

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



November 14, 2025
ISEKI & CO., LTD.

- 1. Outline of Financial Results for the Third 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. Topics**
- 5. Appendix**

Higher sales and operating profit (9 months (Jan. to Sep.), year on year) Continued significant growth for domestic sales and solid growth for overseas sales

Domestic Sales:	Domestic sales increased significantly as a result of capturing farmer’s strong purchasing appetite against a backdrop of rising rice prices
Overseas Sales:	Overseas sales remained on an upward trend as lower sales in North America due to the weak market conditions were more than offset by strong performance in Europe and Asia
Operating Profit:	Higher operating profit was due to the increases in domestic and overseas sales and the positive effect of price increases carried out in the past fiscal years
Profit:	Profit increased significantly driven by the sale of non-current assets and the absence of impairment losses with structural reforms in the previous fiscal year
Project Z:	Expected effects for 2025 have progressed as planned

Second Upward Revision to the Full-year Forecast, dividend increase

Full-year Forecast (Compared to the previous forecast announced on August 8):	Net sales	¥181.0 billion (+¥5.5 billion)
	Operating profit	¥4.0 billion (+¥0.5 billion)
	Profit	¥2.3 billion (+¥0.5 billion)
Dividend Forecast:	¥40 per share (an increase of ¥10 per share from the previous forecast announced on February 14)	

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Outline of Consolidated Business Performance

(JPY bn, unless otherwise noted) (January 1, 2025 to September 30, 2025)		FY2022/12 3Q Actual	FY2023/12 3Q Actual	FY2024/12 3Q Actual	FY2025/12 3Q Actual	YoY Change
Net Sales		125.3	132.9	128.5	143.7	+15.1
	(Domestic)	85.0	86.5	83.6	98.1	+14.4
	(Overseas)	40.2	46.4	44.9	45.5	+0.6
Gross Profit		37.2	39.8	38.8	43.1	+4.2
	Gross Profit Margin (%)	29.7%	30.0%	30.3%	30.0%	-0.3%
Operating Profit		3.1	3.6	3.1	5.9	+2.8
	Operating Margin (%)	2.5%	2.7%	2.4%	4.2%	+1.8%
Ordinary Profit		3.8	3.8	2.9	5.3	+2.4
Profit (Loss) Attributable to Owners of Parent		3.4	2.0	(0.5)	4.1	+4.6
Average* Exchange Rate (JPY)	US\$	126.0	137.6	150.5	148.9	-1.6
	Euro	141.4	157.4	159.7	165.4	+5.7

* 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)

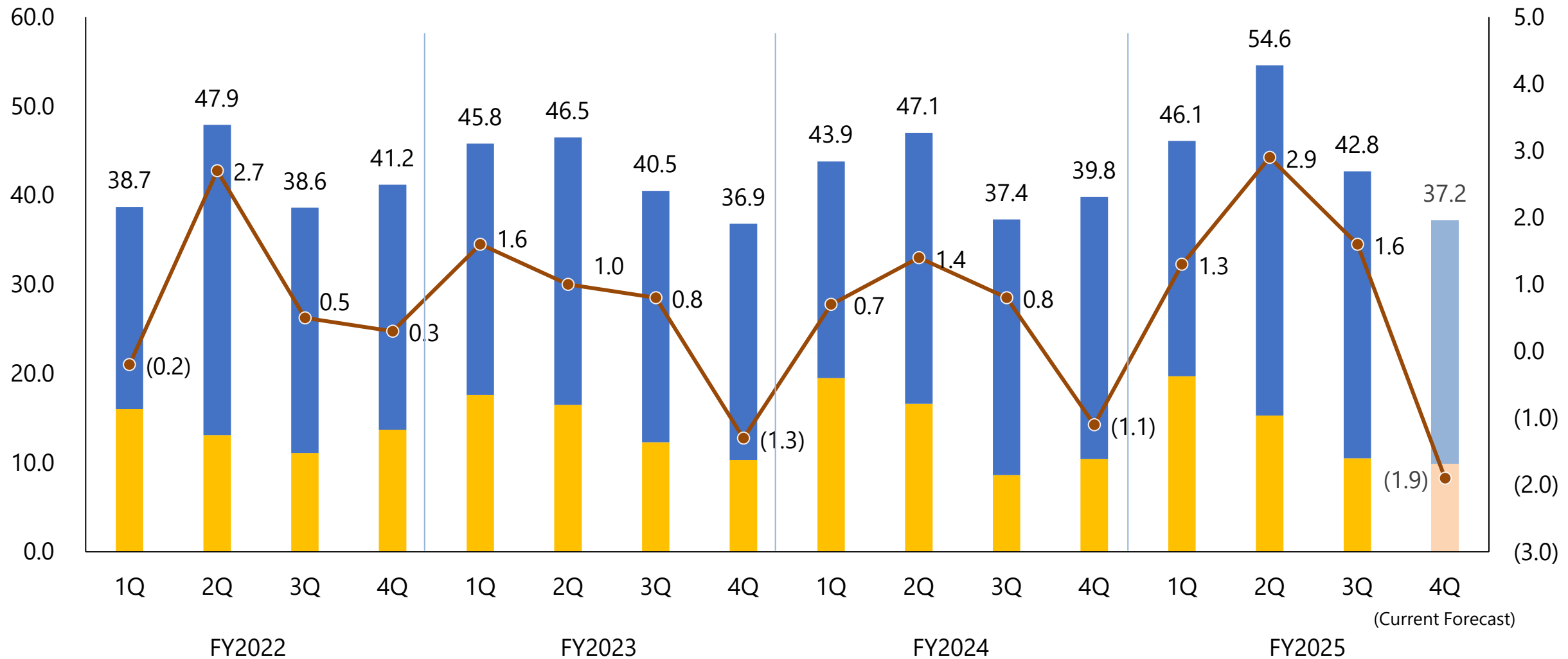
(Net sales: JPY bn)

