

Financial Results for the Second Quarter Fiscal Year Ending December 31, 2025 Investor Relations Presentation Materials



August 20, 2025
ISEKI & CO., LTD.

- 1. Outline of Financial Results for the Second Quarter Fiscal Year Ending December 31, 2025**
- 2. Domestic and Overseas Markets**
- 3. Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2025**
- 4. Progress of Project Z and Topics**
- 5. Appendix**

Higher sales and operating income (6 months (Jan. to Jun.), year on year) As with 1Q, significant growth for domestic sales and stable performance for overseas (mainly in Europe) in 2Q

Domestic Sales:	Farmers' purchasing appetite remained strong due to rising rice prices Last-minute demand for agricultural machinery ahead of the price revision in July contributed to a significant increase in net sales for agricultural machinery in 2Q (Apr. to Jun.), following the increase in sales of farming implements in 1Q (Jan. to Mar.)
Overseas Sales:	Although the sales declined in Europe due to foreign exchange fluctuations, sales continued to grow on a local currency basis, thanks to the stable performance in France and the consolidation of PTC Limited in the UK For North America, sales declined due to the continued weak market conditions. For Asia, sales increased in Korea and Indonesia
Operating Income:	Higher operating income mainly from the increase in domestic sales
Ordinary Income:	Increase of ordinary income has partially slowed down due to foreign exchange losses related to receivables and payables
Profit:	Profit increased significantly driven by the sale of non-current assets and absence of impairment losses with structural reforms in the same period of previous fiscal year
Project Z:	Expected effects for 2025 have progressed as planned, measures are currently being implemented toward 2027

Upward Revision to the Full-year Forecast

Compared to the Full-year Forecast: Net sales +¥5.0 billion, Operating income: +¥0.9 billion, Profit: +¥0.5 billion

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Outline of Consolidated Business Performance

(JPY bn, unless otherwise noted) (January 1, 2025 to June 30, 2025)		FY2022/12 2Q Actual	FY2023/12 2Q Actual	FY2024/12 2Q Actual	FY2025/12 2Q Actual	YoY Change
Net Sales		86.7	92.3	91.1	100.8	+9.7
	(Domestic)	57.5	58.2	54.8	65.8	+10.9
	(Overseas)	29.1	34.1	36.2	35.0	-1.2
Gross Profit		25.1	27.2	26.9	29.3	+2.4
	Gross Profit Margin (%)	29.0%	29.5%	29.5%	29.1%	-0.4%
Operating Income		2.5	2.7	2.2	4.3	+2.1
	Operating Margin (%)	3.0%	3.0%	2.4%	4.3%	+1.9%
Ordinary Income		3.3	3.0	2.4	3.7	+1.3
Profit (Loss) Attributable to Owners of Parent		2.5	1.9	(6)	3.2	+3.9
Average * Exchange Rate (JPY)	US\$	117.4	134.5	151.7	149.7	-2.1
	Euro	141.5	156.8	172.1	162.5	-9.6

*From 2025, the PL conversion rate for overseas subsidiaries has been changed to the average rate during the fiscal year. (Previously, the rate at the end of each fiscal year was used).

Trends in Consolidated Financial Results (Quarterly)

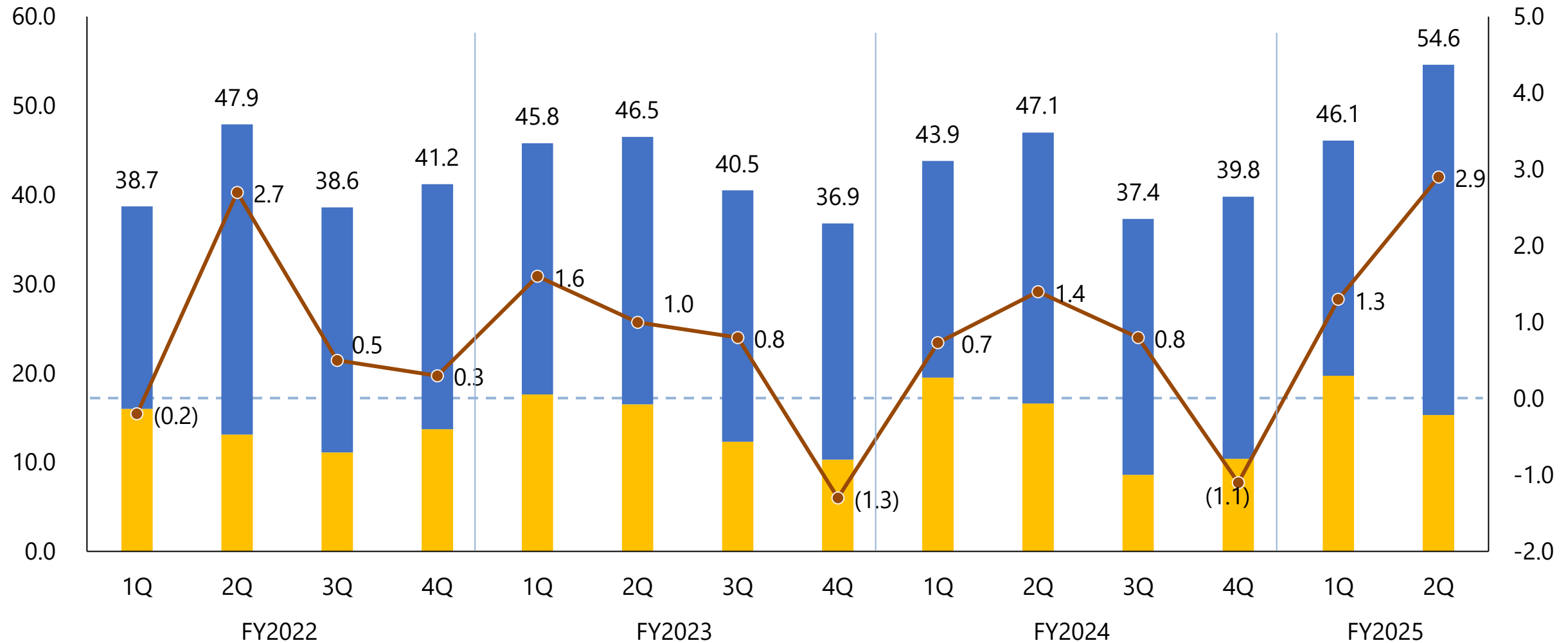
(Net sales: JPY bn)

Overseas net sales

Domestic net sales

Operating income

(Operating income: JPY bn)



Domestic Sales

(JPY bn)			FY2022/12	FY2023/12	FY2024/12	FY2025/12	
			2Q Actual	2Q Actual	2Q Actual	2Q Actual	YoY Change
Agricultural Machinery Related	Agricultural Machinery	Cultivating & Mowing Machinery	14.3	12.9	12.3	14.6	+2.3
		Planting Machinery	5.5	5.1	4.4	5.6	+1.2
		Harvesting & Processing Machinery	5.4	5.7	4.4	7.3	+2.9
		Subtotal	25.3	23.8	21.2	27.7	+6.5
		Farming Implements	10.9	11.0	11.2	14.1	+2.9
		Spare Parts	7.2	7.5	7.6	8.3	+0.6
		Repair Fees	2.8	2.8	2.9	3.0	+0.1
		Subtotal	21.0	21.4	21.7	25.5	+3.8
	Total		46.3	45.2	42.9	53.3	+10.3
	Construction of Facilities		1.2	2.4	1.3	2.3	+1.0
Others		9.8	10.5	10.5	10.1	-0.3	
Total		57.5	58.2	54.8	65.8	+10.9	
Ratio of Revenues from Farming Implements and Maintenance			36.5%	36.8%	39.7%	38.9%	-0.8%

Main factors of YoY changes

- Farmers’ purchasing appetite remained strong due to rising rice prices
- Following the increase in sales of farming implements in 1Q, net sales increased significantly for agricultural machinery in 2Q

Agricultural machinery:
 Sales increased significantly due to the last-minute demand ahead of the price revision in July

Farming implements/maintenance revenues: (Spare parts/Repair fees)
 Sales increased steadily as a stable source of revenue

Construction of facilities:
 Sales increased due to the completion of large facility projects

Overseas Sales

(JPY bn, %)	FY2022/12	FY2023/12	FY2024/12	FY2025/12	YoY Change
	2Q Actual	2Q Actual	2Q Actual	2Q Actual	
Europe	14.2	21.0	26.2	25.1	-1.0
North America	8.4	7.4	6.3	5.5	-0.7
Asia	6.1	4.6	3.1	4.0	+0.8
Others	0.3	0.9	0.5	0.2	-0.2
Total	29.1	34.1	36.2	35.0	-1.2

Overseas sales ratio	33.6%	36.9%	39.8%	34.7%	-5.1%
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Main factors of YoY changes

- **Steady performance in Europe, higher sales in Asia**
- **Weak in North America**

Europe:

Sales declined in Europe due to foreign exchange fluctuations, but sales continued to grow on a local currency basis, thanks to the stable performance in France and the consolidation of PTC Limited in the UK

North America:

Sales declined as the compact tractors market remained weak and the impact of tariffs is currently limited

Asia:

