]

BS Collection of receivables progressed, and interest-bearing liabilities were reduced
Total assets increased due to investments in production optimization under Project Z and other initiatives. Investments progressed as planned

- Profitability has steadily improved through the implementation of Project Z measures, comprising fundamental structural reforms and growth strategies in Japan and overseas.
- The 2027 target of an operating margin of 5% or higher is now well within reach.

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Outline of Consolidated Financial Results:

Higher Sales, Operating Profit, and Ordinary Profit



(JPY bn, unless otherwise noted) (January 1, 2026 to June 30, 2026)	FY2024/12 1H Actual	FY2025/12 1H Actual	FY2026/12 1H Actual	YoY Change	
				Amount	%
Net Sales	91.1	100.8	101.9	+1.0	+1.0%
(Domestic)	54.8	65.8	63.9	(1.9)	-2.9%
(Overseas)	36.2	35.0	38.0	+2.9	+8.5%
Gross Profit	26.9	29.3	32.1	+2.7	+9.3%
Gross Profit Margin (%)	29.5%	29.1%	31.5%	+2.4%	—
Operating Profit	2.2	4.3	5.5	+1.2	+28.0%
Operating Margin (%)	2.4%	4.3%	5.5%	+1.2%	—
Ordinary Profit	2.4	3.7	5.2	+1.4	+37.1%
Profit (Loss) Attributable to Owners of Parent	(0.6)	3.2	3.1	(0.1)	-5.1%

Average Exchange Rate (JPY)	US\$	151.7	149.7	157.7	+8.0	—
	Euro	172.1	162.5	184.7	+22.2	—

Main factors of YoY changes

Domestic Sales:	Sales decreased despite strong orders, as production could not keep pace for certain products Sales of farming implements and maintenance revenues continued to grow
Overseas Sales:	Sales expanded in Europe, a key focus of the growth strategy
Operating Profit:	The operating margin improved due to the positive effects of Project Z and price revisions
Ordinary Profit:	The increase in ordinary profit was further boosted by an improvement in foreign exchange gains (losses).
Profit:	Absence of gain on sale of non-current assets

Main factors of YoY change in profit (Positive: profit improvement, JPY bn)

Increase in operating profit	+¥1.2
Improvement in foreign exchange gains (losses)	+¥0.2
Absence of gain on sale of non-current assets	¥(1.0)

Domestic Sales:

Sales Decreased despite Strong Orders, as Production Could Not Keep Pace for Certain Products



(JPY bn, %) (January 1, 2026 to June 30, 2026)			FY2024/12 1H Actual	FY2025/12 1H Actual	FY2026/12 1H Actual	YoY Change	
						Amount	%
Agricultural Machinery Related	Agricultural Machinery	Cultivating & Mowing Machinery	12.3	14.6	13.9	(0.7)	-5.1%
		Planting Machinery	4.4	5.6	5.2	(0.4)	-8.4%
		Harvesting & Processing Machinery	4.4	7.3	4.3	(3.0)	-40.7%
		Subtotal	21.2	27.7	23.5	(4.2)	-15.2%
	Maintenance	Spare Parts	7.6	8.3	9.0	+0.7	+8.9%
		Repair Fees	2.9	3.0	3.3	+0.2	+9.6%
		Subtotal	10.5	11.4	12.4	+1.0	+9.1%
	Farming Implements		11.2	14.1	14.8	+0.6	+4.8%
	Total		42.9	53.3	50.8	(2.5)	-4.7%
	Construction of Facilities		1.3	2.3	1.8	(0.5)	-21.8%
Others		10.5	10.1	11.2	+1.1	+11.0%	
Total		54.8	65.8	63.9	(1.9)	-2.9%	
Ratio of Revenue from Maintenance (%)			19.3%	17.3%	19.5%	+2.2%	–

Main factors of YoY changes

Agricultural machinery:	Production capacity temporarily declined due to the reorganization of production sites
Farming implements:	Rice-farming implements continued to grow
Maintenance revenues:	Maintenance revenues were a stable source of revenue, and sales increased steadily
Others:	Sales of related products (brush cutters, etc.) and fertilizers remained strong.

► (Reference)
Revision of ISEKI's agricultural machinery prices

Timing	Revision rate
Jun. 2022	About 3%
Apr. 2023	About 5%
Mar. 2024	About 3%
Jul. 2025	About 7%
Aug. 2026	About 4.6%

Overseas Sales:

Sales Expanded in Europe, a Key Focus of the Overseas Growth Strategy



(JPY bn, %) (January 1, 2026 to June 30, 2026)	FY2024/12 1H Actual	FY2025/12 1H Actual	FY2026/12 1H Actual	YoY Change	
				Amount	%
Europe	26.2	25.1	29.2	+4.0	+16.1%
North America	6.3	5.5	5.3	(0.2)	-4.7%
Asia	3.1	4.0	3.1	(0.8)	-21.8%
Others	0.5	0.2	0.2	+0.0	+18.1%
Total	36.2	35.0	38.0	+2.9	+8.5%

Overseas Sales Ratio	39.8%	34.7%	37.3%	+2.6%	—
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Main factors of YoY changes

- Europe: Sales expanded on a local currency basis,
* supported by products such as robotic mowers. Net sales increased further due to foreign exchange fluctuations
- North America: Sales decreased due to supply delays for certain products, while orders from OEM partners were on a recovery trend
- Asia: Sales of professional rice farming implements in South Korea remained solid
Sales in Thailand remained sluggish due to the economic downturn
Government tenders continued in Indonesia

Operating Profit:

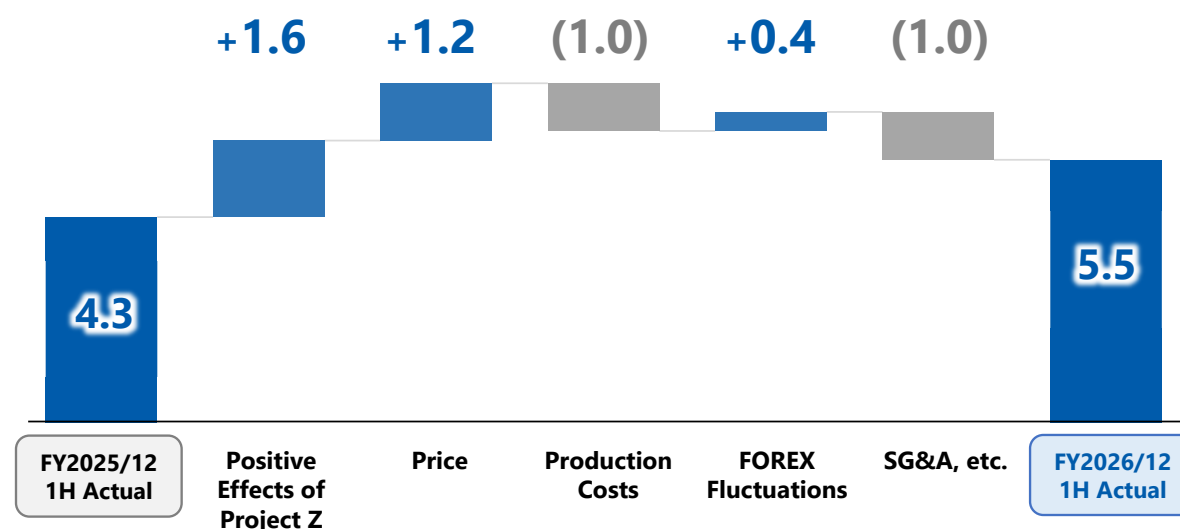
Operating Margin Improved due to Positive Effects of Project Z and Price Revisions



Operating Margin: 5.5% [YoY Change: +1.2%]

(JPY bn, %) (January 1, 2026 to June 30, 2026)	FY2025/12 1H Actual	FY2026/12 1H Actual	YoY Change	
			Amount	%
Net Sales	100.8	101.9	+1.0	+1.0%
Gross Profit	29.3	32.1	+2.7	+9.3%
Gross Profit Margin	29.1%	31.5%	+2.4%	—
SG&A Expenses	25.0	26.5	+1.5	+6.1%
Personnel Expenses	14.1	14.8	+0.7	+5.0%
Other Expenses	10.8	11.6	+0.8	+7.5%
Operating Profit	4.3	5.5	+1.2	+28.0%
Operating Margin	4.3%	5.5%	+1.2%	—

[Breakdown of YoY change (+¥1.2 billion)]



[Effect of FOREX fluctuations (JPY bn)]

Net Sales	Cost of Sales	SG&A Expenses	Operating Profit
+3.6	+2.5	+0.7	+0.4

[Positive effects of Project Z (JPY bn)]

(YoY Change)	Full-year Forecast	1H Actual
Operating Profit	+2.8	+1.6

Balance Sheet:

Collection of Receivables Progressed, and Interest-bearing Liabilities Were Reduced



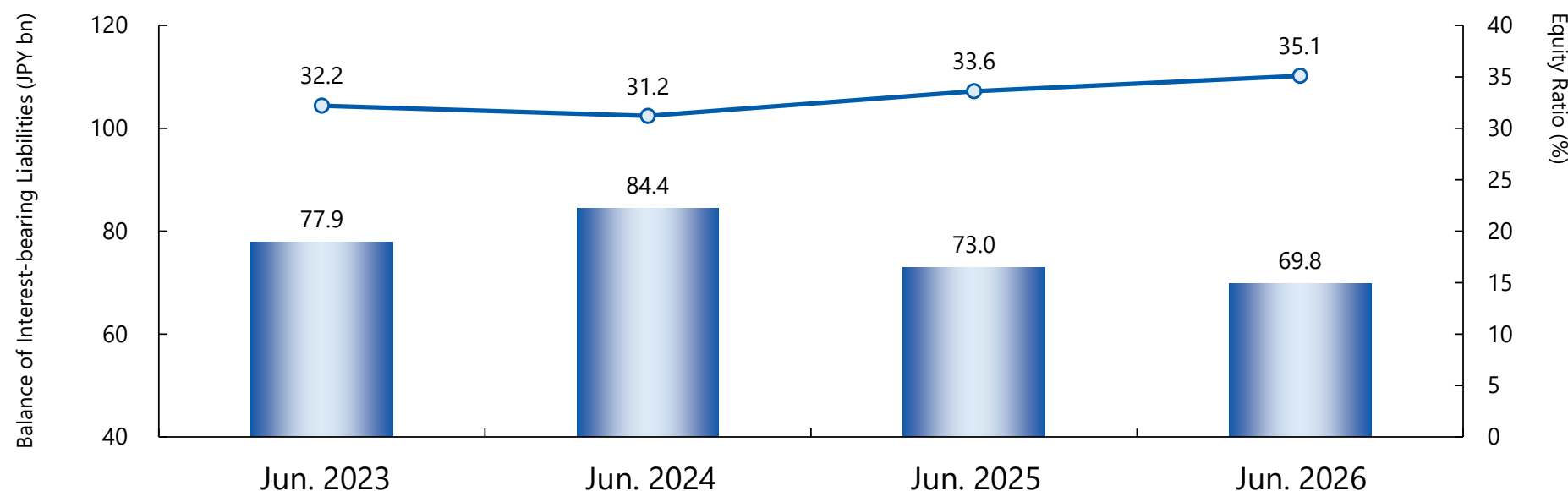
Total assets increased due to investments in production optimization under Project Z and other initiatives. Investments progressed as planned.