Overseas net sales

Domestic net sales

Operating profit

(Operating profit: JPY bn)



Domestic Sales

(JPY bn, %) (January 1, 2025 to September 30, 2025)			FY2022/12	FY2023/12	FY2024/12	FY2025/12	
			3Q Actual	3Q Actual	3Q Actual	3Q Actual	YoY Change
Agricultural Machinery Related	Agricultural Machinery	Cultivating & Mowing Machinery	18.1	17.0	16.0	18.5	+2.5
		Planting Machinery	6.5	5.9	5.1	6.5	+1.3
		Harvesting & Processing Machinery	11.4	11.3	11.1	14.1	+3.0
		Subtotal	36.1	34.4	32.3	39.3	+6.9
	Maintenance	Spare Parts	11.9	12.3	12.7	13.3	+0.6
		Repair Fees	4.4	4.5	4.6	5.0	+0.3
		Subtotal	16.3	16.9	17.3	18.3	+0.9
	Farming Implements		15.2	15.4	15.7	20.8	+5.0
	Total		67.7	66.7	65.5	78.5	+13.0
	Construction of Facilities		3.2	4.8	2.8	5.2	+2.4
Others		14.0	14.8	15.3	14.3	-0.9	
Total		85.0	86.5	83.6	98.1	+14.4	
Ratio of Revenue from Maintenance (%)			19.2%	19.6%	20.8%	18.7%	-2.1%

Main factors of YoY changes

- Capturing farmer's strong purchasing appetite against a backdrop of rising rice prices

Agricultural machinery (contract):

Despite a temporarily decline due to the price revision in July, sales recovered to the previous year's level in September

Farming implements/maintenance revenues:

Sales increased steadily as a stable source of revenue

Construction of facilities:

Sales increased due to the completion of multiple large facility projects

➤ (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%

Overseas Sales

(JPY bn, %) (January 1, 2025 to September 30, 2025)	FY2022/12	FY2023/12	FY2024/12	FY2025/12	YoY Change
	3Q Actual	3Q Actual	3Q Actual	3Q Actual	
Europe	19.8	27.6	31.2	31.3	+0.1
North America	13.1	10.7	9.1	7.6	-1.4
Asia	6.7	7.0	4.0	6.2	+2.2
Others	0.5	1.0	0.5	0.3	-0.2
Total	40.2	46.4	44.9	45.5	+0.6

Overseas Sales Ratio	32.1%	34.9%	35.0%	31.7%	-3.3%
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Main factors of YoY changes

- **Lower sales in North America were more than offset by strong performance in Europe and Asia**

Europe:

The absence of special demand for purchased products in Germany was more than offset by the stable performance in France, the consolidation of PTC Limited in the UK, and the impact of weaker yen

North America:

ISEKI's net sales declined as the compact tractors market remained weak

Asia:

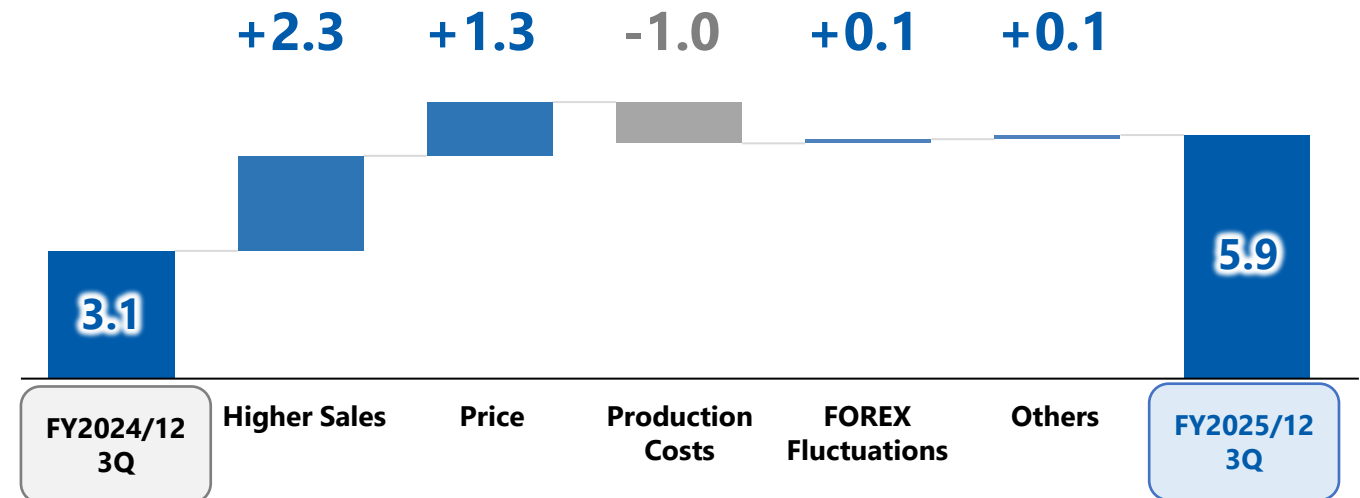
Sales increased mainly in Korea and Indonesia

Operating Profit

- Higher operating profit was due to the increases in domestic and overseas sales and the positive effect of price increases carried out in the past fiscal years

(JPY bn, %) (January 1, 2025 to September 30, 2025)	FY2024/12 3Q Actual	FY2025/12 3Q Actual	YoY Change
Net Sales	128.5	143.7	+15.1
Gross Profit	38.8	43.1	+4.2
Gross Profit Margin	30.3%	30.0%	-0.3%
SG&A Expenses	35.7	37.1	+1.3
Personnel Expenses	20.2	21.1	+0.9
Other Expenses	15.5	15.9	+0.4
Operating Profit	3.1	5.9	+2.8
Operating Margin	2.4%	4.2%	+1.8%

[Breakdown of YoY change (+¥2.8 billion)]



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

Net Sales	Cost of Sales	SG&A Expenses	Operating Profit
+1.0	-0.7	-0.2	+0.1

(Reference)

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

Operating Profit	3Q Actual	Full-year Forecast
Effect	+1.0	+1.5
Temporary expenses*	-0.6	-0.8

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

Ordinary Profit & Profit

- Profit increased significantly driven by gain on sale of non-current assets in the current fiscal year and the absence of impairment losses with structural reforms in the previous fiscal year

(JPY bn) (January 1, 2025 to September 30, 2025)	FY2022/12 3Q Actual	FY2023/12 3Q Actual	FY2024/12 3Q Actual	FY2025/12 3Q Actual	YoY Change
Operating Profit	3.1	3.6	3.1	5.9	+2.8
Financial Income (Expenses), Net	(0.5)	(1.1)	(1.0)	(1.1)	-0.0
Other Non-operating Income (Expenses), Net	1.2	1.4	0.8	0.5	-0.3
Ordinary Profit	3.8	3.8	2.9	5.3	+2.4
Extraordinary Income	0.8	0.0	0.0	1.1	+1.0
Extraordinary Losses	(0.2)	(0.1)	(2.3)	(0.2)	+2.1
Profit before income taxes	4.4	3.7	0.6	6.2	+5.6
Income Taxes-Deferred	(0.9)	(1.6)	(1.1)	(2.1)	-1.0
Profit (Loss) Attributable to Owners of Parent	3.4	2.0	(0.5)	4.1	+4.6