Sales increased mainly in Korea and Indonesia

Full-year impact in 2025 is expected to be minimal

- Since tariff payments will be made by the importer (OEM customer), there is no direct cash outflow from ISEKI
- A sufficient amount of local inventory (held by the OEM partner and ISEKI, covering 10 months or more) had cleared customs before the tariff hike
- Already reached an agreement of having the OEM partner to cover up to 10% of the tariffs on U.S. imports
- Sales to North America accounted for 6.7% of our consolidated net sales (Actual results for 2024), and due to relatively low margins in OEM supply, the impact on profit is limited

Forecast and measures from 2026 onward

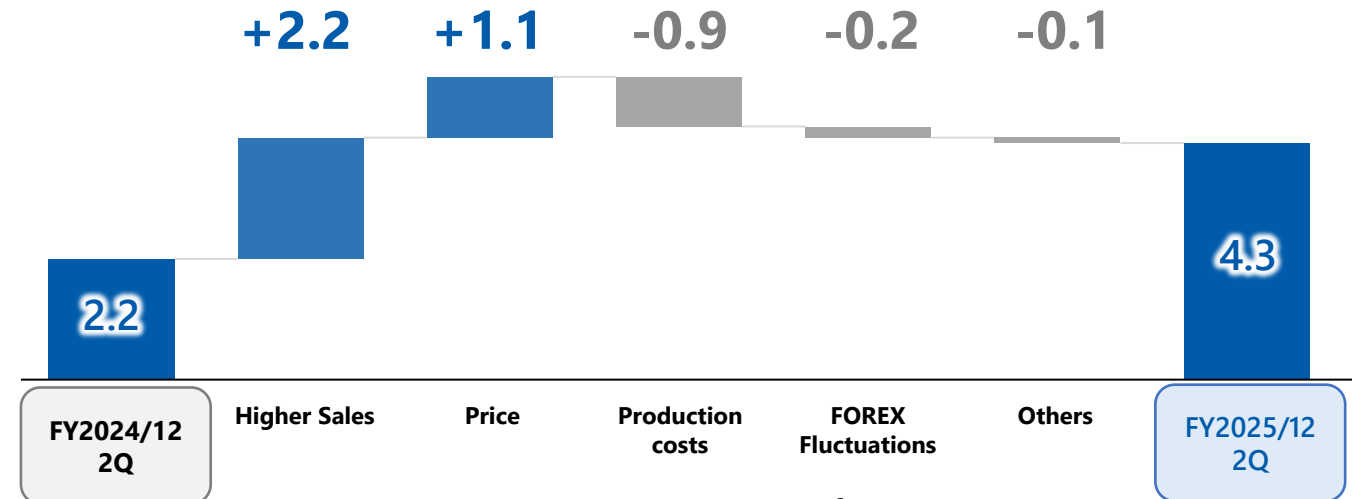
- Demand trends due to the impact of tariffs remain uncertain, and we are closely monitoring the effects of rising local retail prices
- In the mid to long term, we plan to consider expanding local sourcing and assembly

Operating Income

- Higher operating income mainly from the increase in domestic sales

(JPY bn, %)	FY2024/12 2Q Actual	FY2025/12 2Q Actual	YoY Change
Net Sales	91.1	100.8	+9.7
Gross Profit	26.9	29.3	+2.4
Gross Profit Margin	29.5%	29.1%	-0.4%
SG&A Expenses	24.7	25.0	+0.3
Personnel Expenses	13.9	14.1	+0.2
Other Expenses	10.7	10.8	+0.0
Operating Income	2.2	4.3	+2.1
Operating Margin	2.4%	4.3%	+1.9%

[Breakdown of YoY change (¥2.1 billion)]



[Effect of FOREX fluctuations
(impact of income/losses, JPY bn)]

Net Sales	Cost of Sales	SG&A Expenses	Operating Income
(1.4)	0.9	0.3	(0.2)

(Reference)

[Project Z
(impact of income/losses, JPY bn)]

Operating Income	2Q Actual	Full-year Forecast
Effect	0.5	1.5
Temporary * expenses	(0.4)	(0.8)

*Expenses for transfer of production, consolidation of sales companies, and others

Ordinary Income & Profit

- Increase of ordinary income has partially slowed down due to foreign exchange losses related to receivables and payables
- Profit increased significantly driven by gain on the sale of non-current assets and absence of impairment losses with structural reforms in the same period of previous fiscal year

(JPY bn)	FY2022/12 2Q Actual	FY2023/12 2Q Actual	FY2024/12 2Q Actual	FY2025/12 2Q Actual	YoY Change
Operating Income	2.5	2.7	2.2	4.3	+2.1
Financial income (expenses), net	(0.3)	(0.8)	(0.7)	(0.8)	-0.0
Other non-operating income (expenses), net	1.0	1.1	1.0	0.2	-0.7
Ordinary Income	3.3	3.0	2.4	3.7	+1.3
Extraordinary Income	0.0	0.0	0.0	1.1	+1.0
Extraordinary Losses	(0.2)	(0.1)	(2.3)	(0.1)	+2.1
Income Before Income Taxes	3.1	2.9	0.2	4.7	+4.5
Income Taxes-Deferred	(0.6)	(0.9)	(0.8)	(1.4)	-0.6
Profit (loss) Attributable to Owners of Parent	2.5	1.9	(0.6)	3.2	+3.9

[Breakdown of major YoY change in Other non-operating income (expenses), net (JPY bn)]

Other non-operating income (expenses), net	
Foreign exchange gains (losses)	(0.6)

[Breakdown of major YoY change in extraordinary income/losses (JPY bn)]

Extraordinary income/losses (Positive: profit improvement)	
Gain on sale of non-current assets	1.0
Decrease in impairment losses (Recorded in the same period of previous fiscal year due to structural reforms)	2.1

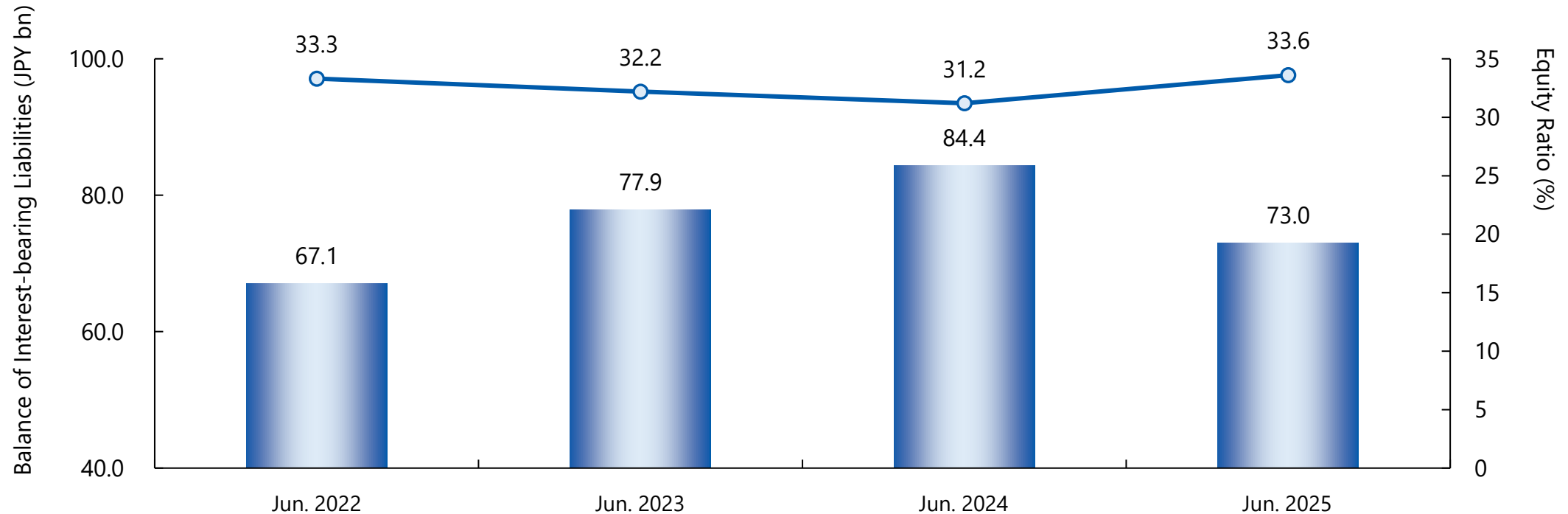
Balance Sheet

- Strong performance in domestic sales led to a significant decrease in inventories (largest year on year change in the past 10 years)
- Interest-bearing liabilities also decreased significantly

(JPY bn)	As of Jun. 30, 2024	As of Dec. 31, 2024	As of Jun. 30, 2025	YoY Change	Change from Dec. 31, 2024		As of Jun. 30, 2024	As of Dec. 31, 2024	As of Jun. 30, 2025	YoY Change	Change from Dec. 31, 2024
Cash & Deposits	10.8	8.2	9.9	-0.8	+1.7	Accounts Payable-Trade	28.2	25.2	25.6	-2.5	+0.4
Accounts Receivable-Trade	37.8	25.4	40.8	+2.9	+15.4	Interest-bearing Liabilities	84.4	75.4	73.0	-11.3	-2.3
Inventories	70.9	66.9	56.7	-14.1	-10.1	(Loans Payable)	76.8	68.1	66.0	-10.8	-2.0
Other Current Assets	3.6	5.0	4.0	+0.3	-1.0	Accounts Payable-Other	11.9	10.2	12.5	+0.5	+2.3
						Other Liabilities	24.4	23.3	24.8	+0.4	+1.5
Total Current Assets	123.3	105.6	111.6	-11.7	+6.0	Total Liabilities	149.0	134.2	136.2	-12.8	+1.9
Property, Plant and Equipment	82.0	81.3	80.6	-1.3	-0.6	Net assets	75.1	71.8	75.3	+0.1	+3.4
Intangible Assets	2.7	2.9	2.8	+0.1	-0.0						
Investments and Other Assets	16.0	16.1	16.3	+0.2	+0.1	(Retained Earnings)	19.4	16.6	19.6	+0.2	+3.0
Total Non-current Assets	100.8	100.5	99.8	-0.9	-0.6						
Total Assets	224.2	206.1	211.5	-12.6	+5.4	Total Liabilities and Net Assets	224.2	206.1	211.5	-12.6	+5.4

Equity Ratio / Interest-bearing Liabilities

- Ongoing decrease in interest-bearing liabilities has led the D/E ratio to drop below 1.0.