Inventories increased slightly due to the effect of foreign exchange fluctuations at overseas subsidiaries.

(JPY bn)	As of Jun. 30, 2024	As of Jun. 30, 2025	As of Jun. 30, 2026	YoY Change		As of Jun. 30, 2024	As of Jun. 30, 2025	As of Jun. 30, 2026	YoY Change
Cash & Deposits	10.8	9.9	7.1	(2.8)	Accounts Payable-Trade	28.2	25.6	28.0	+2.3
Accounts Receivable-Trade	37.8	40.8	35.5	(5.2)	Interest-bearing Liabilities	84.4	73.0	69.8	(3.2)
Inventories	70.9	56.7	57.6	+0.9	[Loans Payable]	[76.8]	[66.0]	[62.4]	[(3.5)]
Other Current Assets	3.6	4.0	5.5	+1.4	Accounts Payable-Other	11.9	12.5	14.1	+1.6
					Other Liabilities	24.4	24.8	28.3	+3.4
Total Current Assets	123.3	111.6	105.8	(5.7)	Total Liabilities	149.0	136.2	140.3	+4.1
Property, Plant and Equipment	82.0	80.6	89.2	+8.5	Net assets	75.1	75.3	83.5	+8.2
Intangible Assets	2.7	2.8	4.6	+1.7					
Investments and Other Assets	16.0	16.3	24.1	+7.8	[Retained Earnings]	[19.4]	[19.6]	[21.4]	[+1.7]
Total Non-current Assets	100.8	99.8	118.0	+18.1					
Total Assets	224.2	211.5	223.9	+12.3	Total Liabilities and Net Assets	224.2	211.5	223.9	+12.3

Equity Ratio / Interest-bearing Liabilities: D/E Ratio Remained Below 1.0

- Interest-bearing liabilities continued to decline, and the D/E ratio remained below 1.0.



Loans Payable and Bonds	71.0	76.8	66.0	62.4
Lease Obligations	6.9	7.5	7.0	7.3
Total Interest-bearing Liabilities	77.9	84.4	73.0	69.8
D/E Ratio	1.04	1.12	0.97	0.84

* D/E Ratio = Interest-bearing liabilities (incl. Lease obligations) / Net assets

Cash Flows:

Full-year Cash Flows from Operating Activities Expected to Turn Positive

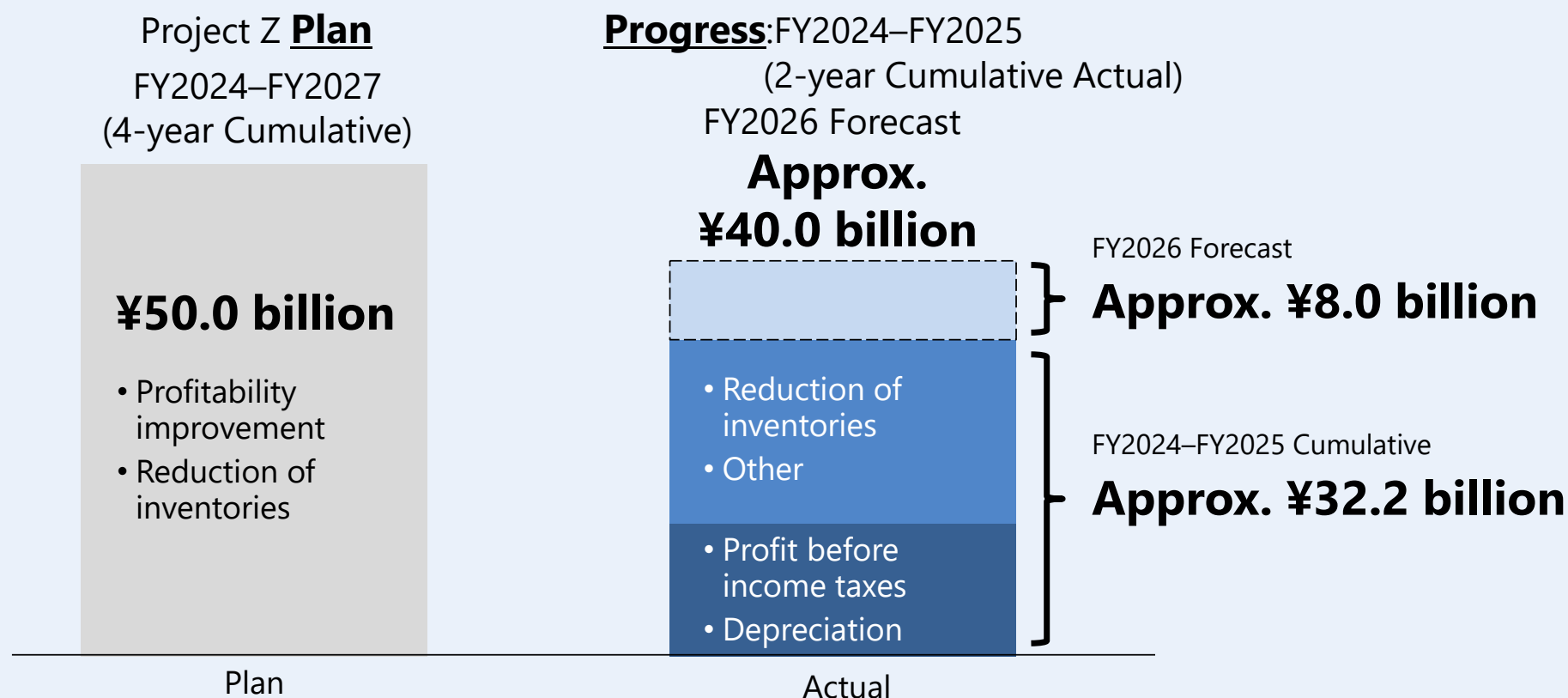


(JPY bn) (January 1, 2026 to June 30, 2026)	FY2023/12 1H Actual	FY2024/12 1H Actual	FY2025/12 1H Actual	FY2026/12 1H Actual	YoY Change
Cash Flows from Operating Activities	(7.5)	(1.1)	4.5	(2.6)	(7.1)
Profit Before Income Taxes	2.9	0.2	4.7	4.8	+0.1
Depreciation	2.8	2.7	2.5	2.6	+0.1
Impairment Losses	0.0	2.2	0.0	0.2	+0.1
Decrease (Increase) in Trade Receivables	(10.2)	(10.3)	(16.3)	(8.9)	+7.3
Decrease (Increase) in Inventories	(2.5)	4.0	11.1	0.3	(10.8)
Increase (Decrease) in Trade Payables	(3.2)	(14.2)	0.8	0.9	+0.0
Increase (Decrease) in Accounts Payable-Other	(0.1)	11.4	2.2	1.0	(1.1)
Other, Net	2.8	2.8	(0.8)	(3.7)	(2.9)
Cash Flows from Investing Activities	(3.0)	(3.1)	(0.7)	(8.8)	(8.1)
Purchase of Property, Plant and Equipment and Intangible Assets	(3.0)	(3.1)	(2.4)	(8.8)	(6.4)
Proceeds from Sale of Property, Plant and Equipment and Intangible Assets	0.1	0.3	1.7	0.2	(1.5)
Free Cash Flow	(10.6)	(4.2)	3.7	(11.5)	(15.3)
Cash Flows from Financing Activities	8.0	4.9	(3.0)	5.3	8.4
Net Increase (Decrease) in Cash and Cash Equivalents	(2.1)	0.7	1.0	(5.9)	(6.9)

Progress of Cash Flows from Operating Activities

- Cash flows from operating activities improved significantly in FY2024 and FY2025, with approximately an additional ¥8.0 billion expected to be generated in FY2026.
- Against the four-year cumulative target of ¥50.0 billion, approximately ¥40.0 billion in cash flows from operating activities is expected to be generated over the three years through FY2026.

Cash flows from operating activities



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Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2026: No Revisions, with Profit Expected to Increase Year on Year



- We are currently assessing the impact of the Kumamoto Earthquake on the ISEKI Group, including its suppliers.
- Exchange rate assumptions were revised in light of recent fluctuations, but the impact is limited.

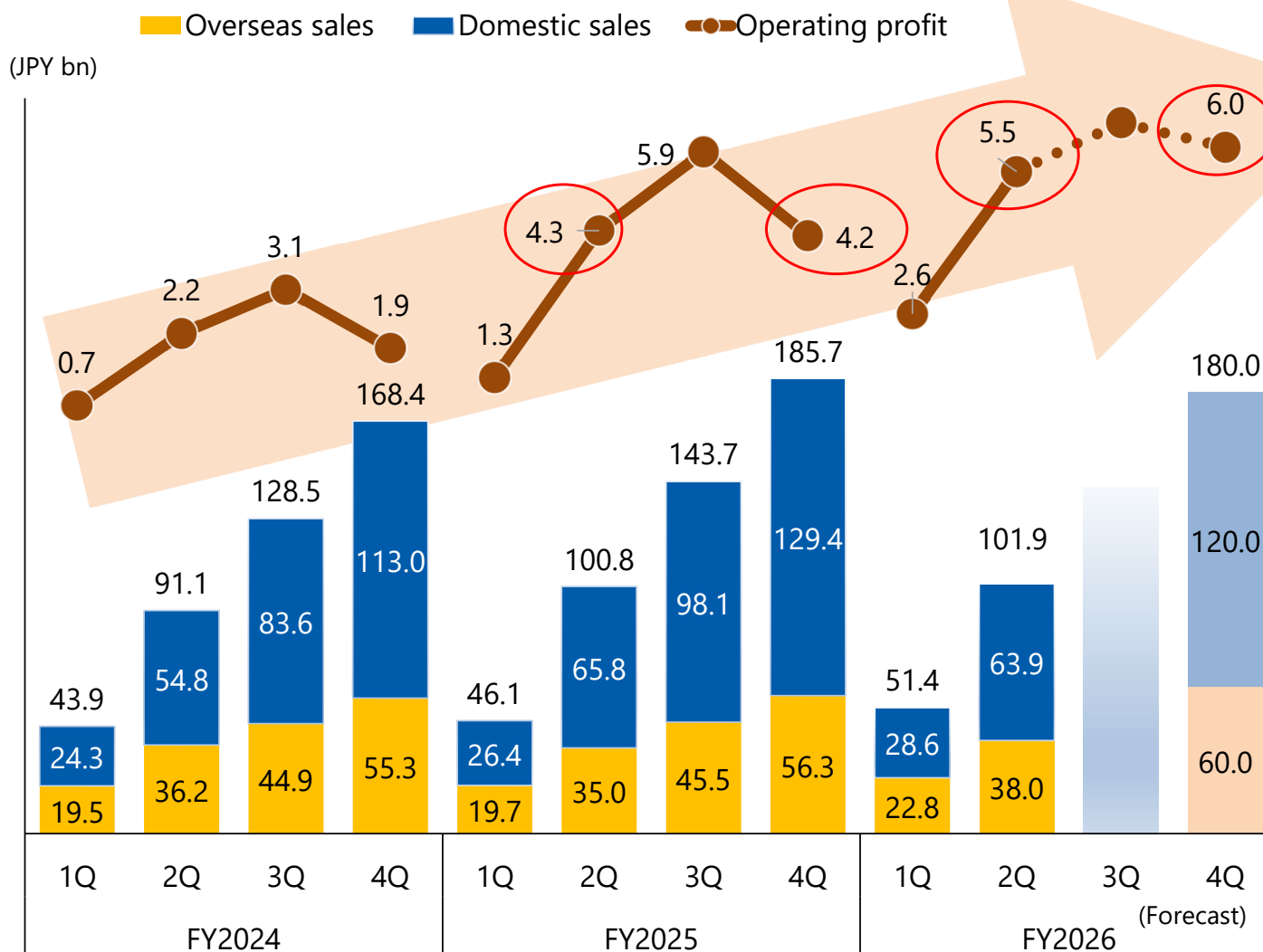
(JPY bn, %)		FY2023/12 Actual	FY2024/12 Actual	FY2025/12 Actual	FY2026/12 Forecast	YoY Change
Net Sales		169.9	168.4	185.7	180.0	(5.7)
	(Domestic)	113.0	113.0	129.4	120.0	(9.4)
	(Overseas)	56.8	55.3	56.3	60.0	+3.6
Operating Profit		2.2	1.9	4.2	6.0	+1.7
	Operating Margin	1.3%	1.1%	2.3%	3.3%	+1.0%
Ordinary Profit		2.0	1.5	4.1	4.9	+0.7
Profit (Loss) Attributable to Owners of Parent		0.0	(3.0)	2.7	3.0	+0.2
Average Exchange Rate (JPY)	US\$	139.7	151.7	149.9	153.4	+3.5
	Euro	156.6	164.8	169.1	180.2	+11.1
ROE (%)		0.0%	-4.4%	3.9% (2.4%) ^{*1}	4.0%	+0.1%
Year-end Dividend Per Share (JPY)		30	30	40	45	+5