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

Other non-operating income (expenses), net	
Foreign exchange gains (losses)	-0.3

[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 previous fiscal year due to structural reforms)	+2.1

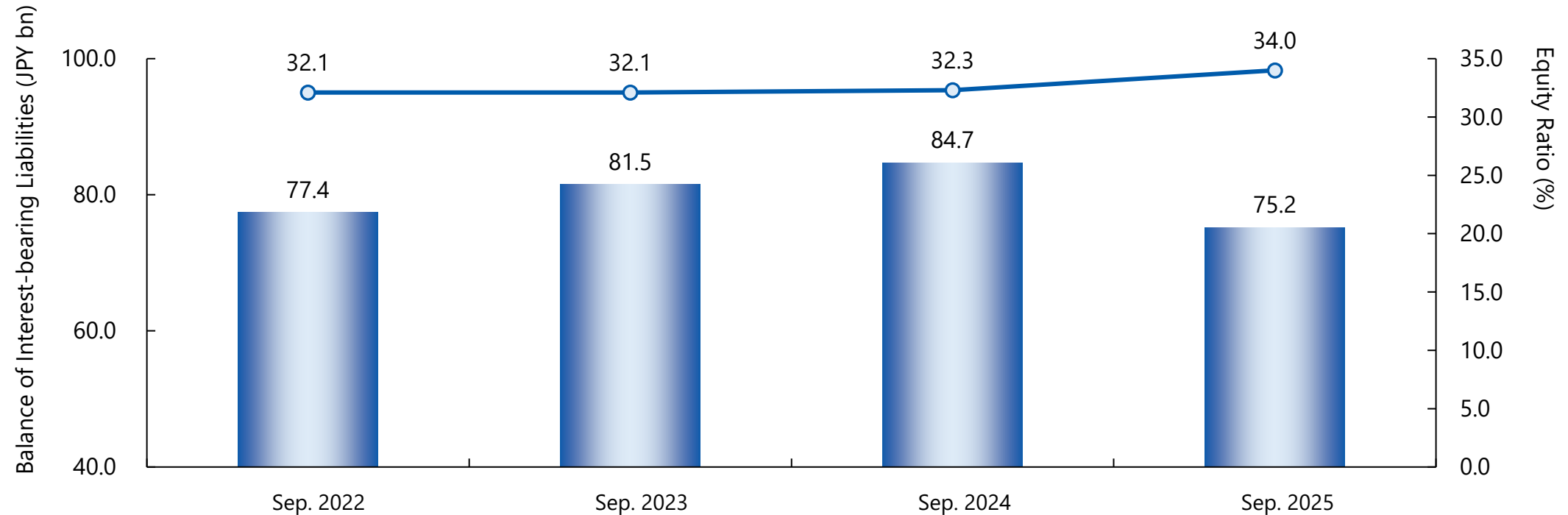
Balance Sheet

- Strong performance in domestic sales led to a significant decrease in inventories
- Interest-bearing liabilities were also reduced significantly

(JPY bn)	As of Sep. 30, 2024	As of Dec. 31, 2024	As of Sep. 30, 2025	YoY Change	Change from Dec. 31, 2024		As of Sep. 30, 2024	As of Dec. 31, 2024	As of Sep. 30, 2025	YoY Change	Change from Dec. 31, 2024
Cash & Deposits	7.6	8.2	10.1	+2.5	+1.9	Accounts Payable-Trade	23.3	25.2	25.7	+2.3	+0.4
Accounts Receivable-Trade	35.0	25.4	40.3	+5.3	+14.9	Interest-bearing Liabilities	84.7	75.4	75.2	-9.4	-0.2
Inventories	68.0	66.9	58.2	-9.7	-8.6	(Loans Payable)	77.1	68.1	68.3	-8.7	+0.2
Other Current Assets	3.7	5.0	4.3	+0.5	-0.7	Accounts Payable-Other	9.7	10.2	12.0	+2.3	+1.8
						Other Liabilities	22.1	23.2	25.2	+3.1	+1.9
Total Current Assets	114.4	105.6	113.1	-1.3	+7.5	Total Liabilities	139.9	134.2	138.2	-1.6	+3.9
Property, Plant and Equipment	81.4	81.3	81.3	-0.1	-0.0	Net assets	74.1	71.8	77.9	+3.7	+6.1
Intangible Assets	2.6	2.9	3.2	+0.5	+0.2						
Investments and Other Assets	15.5	16.1	18.4	+2.9	+2.3	(Retained Earnings)	19.4	16.6	20.5	+1.0	+3.8
Total Non-current Assets	99.6	100.5	103.0	+3.4	+2.5						
Total Assets	214.1	206.1	216.2	+2.0	+10.0	Total Liabilities and Net Assets	214.1	206.1	216.2	+2.0	+10.0