Loans payable, corporate bonds	60.1	71.0	76.8	66.0
Lease obligations	6.9	6.9	7.5	7.0
Interest-bearing liabilities Total	67.1	77.9	84.4	73.0

D/E ratio	0.97	1.04	1.12	0.97
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Note: D/E Ratio = Interest-bearing liabilities (incl. Lease obligations) / Net assets

Cash Flows

- Cash flows from operating activities improved significantly due to increased profits and a decrease in inventories. The sale of non-current assets led to a further improvement in free cash flow

(JPY bn)	FY2022/12 2Q Actual	FY2023/12 2Q Actual	FY2024/12 2Q Actual	FY2025/12 2Q Actual	YoY Change
Cash flows from operating activities	(2.0)	(7.5)	(1.1)	4.5	+5.6
Profit before income taxes	3.1	2.9	0.2	4.7	+4.5
Depreciation	3.0	2.8	2.7	2.5	-0.1
Impairment losses	0.1	0.0	2.2	0.0	-2.2
Decrease (increase) in trade receivables	(12.2)	(10.2)	(10.3)	(16.3)	-5.9
Decrease (increase) in inventories	(2.2)	(2.5)	4.0	11.1	+7.1
Increase (decrease) in trade payables	4.4	(3.2)	(14.2)	0.8	+15.1
Increase (decrease) in trade payables	(0.2)	(0.1)	11.4	2.2	-9.2
Other, net	1.9	2.8	2.8	(0.8)	-3.6
Cash flows from investing activities	(3.3)	(3.0)	(3.1)	(0.7)	+2.4
Purchase of property, plant and equipment and intangible assets	(3.1)	(3.0)	(3.1)	(2.4)	+0.7
Proceeds from sale of property, plant and equipment and intangible assets	0.2	0.1	0.3	1.7	+1.4
Free Cash Flow	(5.4)	(10.6)	(4.2)	3.7	+8.0
Cash flows from financing activities	3.2	8.0	4.9	(3.0)	-7.9
Net increase (decrease) in cash and cash equivalents	(1.8)	(2.1)	0.7	1.0	+0.3

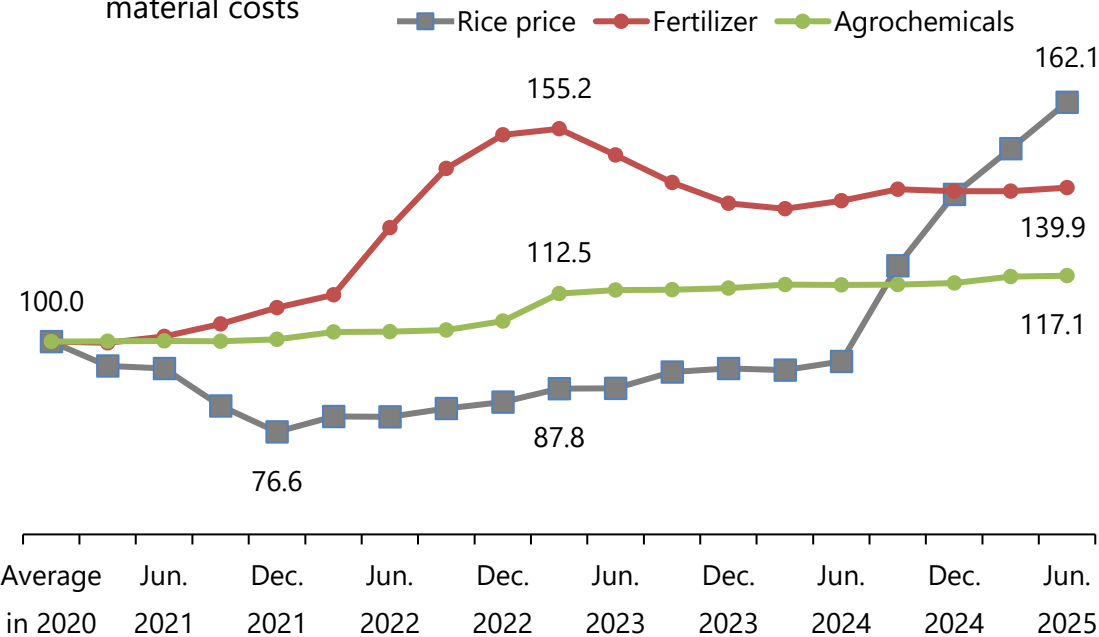
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■ Trends in rice prices and agricultural production material costs

- Purchasing appetite weakened from 2021 due to falling rice prices and soaring costs for agricultural production materials, but since June 2024, the rise in rice prices has been driving high demand for agricultural machinery

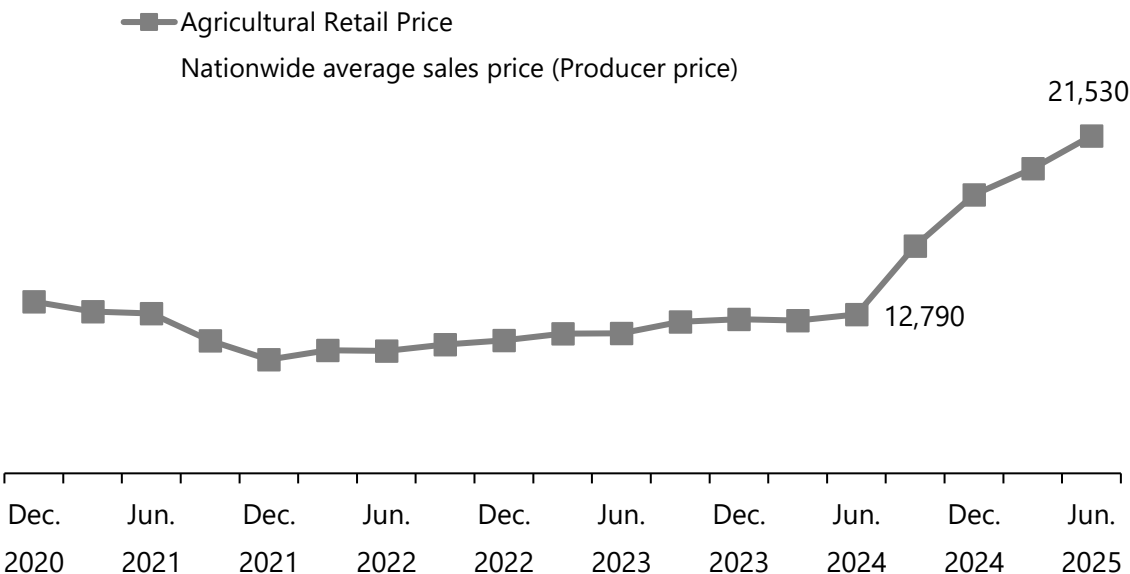
■ Agricultural Retail Price Survey: monthly price index (Average in 2020 = 100) *

- Although rice prices have declined from 2021 due to soaring costs for agricultural production materials, rice prices have been on an upward trend from the second half of 2024, exceeding the rise in agricultural material costs



■ Trend of rice price (JPY/60kg of brown rice)

- Due to the rice shortage, rice prices have been rising since the second half of 2024. Prices paid to producers for 2025 rice remains high