*1 The figure in parentheses excludes a gain on sale of non-current assets of ¥1.0 billion.

*2 Full-year average exchange rates used in the current forecast (Assumed exchange rates for 2H: JPY 150.0/US\$ and JPY 175.0/Euro)

Trends in Consolidated Financial Results:

Strong Performance Continued in 2Q, with Full-year Profit Expected to Increase Year on Year



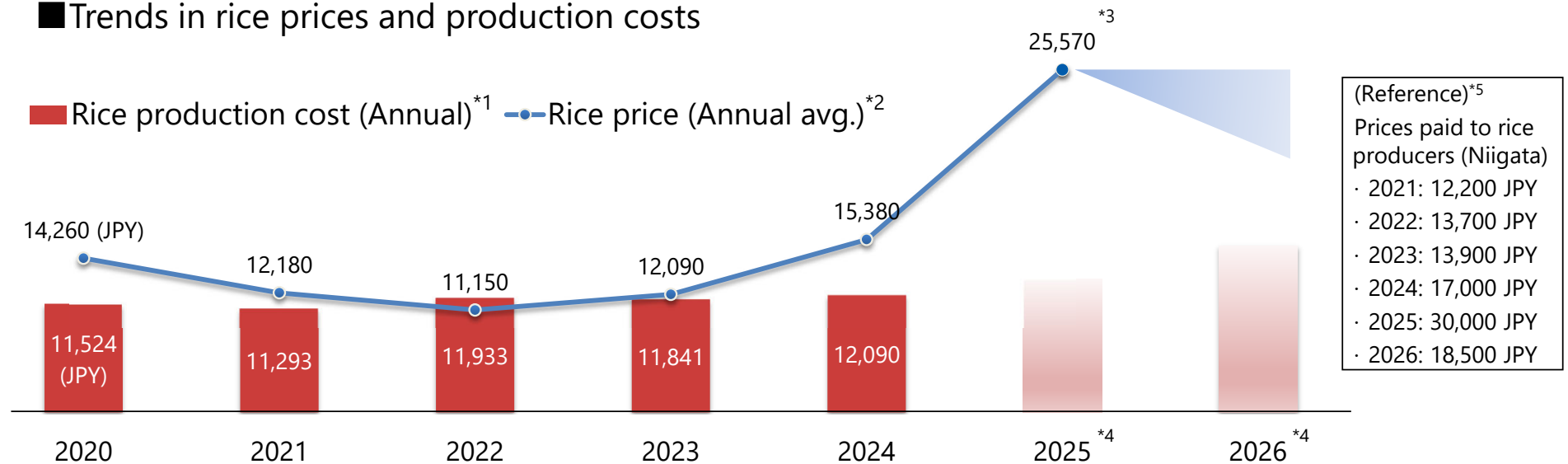
- Performance remained strong in 2Q, as it did in 1Q.
- Operating profit was negative in 2H of the previous fiscal year but is expected to be positive in 2H of the current fiscal year, driven by the positive effects of Project Z and other factors.

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Domestic Market Trends: Rice Price Trends

- Rice prices have peaked but remain above levels seen before 2024.
- Despite the impact of rising prices of fertilizers, pesticides, and other items, demand for agricultural machinery generally remains firm.

■ Trends in rice prices and production costs



^{*1} Statistical Survey on Farm Management and Economy (Ministry of Agriculture, Forestry and Fisheries)
Rice production costs (nationwide, per 60 kg); Surveyed entities: incorporated agricultural management entities

^{*2} Statistical Survey on Agriculture Commodity Price Index (Ministry of Agriculture, Forestry and Fisheries)
Nationwide average sales price (Sales price of agricultural products produced by farmers (incl. consumption tax, Grade 1 non-glutinous brown rice per 60 kg))

^{*3} Approximate figure as of June 2026

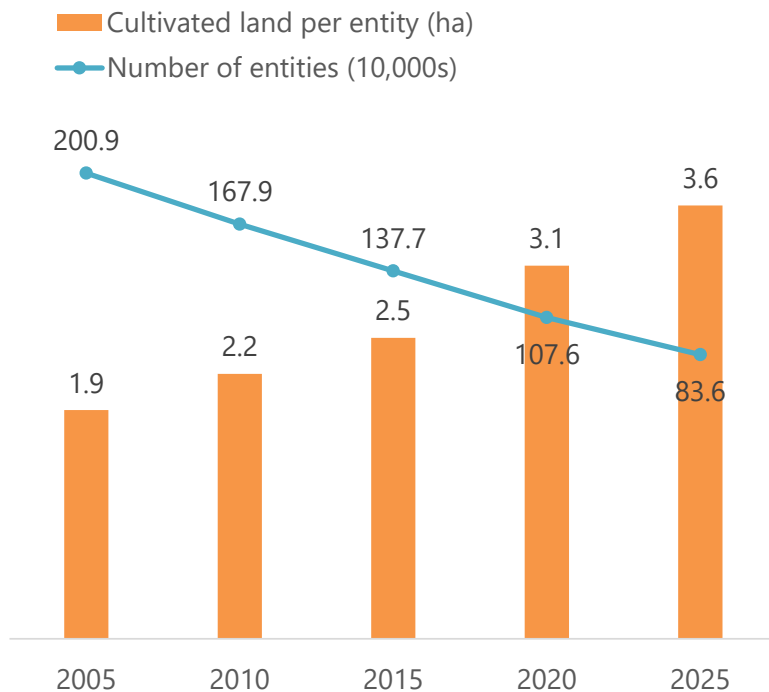
^{*4} Production costs for 2025 and 2026 are ISEKI's estimates.

^{*5} Koshihikari rice (Niigata, per 60 kg of brown rice); Based on media reports; Initial prices paid to producers

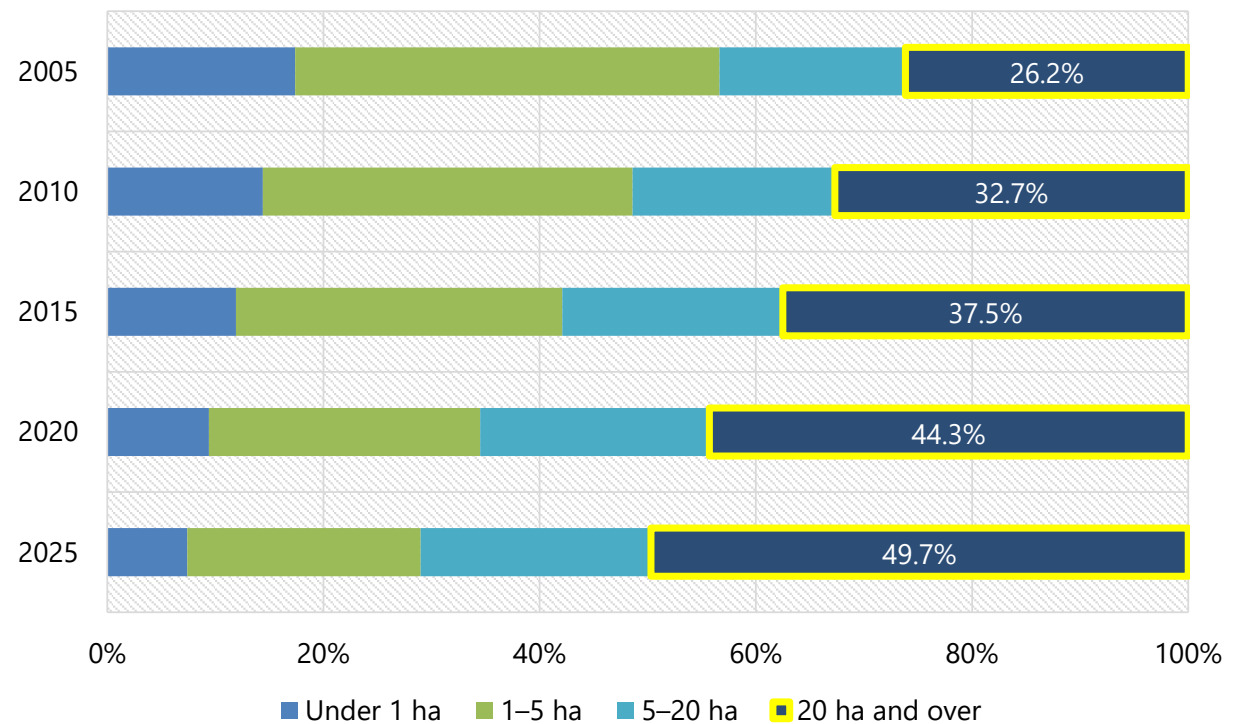
Domestic Market Trends (Larger-scale Farming)

- Agriculture continues to shift from family-run farms toward larger-scale farming by corporate and other management entities.