Equity Ratio / Interest-bearing Liabilities

- The reduction of interest-bearing liabilities has led to the D/E ratio to drop below 1.0.



Loans Payable	70.0	74.4	77.1	68.3
Lease Obligations	7.4	7.0	7.6	6.8
Total Interest-bearing Liabilities	77.4	81.5	84.7	75.2
D/E Ratio	1.07	1.07	1.14	0.97

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

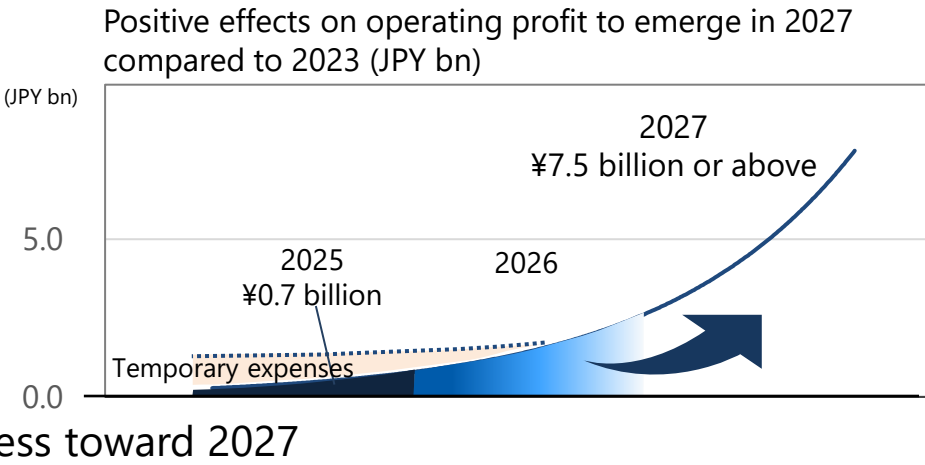
Cash Flows

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

(JPY bn) (January 1, 2025 to September 30, 2025)	FY2024/12 3Q Actual	FY2025/12 3Q Actual	YoY Change	(Ref.) FY2024/12 Full-year Actual
Cash Flows from Operating Activities	(4.5)	5.0	+9.5	8.8
Profit Before Income Taxes	0.6	6.2	+5.6	(1.5)
Depreciation	4.0	3.8	-0.2	5.4
Impairment Losses	2.2	0.0	-2.2	2.3
Decrease (Increase) in Trade Receivables	(7.9)	(15.7)	-7.7	1.8
Decrease (Increase) in Inventories	5.1	10.2	+5.0	7.4
Increase (Decrease) in Trade Payables	(18.5)	0.8	+19.3	(16.9)
Increase (Decrease) in Accounts Payable - Other	9.2	1.7	-7.5	9.7
Other, Net	0.6	(2.1)	-2.7	0.5
Cash Flows from Investing Activities	(4.3)	(2.7)	+1.6	(5.8)
Purchase of Property, Plant and Equipment and Intangible Assets	(4.3)	(4.6)	-0.2	(5.7)
Proceeds from Sale of Property, Plant and Equipment and Intangible Assets	0.3	1.8	+1.4	0.5
Free Cash Flow	(8.9)	2.2	+11.1	2.9
Cash Flows from Financing Activities	6.1	(1.2)	-7.4	(5.0)
Net Increase (Decrease) in Cash and Cash Equivalents	(2.4)	1.2	+3.7	(1.7)

Progress of Project Z

- Major measures of the fundamental structural reform have generally progressed as planned
- Regarding the growth strategy, we continued stronger collaboration among consolidated subsidiaries in Europe for overseas and strengthened efforts to promote the expansion of non-agriculture sales channels in Japan