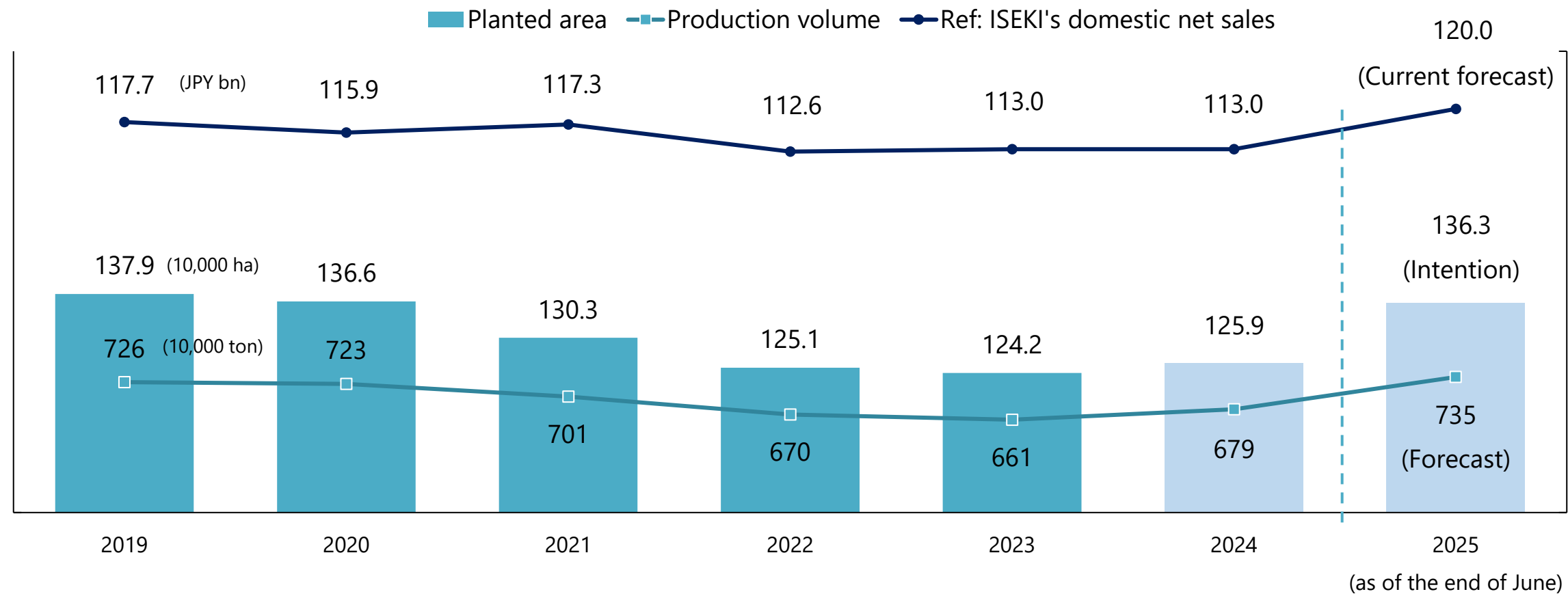


*Source: Agricultural Retail Price Survey by the Ministry of Agriculture, Forestry and Fisheries
Rice price=non-glutinous brown rice index (grade 1 brand names), Fertilizer=fertilizer composite index, Agrochemicals=composite index

*Nationwide average sales price: Sales price of agricultural products produced by farmers (incl. tax, Grade 1 rice)

■ Planted area / production volume of table rice

- In 2025, nationwide intentions to plant table rice have increased, bringing the total planned area to 1.363 million ha (+0.104 million ha from the previous year)
- Production volume is 7.35 million tons^{*} (+0.56 million tons from the previous year). Highest volume in the past five years.



Ref: Ministry of Agriculture, Forestry and Fisheries "3rd Interim Report on Measures for Rice Crop in 2025" (as of the end of June)

^{*}Production volume is calculated based on the average yield (539kg/10a).

- At the August 5 “Meeting of the Ministerial Council for Realizing Stable Supply of Rice,” participants engaged in discussions on the examination of factors behind the recent soaring price of rice and both short-term and medium- to long-term response measures.
 - Aligns with the key focus areas of ISEKI’s domestic growth strategy proceeded through Project Z: large sized, advanced, environmentally friendly, and dry field.
- Aug. 5 “Third meeting of the Ministerial Council for Realizing Stable Supply of Rice”

Future direction (excerpt) *	
1	Utilization of stockpiled rice and abandoned farmland
2	Improvement of productivity through accumulation, consolidation, and enlargement of farmland, utilization of smart agricultural technology, as well as new farming methods, etc.
3	Fundamental expansion of rice exports
4	Review of paddy field policies since FY2027 through measures such as shifting towards crop-specific productivity improvements and establishing new structures aimed at reducing environmental impact

*Excerpt from “Examination of the Factors Behind the Recent Surge in Rice Prices and the Responses Taken” published by the Ministry of Agriculture, Forestry and Fisheries in August 2025

■ Main measures and KPI for ISEKI’s growth strategy

Main measures		KPI
Large-sized	✓ Establishment of the Large-Scale Planning Section • National expansion of know-how in each region and strengthening sales proposal capabilities • Strengthen marketing to agricultural players, accelerate B2B business → <u>Promotion of smart agricultural technology and new farming methods</u>	• 2030: Large-sized sales to account for 50% or higher of net sales (40% in 2024) • 2020–2030: CAGR of at least 7.9% for net sales of products equipped with advanced technologies • 2030: Mowing-related net sales of ¥10.0 billion (2.5x increase compared to 2024)
	✓ Enhancement of large-sized products/farming implements and development of promotion system • Large-sized products and products equipped with advanced technologies • Dry field farming implements and farming implements compliant with ISOBUS → <u>Productivity improvement and reduction of environmental impact</u>	
	✓ Promotion of environmentally friendly smart agriculture • Sale of new Aigamo-Robo 2, an automatic weed control robot → <u>Reduction on the usage of pesticides can save costs and increase added value of agricultural products, which can support export growth</u>	
	✓ Expansion to the domestic mowing market ⇒ see details on P26 • Introduction of ride-on mowers, which are well received in Europe, to the domestic market → <u>Expected to be used for mowing abandoned farmland</u>	
Advanced		
Environmentally friendly		

*Underlined: Contribution to future direction

January to June

➤ Agricultural machinery related sales: YoY +24%

- Agricultural machinery was +31%
 - Sales increased significantly driven by the strong purchasing appetite due to rising rice prices and last-minute demand ahead of the price revision in July
- For farming implements/maintenance, sales increased steadily as a stable source of revenue
- For construction of facilities, sales remained solid driven by the government support for restructuring and rationalization of shared-use facilities

➤ (Reference) Revision of ISEKI’s agricultural machinery prices

Timing	Price increase
Jun. 2022	About 3%
Apr. 2023	About 5%
Mar. 2024	About 3%
Jul. 2025	About 7%



HJ series combine harvester

PRJ series rice transplanter

Future Expansion etc.

- From July onward, last-minute demand is expected to be reduced, but the strong purchasing appetite and new rice prices are expected to maintain at a stable level.
Strengthen the promotion of expansion on the growth markets of large-scale, advanced, environmentally friendly, and dry-field
- Proceed with the expansion to the domestic mowing market as the growth strategy
→Introduce sub-compact tractors compatible with ride-on mowers that are well received in Europe and farming implements into the domestic market, enabling versatile use. In addition to farmers, develop B2B and B2G channels targeting municipalities and landscaping companies with the goal of achieving mowing-related net sales of ¥10.0 billion by 2030

(2.5x increase compared to 2024)

⇒ see details on P26



TXGS series sub-compact tractor



SXG series ride-on mower

January to June

1. Market trends

- As price increases have leveled off and demand has recovered in Europe, inventory adjustments at retailers have progressed, cash flow has improved, and future sales growth is expected
- In some regions, demand is weak due to high temperatures and low rainfall

2. Status of sales

- In Germany, although the special demand seen last year for purchased products were absent, sales remained steady in France driven by the launch of new products (electric products etc.) aligned with customer needs
- Unit sales for ISEKI's products from Jan. to Jun. 2025 was YoY +3%

Future Expansion, etc.

■ Measures for business expansion in Europe

1. Profit contribution to the Group

from the consolidation of PTC Limited



- ✓ In addition to product sales, gain revenue from services, etc.

2. Expansion of product lineup

- ✓ Expand the product lineup to meet the potential demand of professional landscape maintenance operators and consumers, in order to drive sales growth



Expansion to untapped markets



- ✓ Leverage three consolidated subsidiaries as core entities to expand into new regions and increase sales

4. Centralized management and improved efficiency of inventories



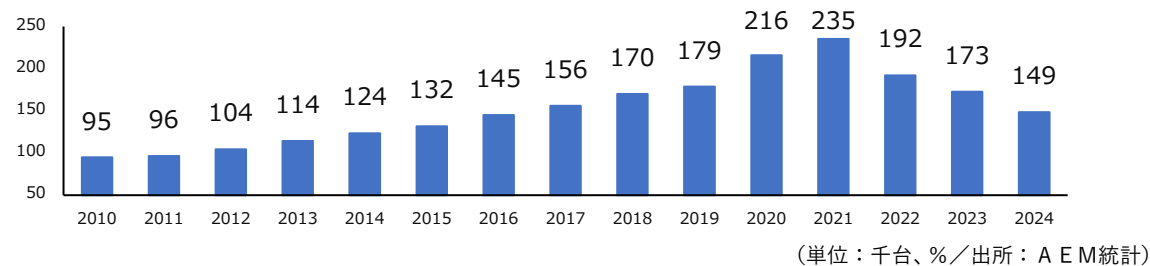
- ✓ Optimize the entire supply chain to improve efficiency, reduce costs, and enable faster product delivery

North America

1. Compact tractor market

- At the beginning of the year, a market recovery was expected, but demand continued to decline Jan.-Jun.
- The impact of tariff-related measures on the local market remains uncertain
- No signs of last-minute demand due to tariffs has been observed so far. Close monitoring remains necessary

<Market trends> • Jan.-Jun. 2025: YoY -8%



2. Status of ISEKI

- Unit sales (Jan.-Jun.2025) YoY -9%
- Limited impact of tariff policies in Jan.-Jun.
- We will discuss medium- to long-term measures with AGCO