Number of agriculture management entities and cultivated land under management per management entity



Share of cultivated land under management by farm size



Source: "Census of Agriculture and Forestry," Ministry of Agriculture, Forestry and Fisheries

Market Trends and Status of ISEKI (2026: Japan, Europe)



Japan

1. Market trends

- Although rice prices are showing signs of stabilizing, **demand for agricultural machinery remains firm.**
- Agriculture continues to shift from family-run farms toward larger-scale farming by corporate and other management entities.

2. Status of ISEKI (Jan.–Jun.), future expansion etc.

- Orders remained strong. Contracts grew faster than sales, resulting in **a larger order backlog than at the end of FY2025.**
- We strengthened sales to large-scale customers, with the ratio of large-sized machinery sales exceeding 40%. New products in the “JAPAN Series” (tractors, rice transplanters, and combine harvesters) will be launched in the second half, and **we expect to achieve the 2030 target of 50% ahead of schedule.**
- **We implemented price revisions in August, averaging approximately 4.6% across the applicable models.**

Europe

1. Market trends

- Despite the impact of geopolitical risks and climate change, the **European professional market remains firm.**
- In addition to growing demand for labor-saving solutions, demand for electrification driven by carbon neutrality initiatives is expected to expand over the medium to long term.

2. Status of ISEKI (Jan.–Jun.), future expansion etc.

- **Sales remained firm, particularly in France.**
- **In Germany, sales of both ISEKI’s products and high-margin parts remained strong.**
- With Europe positioned as a key focus of our growth strategy, we will further strengthen our presence in existing markets and develop new markets.

Market Trends and Status of ISEKI (North America, Asia)

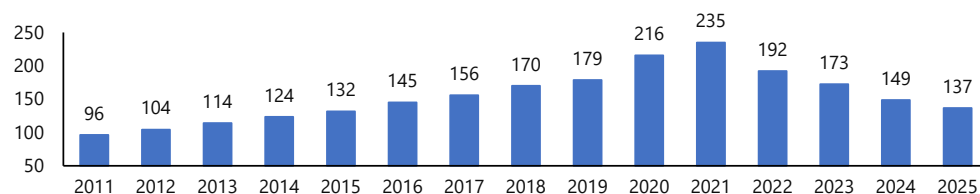


North America

1. Market trends (compact tractors)

- The market has remained in an adjustment phase since peaking around 2021, but signs of bottoming out have begun to emerge.
- We will closely monitor developments in tariffs and retail financing programs.

<Market trends> • Jan.–Jun. 2026: -16% YoY (1,000 units) (Source: AEM statistics)



2. Status of ISEKI (Jan.–Jun.), future expansion etc.

- Unit sales (Jan.–Jun. 2026): -4% YoY * Local retail unit sales
- **Sales of new models launched as strategic products for the region increased.**
- **Orders from OEM partners are showing signs of recovery.**

Asia

1. Market trends

<Korea>

- The agricultural population continues to decline and age, while programs encouraging farmers to shift to other crops remain in place.
- **The shift toward larger-scale and smart farming continues.**

<Thailand>

- Demand for agricultural machinery remains weak. Annual tractor demand is expected to fall below 30,000 units in FY2026.

<Indonesia>

- Although budgets for government tenders remain in place, the market is expected to soften in FY2026 due to increased expenditures under the Prabowo administration, including spending on the free meals program.

2. Status of ISEKI (Jan.–Jun.), future expansion etc.

<Korea>

- **Tractor sales increased significantly.** supported by successful sales promotion measures.

<Thailand>

- We are concentrating sales resources in priority regions.

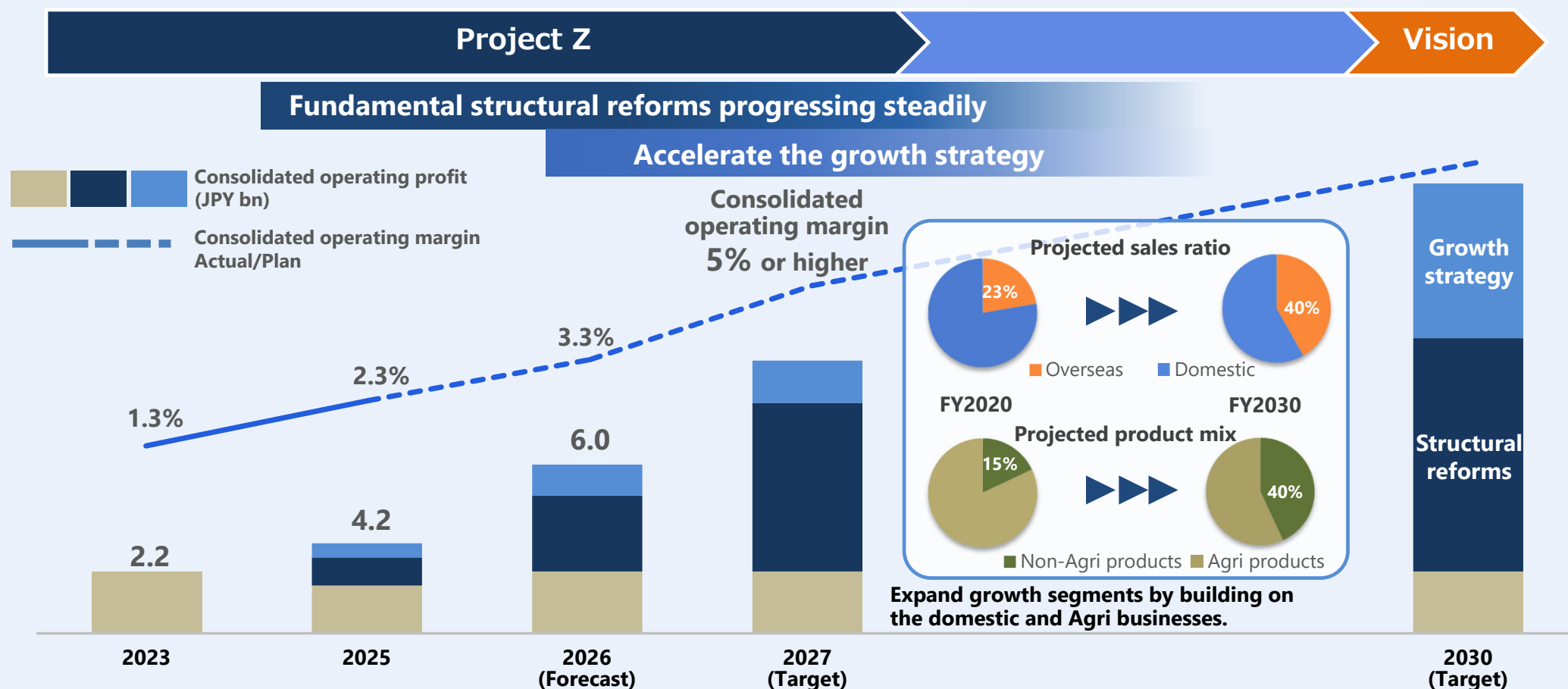
<Indonesia>

- In addition to continuing to strengthen our efforts to win government tenders, we will expand sales channels outside the tender market.

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Project Z Overview: ISEKI's Growth Story

- We have been implementing structural reforms and a growth strategy since 2024. From 2026, we will place greater emphasis on the growth strategy.
- We will concentrate management resources on growth segments, implementing region-specific strategies overseas and focusing on growth areas in Japan.



Project Z: Overall Progress



- Effects for 2026 are emerging as planned, with progress being made toward the 2027 target.
 - Fundamental structural reforms have generally progressed as planned, with the effects of measures emerging progressively.
 - Under the growth strategy, results have steadily expanded in the European business and in the domestic large-sized and advanced machinery fields.

* Positive effects of Project Z on 1H operating profit (YoY)

Project Z	¥1.6 bn
Structural reforms	¥0.6 bn
Growth strategy	¥1.0 bn

	Core themes		Achievements through FY2026 2Q and progress toward FY2027
Fundamental structural reforms	Optimize production	■ Reorganization of production sites	• The transfer of combine harvester and hydraulic equipment production was implemented as planned, with mass production being launched progressively. • Capital investment and organizational development are continuing to consolidate the models produced.
	Optimize development	■ Product margin improvement ■ Development efficiency improvement	• Although there have been some delays in product margin improvements, we will expand the scope and methods and continue our efforts to achieve the level envisaged in the initial plan. • The reduction of models and types is progressing as planned.
	Deepen domestic sales	■ Building a base for strategic growth	• Sales and logistics reforms are being promoted to generate synergies from the integration of ISEKI Japan. • The reduction in inventories has progressed beyond the plan.
	Transformation to a robust corporate structure	■ Optimization of employee composition and investing in human capital ■ Cost reduction	• An appropriate workforce level has been maintained while investment in human capital has been expanded. • Expenses have been maintained at the planned level.
Growth strategy	Concentrate management resources on growth segments	Overseas ■ Development of region-specific strategies	• Sales in the European business continued to expand, and initiatives to generate synergies through collaboration among the three subsidiaries have commenced. • New markets are being developed in ASEAN.
		Domestic ■ Focus on growth areas	• Sales targets were achieved in the large-sized and advanced machinery fields, while sales expansion of mowing products is being promoted. • New large-sized tractors, combine harvesters, and rice transplanters will be launched.

Growth Strategy

- Overseas ► Development of region-specific strategies: Accelerate the expansion of high-margin European business.
- Domestic ► Focus on growth areas: Organizational and structural reorganization has been completed, and initiatives have moved into the execution phase.

Overseas

► Moving to the second stage of the European growth strategy

- Overseas sales: ¥80.0 billion by 2030
Increase the overseas sales ratio to 40% or higher



Expand the high-margin European business

Positive effects on
operating profit

* Compared with 2023

◆2027

Approx. ¥1.0 bn

◆2030 (Target)

Approx. ¥3.0 bn

Domestic

► Expand sales in growth segments

- Focus on the growth areas of “large-sized,” “advanced,” “field crops,” and “environmentally friendly” to secure stable earnings



Expand sales of large-sized models and mowing-related products

Positive effects on
operating profit

* Compared with 2023

◆2027

Approx. ¥0.5 bn

◆2030 (Target)

Approx. ¥0.7–1.0 bn

Growth Strategy: European Business

- Europe, North America, and Asia are positioned as the three priority regions.
- Among these regions, Europe is positioned as the most important market.

Overseas sales target (2030)

¥80.0 billion

Increase the overseas sales ratio to 40% or higher

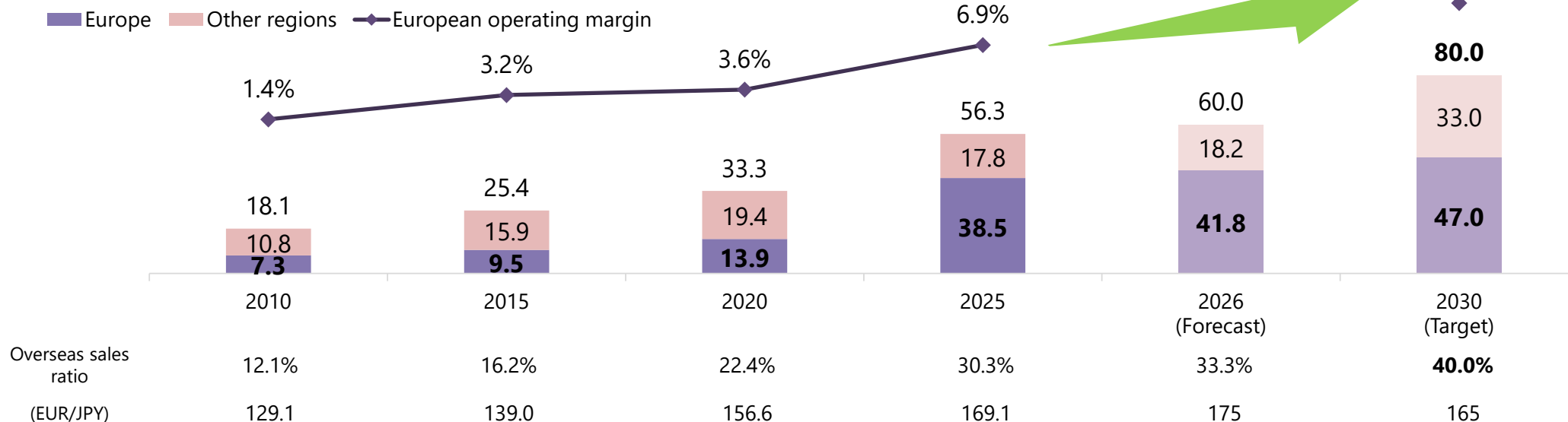
European sales target (2030)

¥47.0 billion or higher

Drive the growth of the overseas business

Overseas sales trends (JPY bn)

* Figures for 2010 and 2015 are for the fiscal years ended March 31.
* The European operating margin is an estimate excluding corporate expenses.



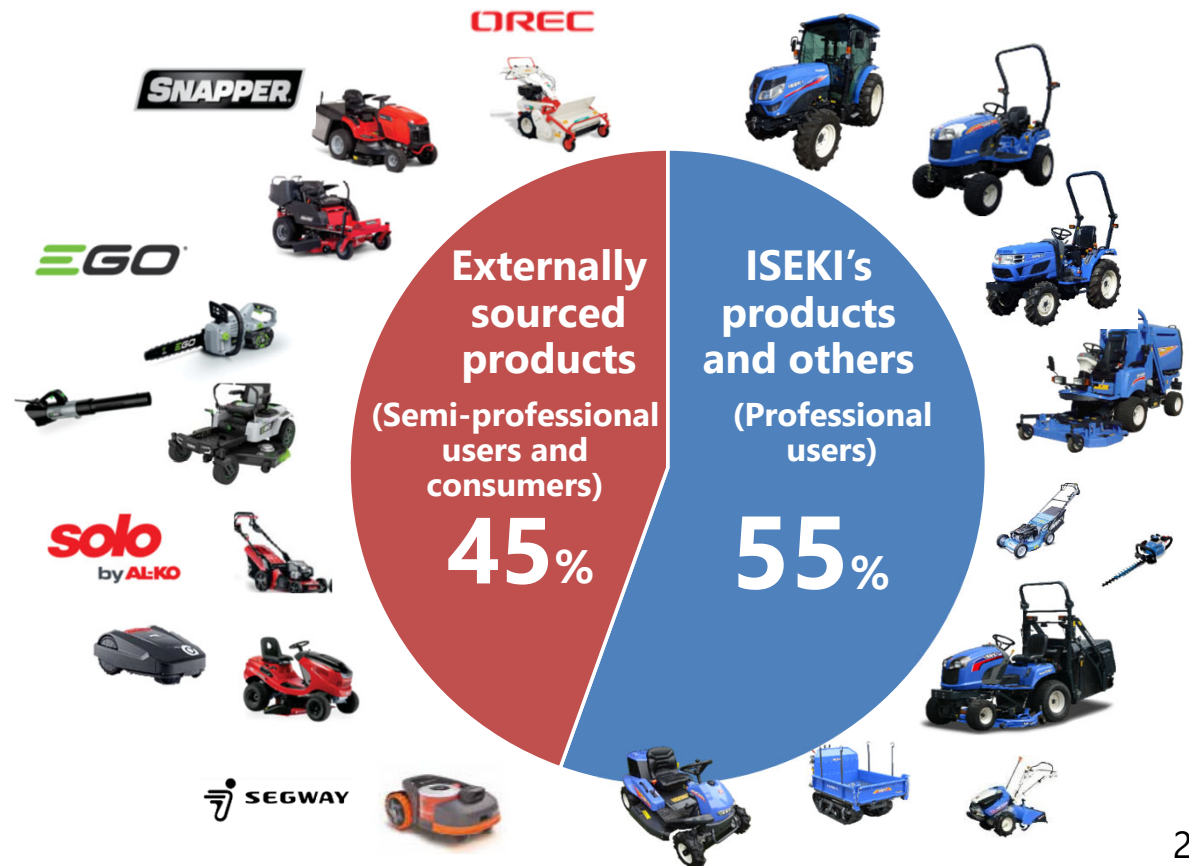
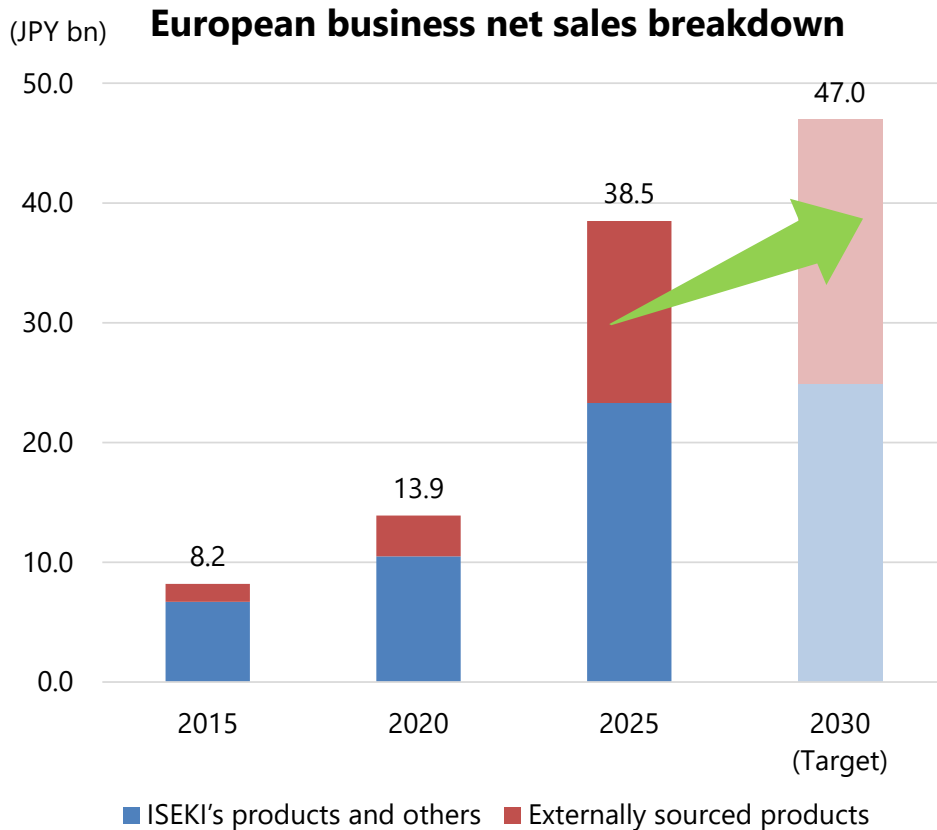
Growth Strategy: European Business

Strengthening the Product Lineup

- Enhance the product portfolio by expanding the lineup of externally sourced products in addition to ISEKI's products.
- Build on the trust earned from professional users to expand into the consumer business and broaden the customer base.

Reference:

Breakdown of ISEKI France net sales (FY2025 Actual)



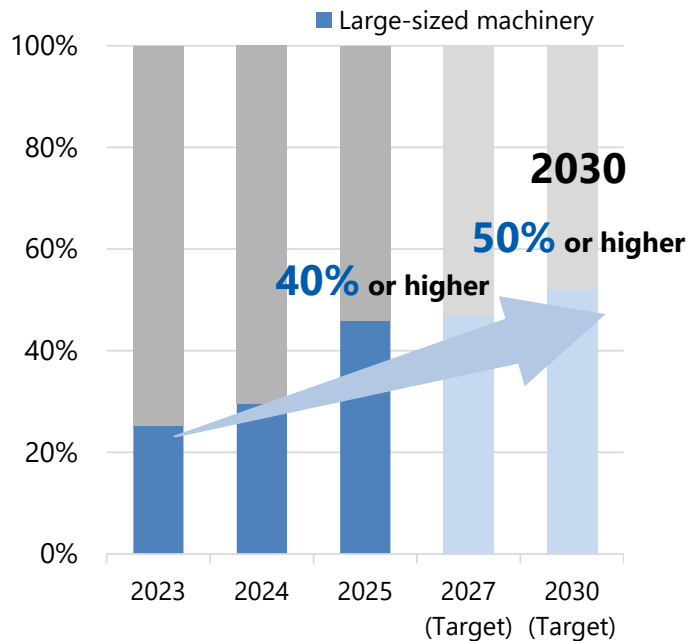
Growth Strategy: Domestic Large-sized Machinery

Expand Sales of Large-sized Machinery

- Increase the ratio of large-sized machinery sales to domestic sales to 50% or higher by 2030.
- Generate revenue throughout the product lifecycle, including maintenance revenues after sale.