Asia

1. Market trends

<Thailand>

Rice cultivation market remained stagnant. Sugar cane market faces headwinds such as declining harvests and falling prices. Despite the government measures for household debt issues, the situation remains unchanged. Financial institutions continue to restrict loans

<Korea>

Demand for large-sized machinery continued, driven by the expansion of large-scale agriculture

<Indonesia>

Government and local tenders are increasing due to the agricultural machinery policy

2. Status of ISEKI

<Thailand>

Dealers' sales activities were revitalized, product lineup was enhanced, strengthened corporate sales

<Korea>

In addition to the completion of local inventory adjustments, local distributors strengthened sales promotion measures such as their own exhibitions. We proactively promote and support sales expansion

<Indonesia>

Leverage high local procurement rates, shipments of tractors made from PT. ISEKI Indonesia are increasing

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5. Appendix

Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2025



- Upward revision for net sales and profit

(JPY bn, %)		FY2022/12	FY2023/12	FY2024/12		FY2025/12 (Previous Forecast) ^{*2}		FY2025/12 (Current Forecast)		Revision Amount	YoY after Revision
		Actual	Actual	Actual	%	Forecast	%	Forecast	%		
Net Sales		166.6	169.9	168.4	100.0	170.5	100.0	175.5	100.0	+5.0	+7.0
	(Domestic)	112.6	113.0	113.0	67.1	113.5	66.6	120.0	68.4	+6.5	+6.9
	(Overseas)	53.9	56.8	55.3	32.9	57.0	33.4	55.5	31.6	-1.5	+0.1
Operating income		3.5	2.2	1.9	1.1	2.6	1.5	3.5	2.0	+0.9	+1.5
Ordinary income		3.7	2.0	1.5	0.9	1.8	1.1	2.6	1.5	+0.8	+1.0
Profit (loss) Attributable to Owners of Parent		4.1	0.0	(3.0)	-	1.3	0.8	1.8	1.0	+0.5	+4.8
Average ^{*1} Exchange Rate (JPY)	US\$	132.7	139.7	151.7		143.0		143.0		-	-8.7
	Euro	140.7	156.6	164.8		157.0		165.0		+8.0	+0.2
Year-end Dividend (JPY)		30	30	30		30		30		-	-

*1 From 2025, the PL conversion rate for overseas subsidiaries has been changed to the average rate during the fiscal year. (Previously, the fiscal year-end rate was used).

*2 Forecast announced on May 15, 2025

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Outline 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

Sweeping comprehensive business structural reforms

[Short-term focused measures] / [Fundamental structural reforms]

<Core themes>

- Optimize production
- Optimize development
- Deepen domestic sales

Goals for 2027

Operating margin 5% or higher
Highest operating income ever
recorded: ¥7.4 billion
(FY2014/3)

ROE 8% or higher

DOE 2% or higher

**PBR of
1 or
higher**

Vision

To be a
Solution
Provider for
Agriculture &
Landscape

[Growth Strategy]

- Overseas
 - Domestic
- Focusing management
resources on growth segments

2030

- Overseas: Expand net sales
to approximately 1.5
times of 2023 net sales
- Domestic: Focus on growth areas
and strengthen profitable
businesses

[Short-term focused measures]

[Fundamental structural reforms]

[Growth strategy]

Progress of Project Z

- Expected effects for 2025 have progressed as planned
- Major measures of the fundamental structural reform have generally progressed as planned
- Regarding the growth strategy, we have implemented stronger collaboration among consolidated subsidiaries in Europe for overseas and developed the new mowing business in Japan

Core themes

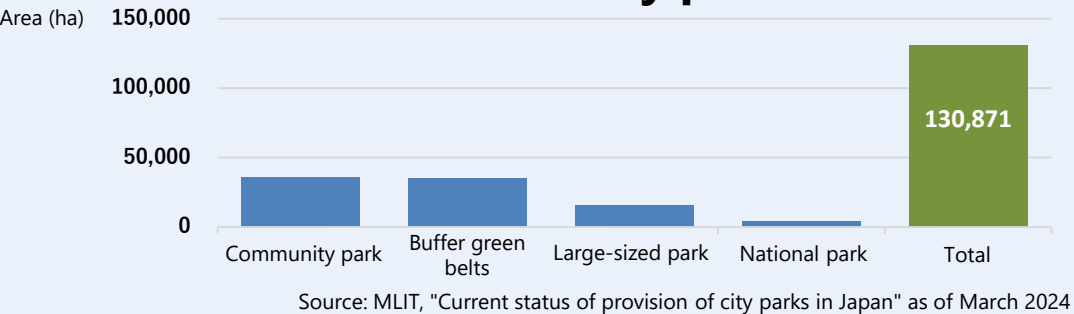
Measures currently being implemented toward 2027

Fundamental structural reforms	Optimize production	<div> <div>■ Reorganization of production sites</div> <ul style="list-style-type: none"> • Began construction of new buildings at domestic factories (Matsuyama, Shigenobu, Niigata) • The transfer of combine harvesters from Kumamoto is proceeding as planned </div>
	Optimize development	<div> <div> <div>■ Development efficiency improvement</div> <div>■ Product margin improvement</div> </div> <ul style="list-style-type: none"> • Models and types targeted for reduction have been selected, and the process has moved into the execution phase • For delays in some areas, we plan to deploy more resources to recover the delay and achieve the improvement targets in 2027 </div>
	Deepen domestic sales	<div> <div>■ Building a base for strategic growth</div> <ul style="list-style-type: none"> • Sales companies were merged ISEKI Japan was established. Large-scale Planning Section has started its operation • Decrease in inventories <u>has progressed beyond the plan</u> </div>
	Common	<div> <div> <div>■ Optimization of employee composition and investing in human capital</div> <div>■ Cost reduction</div> </div> <ul style="list-style-type: none"> • Labor costs maintained at the planned level • Conducted the review of operations </div>
Growth strategy	Focusing management resources on growth segments	<div>Overseas</div> <div> <div>■ Development of region-specific strategies</div> <ul style="list-style-type: none"> • Completed the consolidation of PTC Limited in the UK • <u>Promoting synergy creation</u> through collaboration among three consolidated subsidiaries in Europe </div>
		<div>Domestic</div> <div> <div>■ Focus on growth areas</div> <ul style="list-style-type: none"> • Strengthened initiatives toward: large-scale, advanced, dry-field, and environmentally friendly Developed the mowing business <div> <div>Developing next-generation products</div> <div>Started taking new initiatives</div> </div> </div>

Domestic Growth Strategy “Development of Mowing Business”

Aiming for ¥10.0 billion in net sales of domestic mowing-related business by 2030 (2.5 times compared to 2024) through the deployment of European landscape maintenance products

Maintenance status of city parks etc.



Issues

- Labor shortages, aging workforce
- Increased mowing due to climate change, prevention of heat strokes
- ➔ Improve operability, increase work efficiency, and automate

ISEKI Japan Promotion Structure



Gradually deploying European landscape maintenance products to address domestic issues



Urban areas



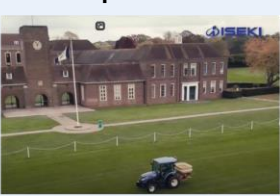
Sports fields



Golf courses



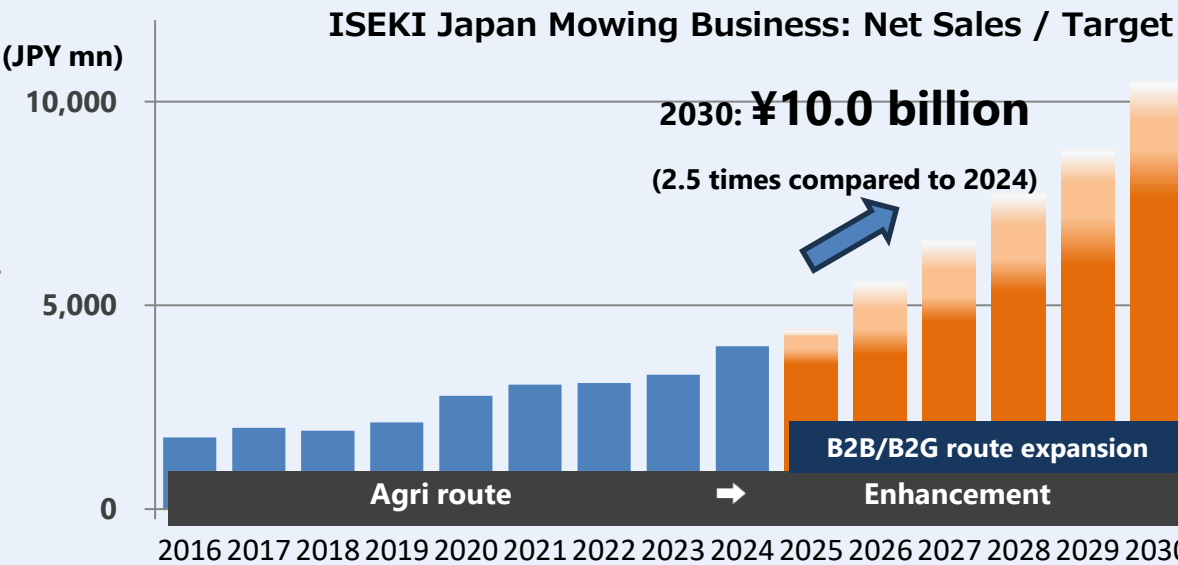
Parks



Schools and business parks



Camping sites



Topics: ISEKI's Technology

■Received the “2025 Development Award” from The Japanese Society of Agricultural Machinery and Food Engineers

<Award details> **Development of coin-operated rice cleaner CP420, CPH420**

Equipped with the “umami rice cleaning” function, which brings out the natural “umami” flavor of the rice

(Response to market needs)

- Equipped with a new rice cleaning function called “umami rice cleaning,” which gently and slowly cleans the rice compared to conventional functions. This function helps retain as much of the rice’s umami layer (sub-aleurone layer) as possible, bringing out its natural “umami” flavor.