Ratio of **large-sized machinery** to net sales of agricultural machinery

(Domestic: tractors, rice transplanters, combine harvesters)



Full model renewal of the “JAPAN Series” **large-sized flagship models**

1

BJ Series Tractor



➤ 65–105 hp

2

PJ Series Rice Transplanter



➤ 8-row model

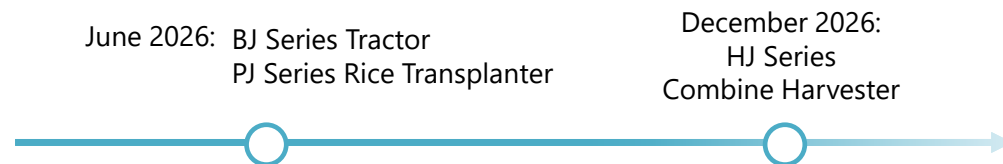
3

HJ Series Combine Harvester



➤ 6- and 7-row models

Model renewal schedule



Growth Strategy: Domestic Non-Agri Business

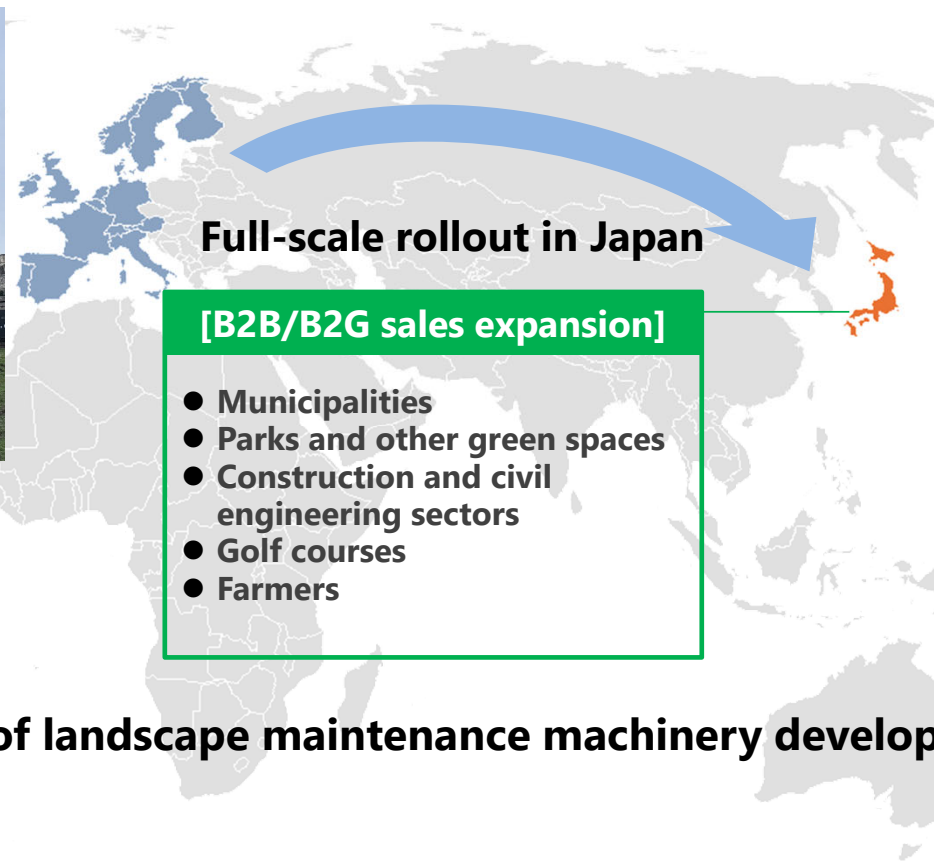
Expand Sales of Mowing-related Products



- Aim to expand sales channels in Japan's Non-Agri market.
- Increase domestic mowing-related net sales to ¥10.0 billion by 2030 (2.5 times compared to 2024)



Grounds maintenance work
at Windsor Castle (UK)



Mowing work at Matsuyama Castle
and Shiroyama Park

⇒ Full-scale rollout in Japan of landscape maintenance machinery developed for the European market

Project Z:

Progress of Growth Strategy



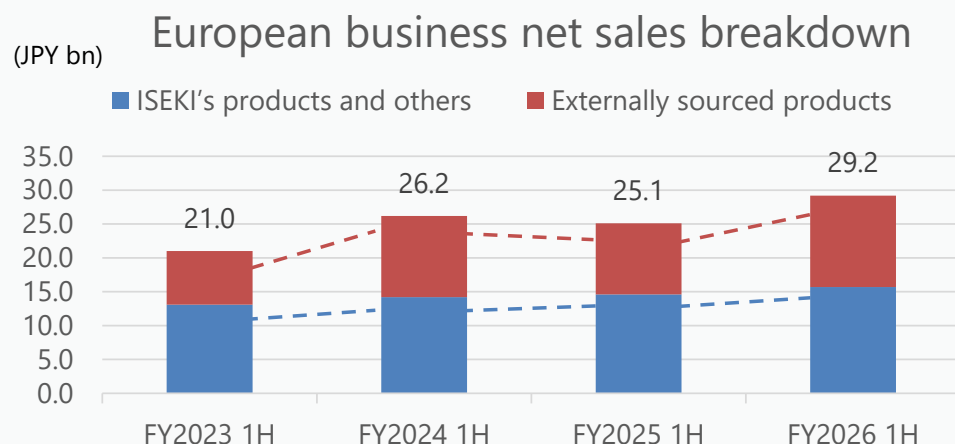
- The growth strategy is progressing steadily.
- The high-margin European business and domestic large-sized machinery are achieving steady growth.

European business

In the high-margin European business, net sales reached a record high.

In addition to steady sales of ISEKI's products, the benefits of expanding the lineup of externally sourced products materialized.

We will further strengthen collaboration among the three European subsidiaries to generate synergies and achieve further sales growth.

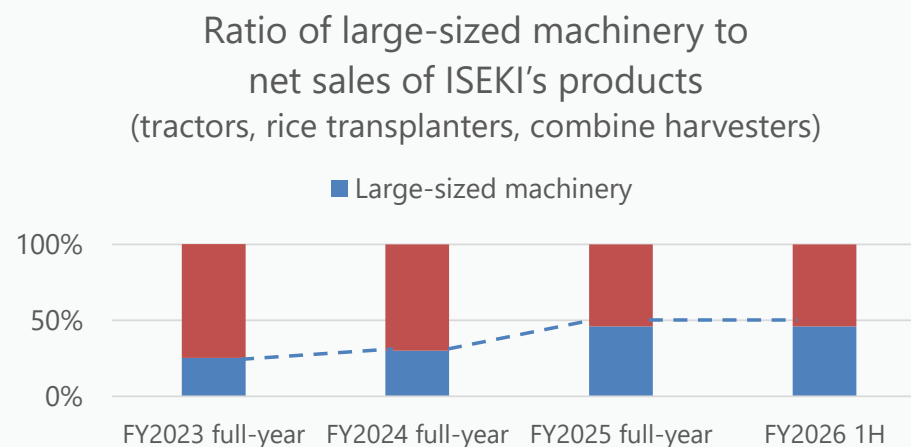


Large-sized machinery

Despite a temporary decline in production capacity associated with the reorganization of production sites, the large-sized machinery sales ratio remained at a high level of over 40%.

In the second half, new large-sized flagship models in the "JAPAN Series," including tractors, rice transplanters, and combine harvesters, will be launched.

As large-sized machinery generates significant demand for maintenance and inspections after sale, we will seek further sales expansion with a view to increasing future maintenance revenues.



TOPICS: Issuance of “ISEKI Report 2026”

■ Issuance of an integrated report “ISEKI Report 2026”



Contents

- ISEKI Group's value creation
- Management strategies to improve corporate value
- Progress of Project Z and growth strategy
- Management foundation supporting sustainable growth, etc.

■ Featuring the progress of “Project Z” and the implementation of the growth strategy

■ Top management interview: Launch of a new management structure

Initiatives aimed at realizing the long-term vision are presented through an interview with the newly appointed Chairman and President.

- Website for the ISEKI Report: <https://www.iseki.co.jp/global/english/ir/iseki-report/>
- ESG data (Japanese): <https://www.iseki.co.jp/sustainability/esg-data/>

*The English version of the ISEKI Report 2026 will be published on the website by the end of September.

TOPICS: Strengthening IR Activities: Expanding Dialogue Opportunities



■ Exhibited at the Nikkei/TSE IR Fair

- Date and time: Friday, August 28 and Saturday, August 29, 10:00 a.m.–5:00 p.m.
- Venue: Tokyo Big Sight, South Exhibition Halls 3 and 4
 - ▶ Company briefing: Friday, August 28, 2:45–3:10 p.m.
Hall B (+Online streaming)
Shiro Tomiyasu,
Representative Director, Chairman
 - ▶ Booth exhibition: Held mini briefings
*Booth No. 52



Our booth at the Nikkei/TSE IR Fair 2025

Materials from previous briefings are also available.

■ Business briefing (held on April 20)

Provides a detailed overview of our growth strategies, including our European business and large-sized machinery strategy.

- Business briefing materials and video: our website
<https://www.iseki.co.jp/global/english/ir/management/zplan/>
- Transcripts: logmi Finance
<https://finance.logmi.jp/en/articles/384769>

■ Seminar for individual investors(held on June 13)

Organized by logmi Finance

- Video: logmi Finance
<https://www.youtube.com/live/tb75-mzNCsU?si=87BQiamRVejUs70r&t=11752>
- Transcripts: logmi Finance
<https://finance.logmi.jp/articles/385129>

1. Outline of Financial Results for the Second Quarter Fiscal Year Ending December 31, 2026
2. Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2026
3. Domestic and Overseas Markets
4. Progress of Project Z and Topics
- 5. Appendix**

Company Outline



• Company name	ISEKI & CO., LTD.
• Founded	August 1926
• Location of head office	700 Umaki-cho, Matsuyama-shi, Ehime
• Capital	23,344 million yen
• Net sales	185,770 million yen (FY2025)
• Number of employees	5,199 (consolidated)
• Principal business	Manufacture and sale of agricultural machinery and garden tractors, agricultural facilities, and sale of agriculture-related products
• Group	14 consolidated subsidiaries(As of the end of December 2025)
• Factories	5 sites in Japan, 1 sites overseas (Indonesia)
• Sales network	Domestic: Sales are conducted through ISEKI Japan, other affiliated sales companies, JA Group, and sales distributors. Overseas: Sales through ISEKI France, ISEKI Germany, ISEKI UK & Ireland (Europe), OEM supply to AGCO (North America), Dongfeng ISEKI Agricultural Machinery Co., Ltd. (China), IST Farm Machinery (Thailand), and other local distributors
• Exchange listing	Prime Market on the Tokyo Stock Exchange
• Securities code	6310
• Total number of shares issued	22,984,993 shares (As of the end of December 2025. Excluding 111,478 shares of treasury stock)
• Number of shares per unit	100 shares

Trends in Consolidated Financial Results

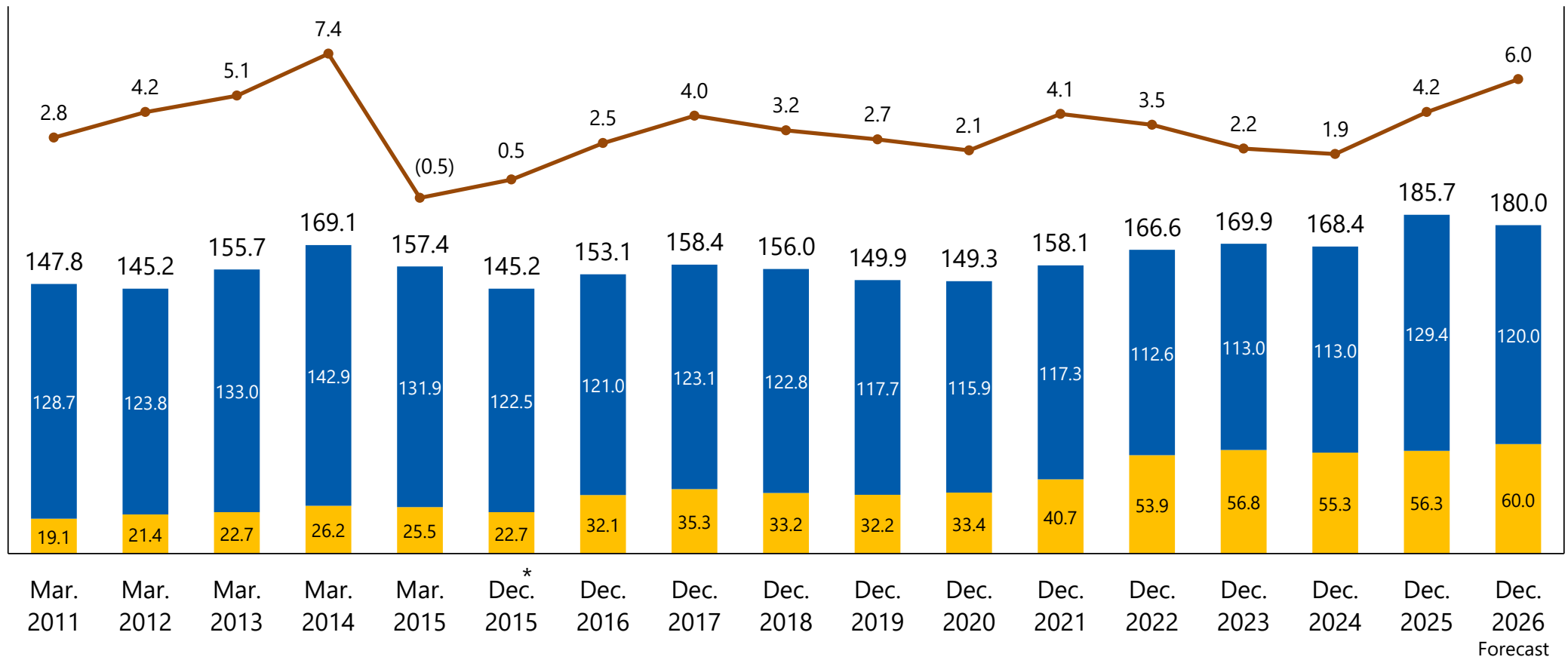
(Net sales: JPY bn)

Overseas sales

Domestic sales

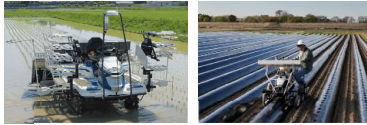
Operating profit

(Operating profit: JPY bn)



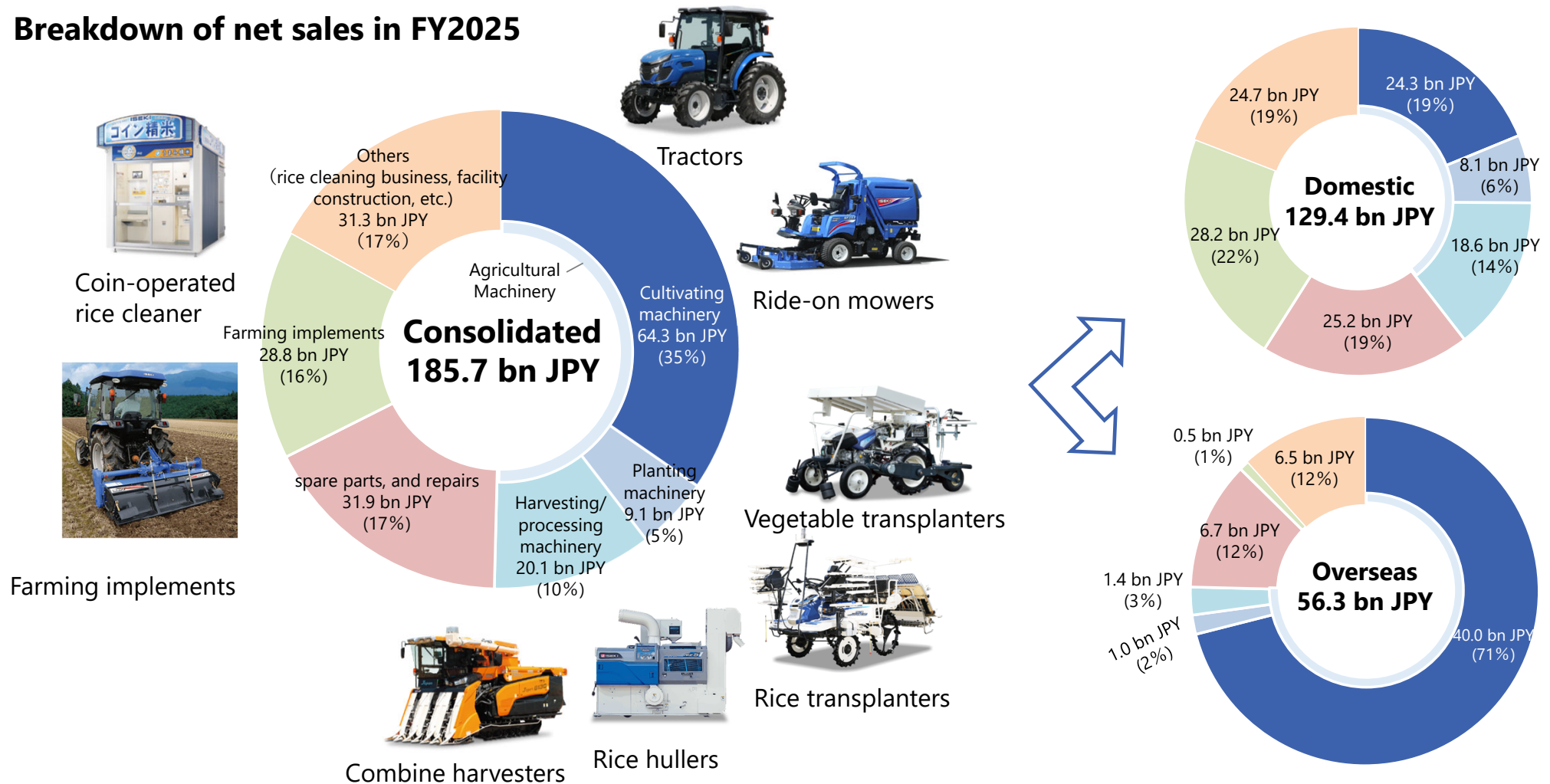
* FY2015 is a nine-month period due to the change of the fiscal year end.

Outline of Products and Services

Category	Principle products and services	Principle sales regions			
		Japan	Asia	Europe	North America
Products	Products developed and produced mainly by the ISEKI Group				
Cultivating machinery	Tractors, ride-on mowers, tillers, multipurpose vehicles, high-clearance multipurpose vehicles, etc. 	○	○	○	○
Planting machinery	Rice transplanters, vegetable transplanters, etc. 	○	○	—	—
Harvesting and processing machinery	Combine harvesters, binders, vegetable harvesting machinery, rice hullers, rice graders, measuring and sorting machinery, etc. 	○	○	—	—
Farming implements	Products of domestic and overseas farming implement makers, etc. (Partially developed and produced by the Iseki Group) 	○	Some	Some	—
Revenue from spare parts, and repairs	Spare parts, repair and maintenance, etc. 	○	Some	Some	Mainly parts
Others	Facility construction (agricultural facilities, etc.), agricultural materials (fertilizers, etc.), coin-operated rice cleaning business, rice cooking business, other purchased products (small-sized mowers, etc.), etc. 	○	Some	○	—

Breakdown of Net Sales by Product

Breakdown of net sales in FY2025



Breakdown of Net Sales by Overseas Region

Breakdown of net sales in FY2025



ASEAN Tractors

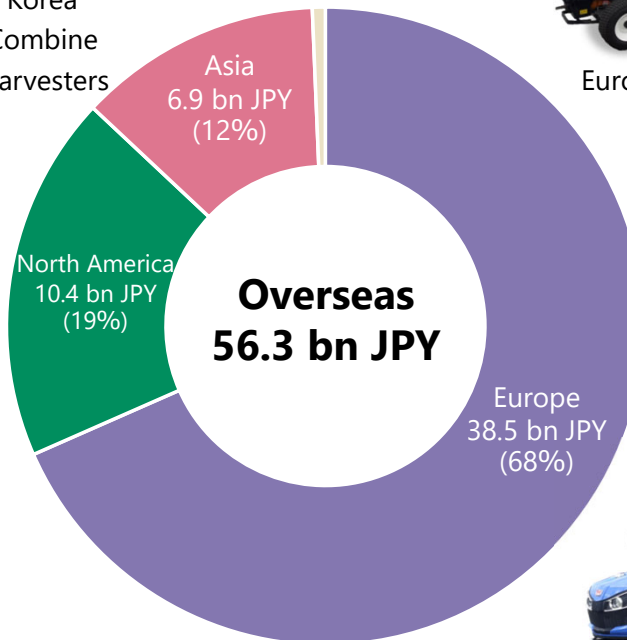


North America Tractors
(OEM supply to AGCO)



Korea
Combine
harvesters

Other
0.3 bn JPY
(1%)



Europe Ride-on mowers



Europe Ride-on mowers



Europe Tractors (landscape improvement)



Principal Domestic Business and Manufacture Locations



(As of February 2026)



ISEKI-Niigata MFG. Co., Ltd.

Capital 90 million JPY

Development & Production Division
(Engineering Department)



Head Office, ISEKI & CO., LTD.

ISEKI M&D (Matsuyama) Co., Ltd.

Capital 90 million JPY

■ ISEKI Technical Training Center

ISEKI-Shigenobu MFG. Co., Ltd.