Coin-operated rice cleaner CP420

Developed the new function to meet growing consumer needs for better taste and health

Topics: Issuance of “ISEKI Report 2025”

■ Issuance of an integrated report “ISEKI Report 2025”



Contents

- ISEKI Group's value creation
- Management strategies to improve corporate value
- Business strategies to promote value creation
- Strengthening of management foundation
- Governance, etc.

■ Featuring the growth stories of “Project Z” and updates on various measures

■ Special feature: 100th anniversary roundtable discussion

A roundtable discussion between Directors and key front-line people at sites takes a deeper look at the initiatives about the "growth strategy of Project Z" and "active participation of women."

• 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 2025 will be published on the website by the end of October.

1. Outline of Financial Results for the Second Quarter Fiscal Year Ending December 31, 2025
2. Domestic and Overseas Markets
3. Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2025
4. Progress of Project Z and Topics
- 5. Appendix**

Company Outline

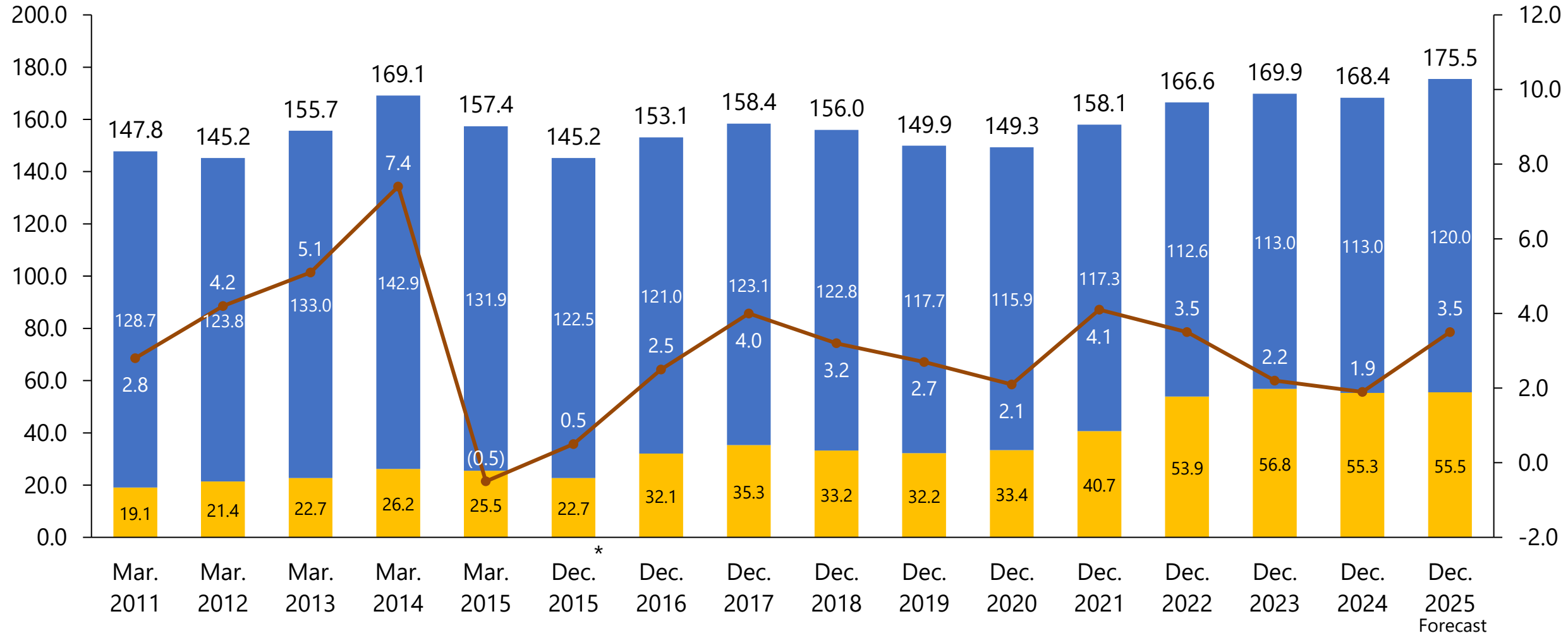
• Company name	ISEKI & CO., LTD.
• Founded	August 1926
• Location of head office	700 Umaki-cho, Matsuyama-shi, Ehime
• Capital	23,344 million yen
• Net sales	168,425 million yen (FY2024)
• Number of employees	5,292 (consolidated)
• Principal business	Manufacture and sale of agricultural machinery and garden tractors, agricultural facilities, and sale of agriculture-related products
• Group	14 consolidated subsidiaries(As of the end of March 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 Europe, ISEKI France, ISEKI Germany, PTC Limited (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 (excluding 111,384 shares of treasury stock)
• Number of shares per unit	100 shares

Trends in Consolidated Financial Results

(Net sales: JPY bn)

(Operating income: JPY bn)

Overseas sales Domestic sales Operating income

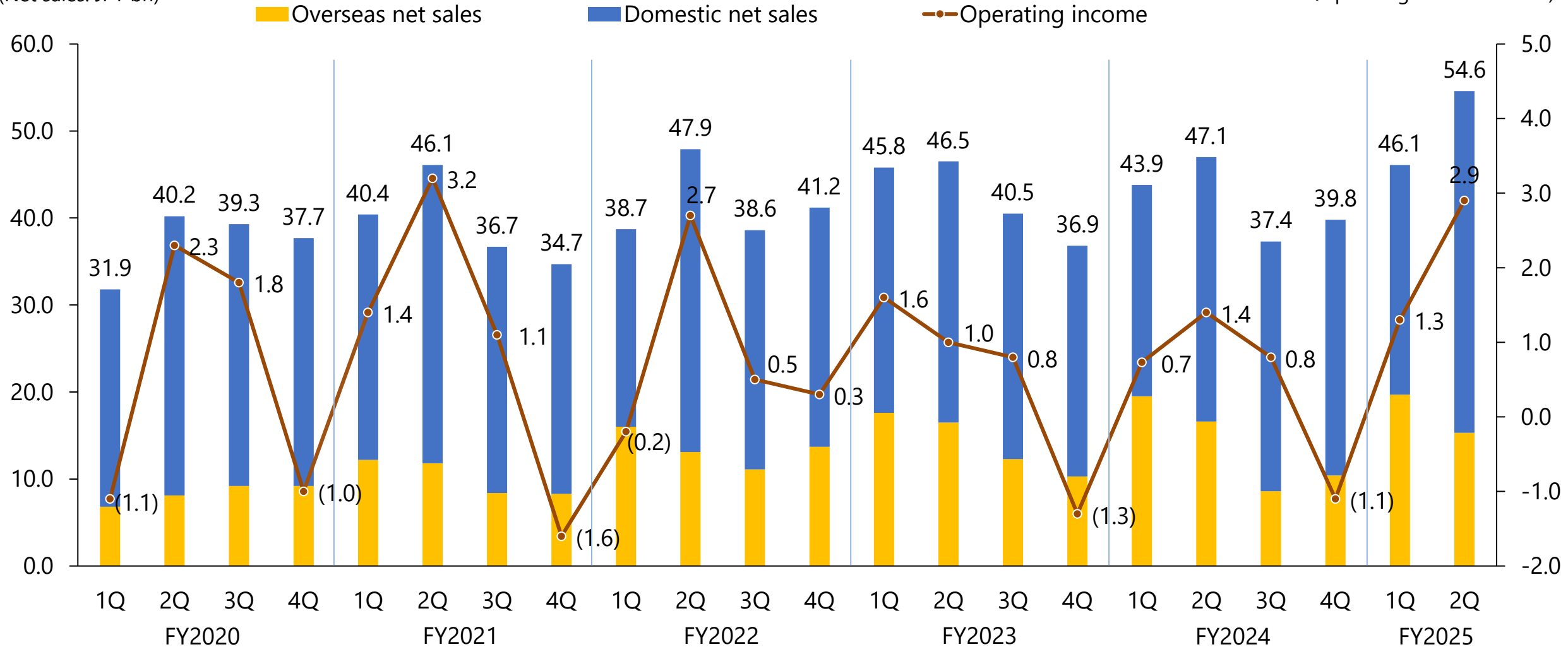


* FY2015 is a nine-month period due to the change of the fiscal year end.