ISEKI-Minamiyoshida MFG. Co., Ltd. (non-consolidated)

Tokyo Headquarters

Tsukubamirai Office

■ Dream Agricultural Research Institute

■ ISEKI Global Training Center



Overseas Manufacturing and Sales Sites

(As of February 2026)



Overseas : Main associated companies/strategic partners

[Associated companies]

France	ISEKI France S.A.S (ISEKI France)
Germany	ISEKI Europe GmbH (ISEKI Europe) (※1) ISEKI-Maschinen GmbH (ISEKI Germany)
U.K.	ISEKI UK & Ireland Limited (ISEKI UK & Ireland)
Thailand	IST Farm Machinery Co.,Ltd. (IST)
Indonesia	PT.ISEKI INDONESIA (ISEKI INDONESIA) ◆
China	Dongfeng Iseki Agricultural Machinery Co., Ltd.◆ (※1)

[Strategic partners]

U.S.	AGCO Corporation (※2)
India	Tractors and Farm Equipment Ltd. (business alliance)

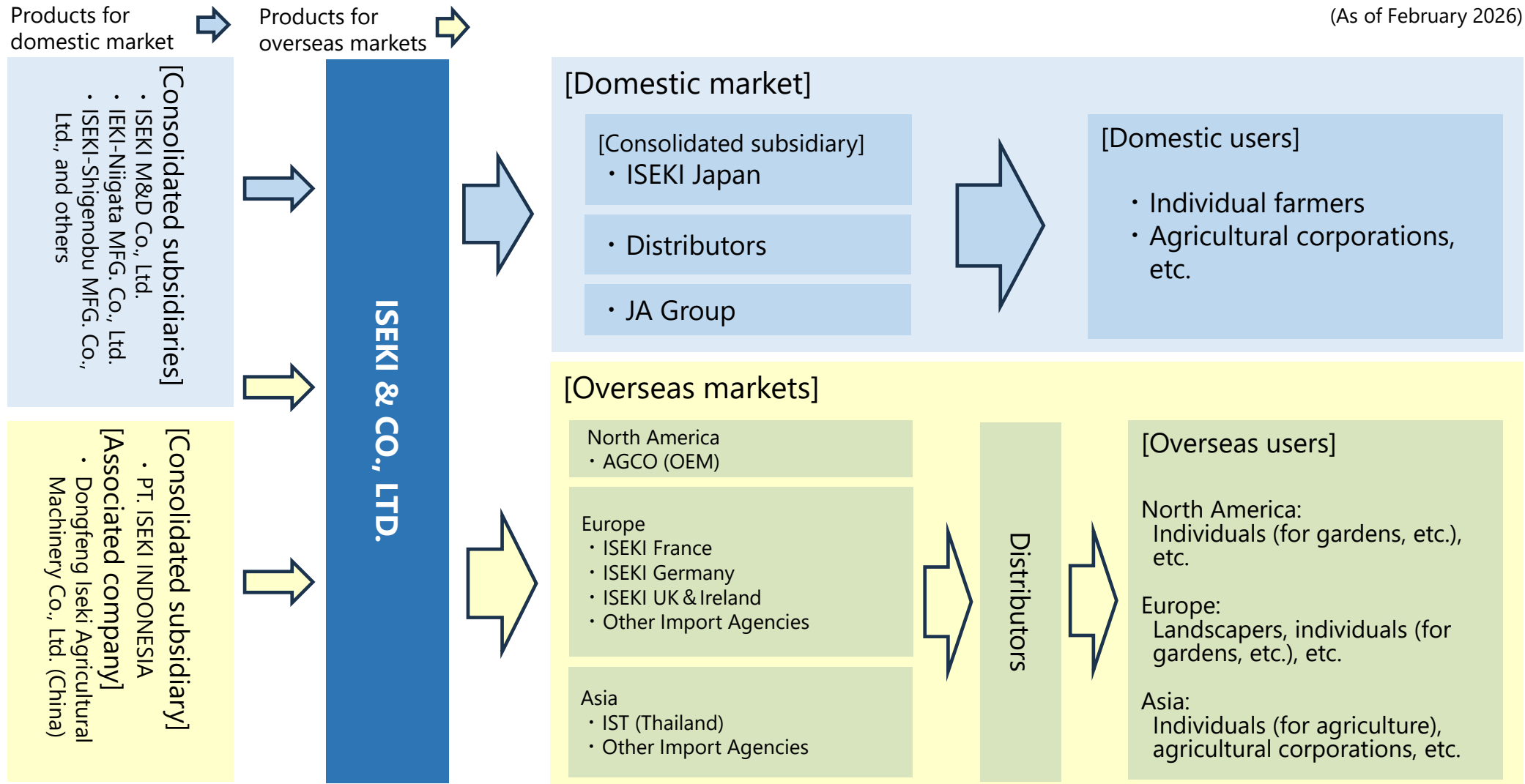
◆ Production sites

※1 : Non-consolidated subsidiaries

※2 : OEM customer

Main Sales Channels for ISEKI's Products

(As of February 2026)



Global Expansion: Europe

(As of February 2026)

Contribute to creation of clean towns that are pleasant to live in

- ✓ Since the 1960s, when ISEKI started its business, ISEKI has been contributing to the creation of pleasant and clean communities by expanding its sales area to all European regions and establishing the ISEKI brand.
- ✓ The Company provides ride-on mowers used to cut grass in parks and small-sized, highly performance tractors to clean roads and remove snow, primarily to landscape maintenance workers mainly contracted by municipalities.
- ✓ Aim to further expand the European business by making PTC Limited (UK) a consolidated subsidiary (in early 2025) to have management resources shared among European subsidiaries and leveraging synergies.

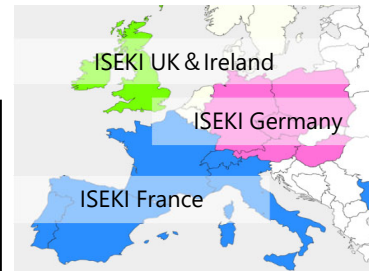
■ Products handled

Category	Details	Main users
Products (non-agriculture) (mainly cultivating machinery)	(mainly for landscaping) Compact tractors, ride-on mowers, tillers, etc.	Landscapers, small-scale farmers, hobby farmers
Other products*	Farming implements, parts, etc.	

*Purchase and sale of electric and gasoline-powered mowing products and other products that have high synergy effects with ISEKI's products.

■ Main sales channels

France: ISEKI France (consolidated subsidiary)
Germany: ISEKI Germany (consolidated subsidiary)
UK: ISEKI UK & Ireland (consolidated subsidiary)
Belgium and Netherlands: Van der Haeghe, etc.



Global Expansion: North America

(As of February 2026)

Contribute to a fulfilling private life

- ✓ AGCO, a major global agricultural machinery manufacturer, is ISEKI's business partner. ISEKI supplies AGCO's Massey Ferguson brand products on an OEM basis.
- ✓ The products are highly rated by local users, mainly non-professional users, who utilize them for a wide variety of tasks, including light civil engineering work, garden maintenance, and snow removal in cold regions.
- ✓ Demand for compact tractors has grown rapidly over the past decade, especially during the COVID-19 pandemic, when strong demand was seen due to suburban migration and other lifestyle changes. Although the market entered an adjustment phase in 2022, it remains large.



-History of product supply-

- 1977 Began tractor exports (FMC: OEM)
- 1991 Began OEM supply to MF (Massey Ferguson)
- 1994 Began OEM supply to AGCO

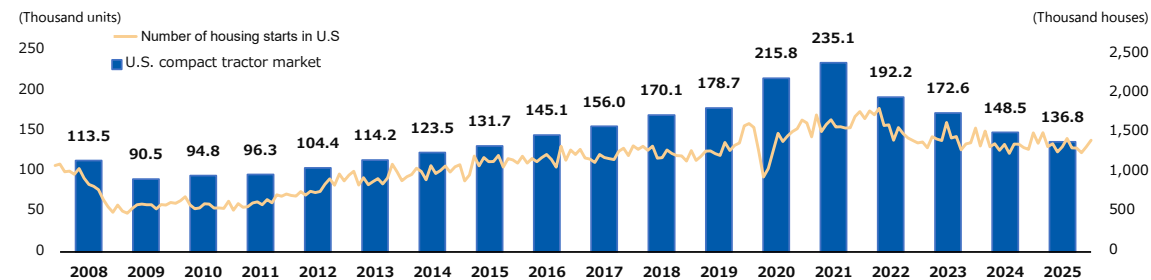
■ Products handled

Category	Details	Main users
Products (non-agriculture) (mainly cultivating machinery)	Compact and sub-compact tractors, etc.	Farmers, hobby farmers, landscapers, light civil engineering contractors
Other products	Farming implements, parts, etc.	

■ Main sales channels

U.S and Canada: AGCO Corporation (AGCO: OEM supply)

■ Trends in North American compact tractor market and housing starts



Source: Association of Equipment Manufacturers (AEM), United States Census Bureau (USCB)

Global Expansion: Asia



(As of February 2026)

Contribute to food production and reducing the burden on agricultural producers

In the ASEAN, East Asia (Korea and Taiwan), and Chinese markets, ISEKI focuses on machinery for rice cultivation developed in Japan.

- ✓ In ASEAN, ISEKI is developing products and services for neighboring countries, with IST, now a consolidated subsidiary, at the core. In addition to tractors, mainly used for agriculture, ISEKI also provides rice transplanters, combine harvesters, and other machinery for rice cultivation.
- ✓ In East Asia, the need for advanced-technology and large-sized agricultural machinery is growing. ISEKI provides large-sized, high performance, mainstay ISEKI brand products (tractors, rice transplanters, combine harvesters, etc.) through local distributors.
- ✓ In China, ISEKI products (tractors, rice transplanters, combine harvesters, and other machinery for rice cultivation) for agriculture are used. In addition to ISEKI brand products, ISEKI is configuring products that better meet local needs by developing local brands.



■ Products handled and main sales channels

Country/region	Category		Details	Main users	Sales channel
ASEAN	Products (agriculture) (mainly agricultural machinery)	Cultivating Planting Harvesting & processing	Tractors Rice transplanters (walking type & ride-on type) All-purpose combine harvesters etc.	Farmers Contractors	Thailand: IST (consolidated subsidiary) *IST Farm Machinery Co., Ltd.
	Other products		Farming implements, parts, etc.		
East Asia (Korea and Taiwan)	Products (agriculture) (mainly agricultural machinery)	Cultivating Planting Harvesting & processing	Tractors, high clearance multipurpose vehicles Rice transplanters, vegetable transplanters Auto-threshing combine harvesters etc.	Farmers Contractors	Local distributors
China	Products (agriculture) (mainly agricultural machinery)	Cultivating Planting Harvesting & processing	Tractors Rice transplanters (walking type & ride-on type) Combine harvesters (auto-threshing, all-purpose) etc.	Farmers Contractors	Dongfeng ISEKI (Non-consolidated subsidiary) *Dongfeng ISEKI Agricultural Machinery Co., Ltd.

Intellectual Property

The number of ISEKI's registered patents by field and its high patent granting rate are proof that it has been making proactive efforts to develop, launch, and implement new technology.

1. Number of patents by field in Japan

2nd place in field of "Other Special Machinery"

Year	2017	2018	2019	2020	2021	2022	2023	2024	2025
Field	Other Special Machinery								
Place	1st	2nd	1st	2nd					

2. Patent granting rate

3rd place in "All Industries"

Year	2017	2018	2019	2020	2021	2022	2023	2024	2025
Granting rate	98.1%	96.4%	97.7%	98.7%	97.2%	94.6%	92.2%	96.7%	96.1%
Place	1st	2nd	1st			3rd	—	3rd	

* Patent granting rate = Number of patent applications granted / (Number of patent applications granted + Number of patent applications refused + Number of patent applications withdrawn or abandoned);
Number of patent applications withdrawn or abandoned = Number of patent applications withdrawn or abandoned after a notice of reasons for refusal.

Source: Japan Patent Office Annual Report, 2025 Edition (Japan Patent Office)

Notes on the Future Forecast

- The objective of this presentation document is to provide information and never intends to induce any action.
- The document was created by ISEKI with currently available information, and it involves potential risks and uncertainties. The forecast may not be consistent with actual results depending on fluctuation of the economic situation and market trends.
- In using this information, investors are expected to depend on their own judgment. ISEKI is not liable for any losses incurred by investment decision made utilizing the business forecast or targets given in this document.
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