Trends in Consolidated Financial Results (Quarterly)

(Net sales: JPY bn)

(Operating income: JPY bn)

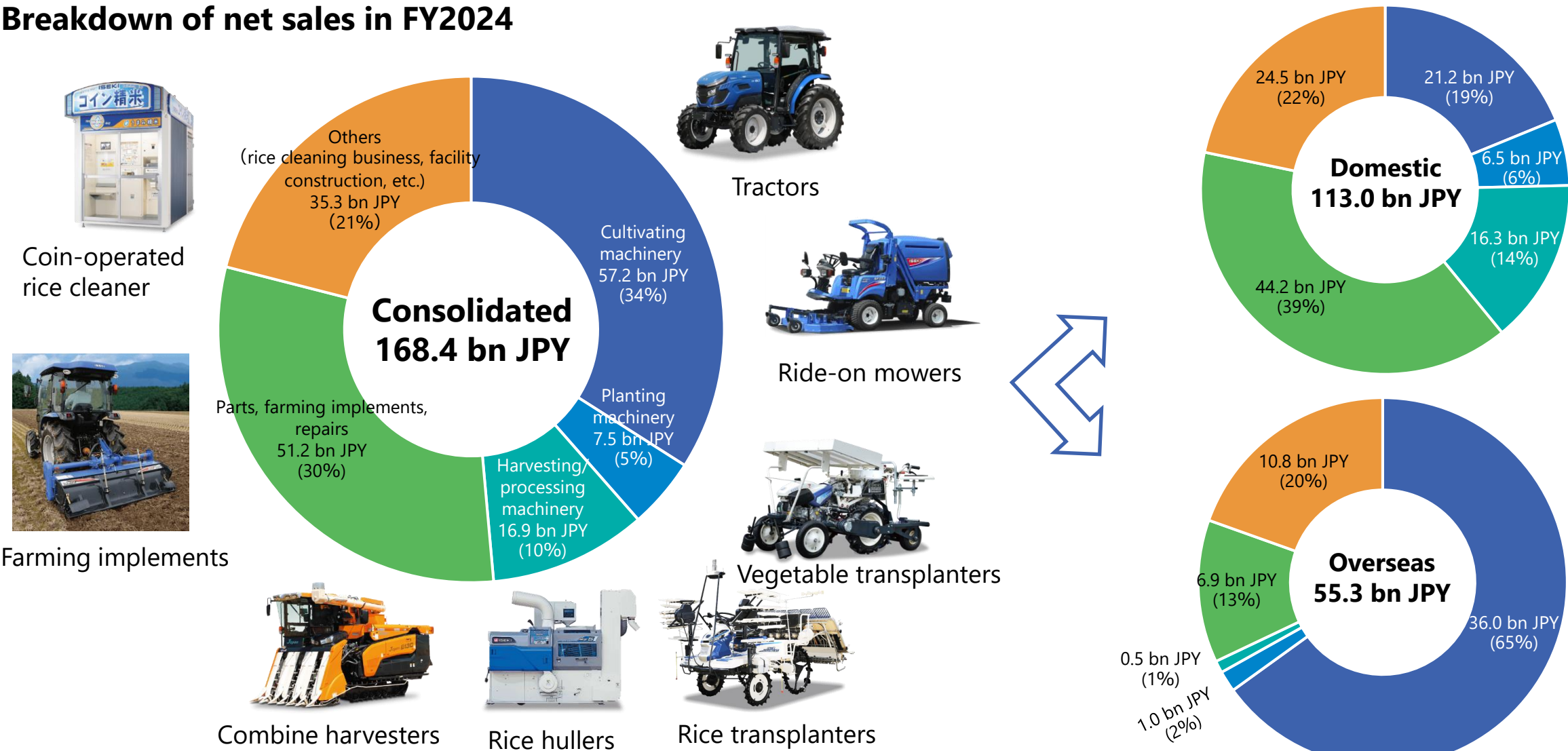


Outline of Products and Services

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. 	○	○	—	—
Revenue from farming implements, spare parts, and repairs	Products of domestic and overseas farming implement makers, etc. (Partially developed and produced by the Iseki Group) 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	○	—

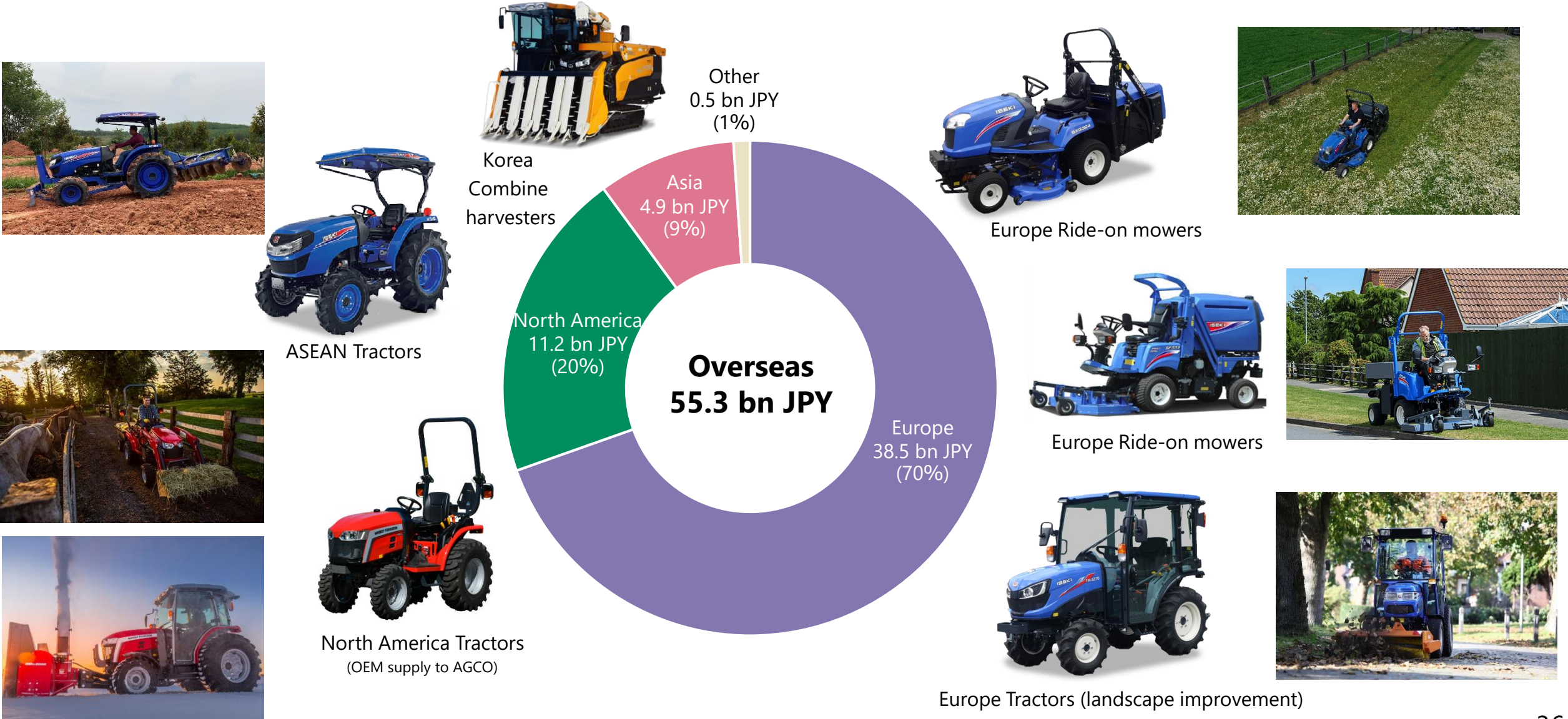
Breakdown of Net Sales by Product

Breakdown of net sales in FY2024



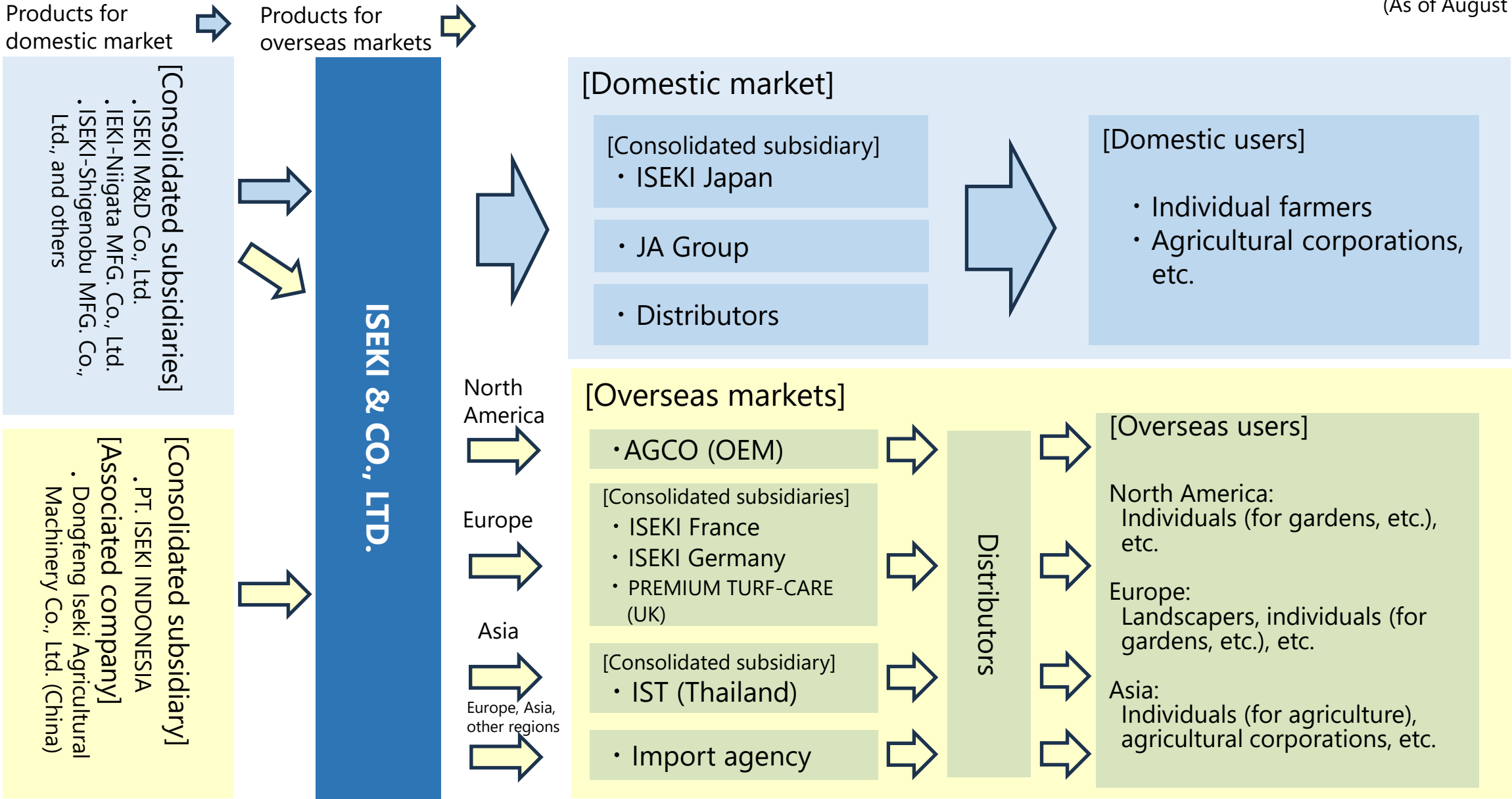
Breakdown of Net Sales by Overseas Region

Breakdown of net sales in FY2024



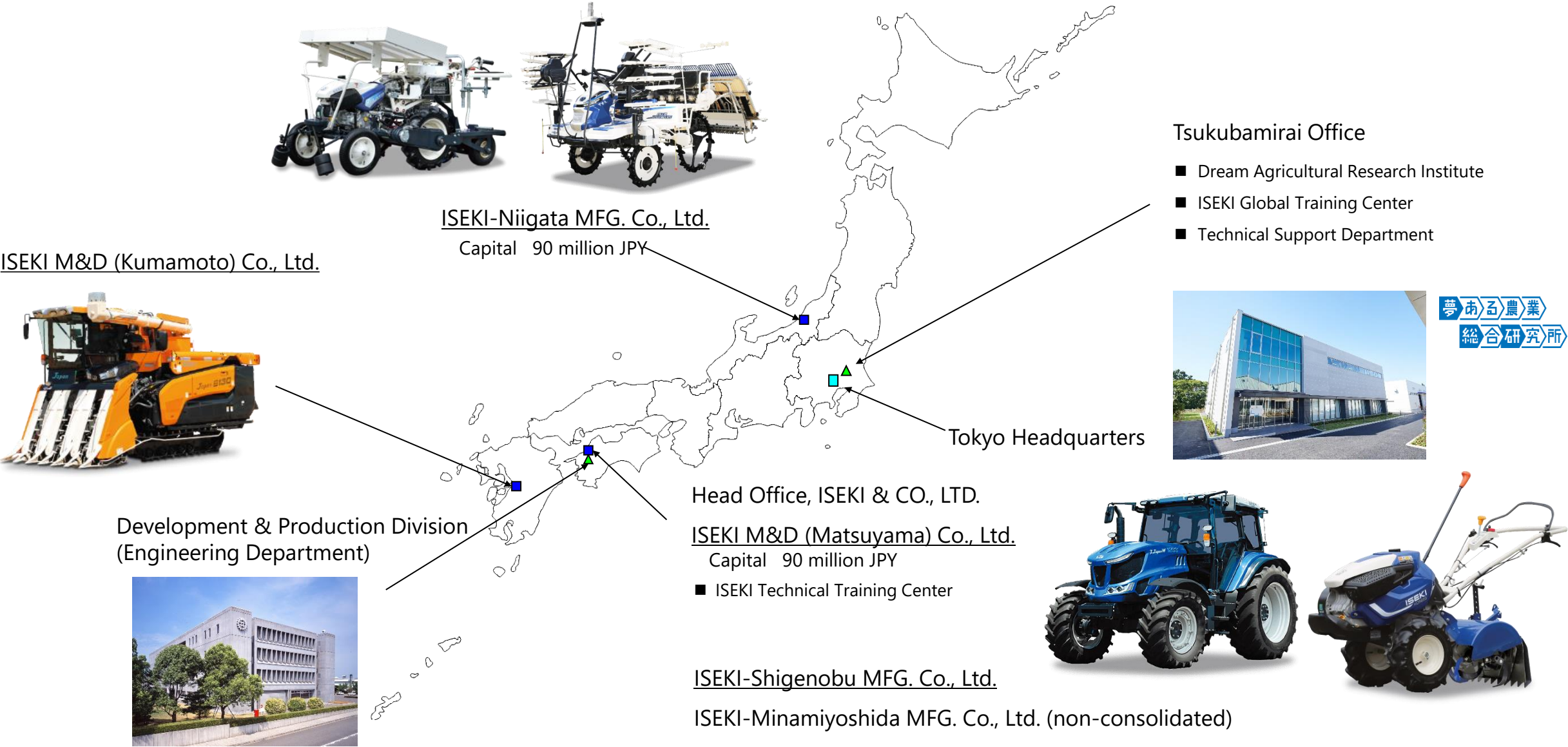
Main Sales Channels for ISEKI's Products

(As of August 2025)



Principal Domestic Business and Manufacture Locations

(As of August 2025)



Overseas Manufacturing and Sales Sites

(As of August 2025)



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.	PREMIUM TURF-CARE LTD. (ISEKI UK & IRELAND)
Thailand	IST Farm Machinery Co., Ltd. (IST)
Indonesia	PT. ISEKI INDONESIA (ISEKI INDONESIA) ◆
China	Dongfeng Iseki Agricultural Machinery Co., Ltd. (Dongfeng Iseki) ◆ (*1)

[Strategic partners]

U.S.	AGCO Corporation of AGCO Group (*2)
India	Tractors and Farm Equipment Limited (TAFE) (business alliance)

◆ Production sites

*1: Non-consolidated subsidiaries

*2: OEM customer

Global Expansion: Europe

(As of August 2025)

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.

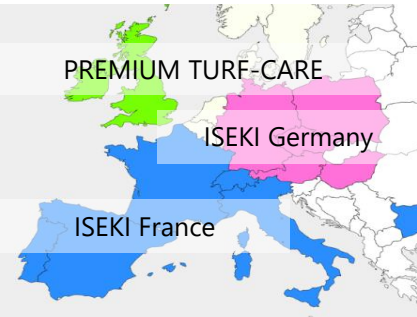
■ Products handled

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: PREMIUM TURF-CARE LIMITED
(consolidated subsidiary)
Belgium and Netherlands: Van der Haeghe, etc.



Global Expansion: North America

(As of August 2025)

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

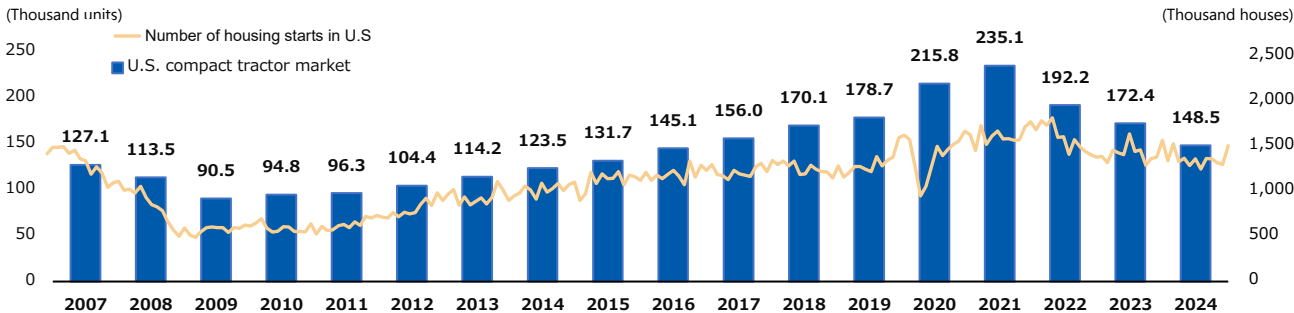
■ Products handled

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 August 2025)

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.

The number of ISEKI's registered patents by field is 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
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
Granting rate	98.1%	96.4%	97.7%	98.7%	97.2%	94.6%	92.2%	96.7%
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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