[Core themes]

Fundamental structural reforms	Optimize production	■ Reorganization of production sites	<ul style="list-style-type: none">The construction of new buildings at domestic factories has progressed as planned (completed in Shigenobu and Niigata)The transfer of production of combine harvesters from Kumamoto has progressed as planned
	Optimize development	■ Development efficiency improvement ■ Product margin improvement	<ul style="list-style-type: none">The process of reducing models and types has moved into the execution phase as plannedExpected effects for 2025 have realized as planned. We are currently working to make up for a delay in our variable cost reduction activity
	Deepen domestic sales	■ Building a base for strategic growth	<ul style="list-style-type: none">Accelerating the improvement of operational efficiency through organizational integration by ISEKI JapanDecrease in inventories <u>has progressed beyond the plan</u>
	Transformation to a robust corporate structure	■ Optimization of employee composition and investing in human capital ■ Cost reduction	<ul style="list-style-type: none">The number of employees and labor costs maintained at the planned levelsImplemented specific measures for the review of operations
Growth strategy	Concentrate management resources on growth segments	Overseas ■ Development of region-specific strategies	<ul style="list-style-type: none">Promoting synergy creation through collaboration among three consolidated subsidiaries in Europe
		Domestic ■ Focus on growth areas	<ul style="list-style-type: none">Large-scale, advanced, dry-field, and environmentally friendly Developing next-generation productsDeveloped the mowing business Explore new BtoB routes

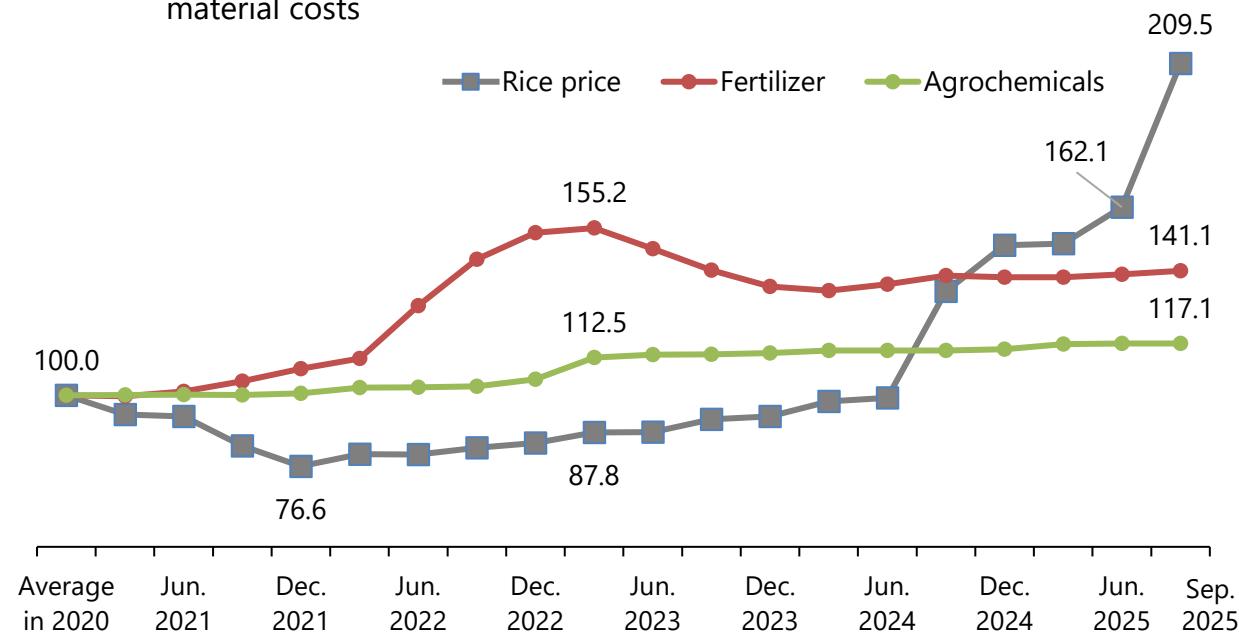
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■ Trends in rice prices and agricultural production material costs

- Purchasing appetite weakened from 2021 due to falling rice prices and soaring costs for agricultural production materials, but since June 2024, farmer’s purchasing appetite has been growing against a backdrop of the rise in rice prices

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

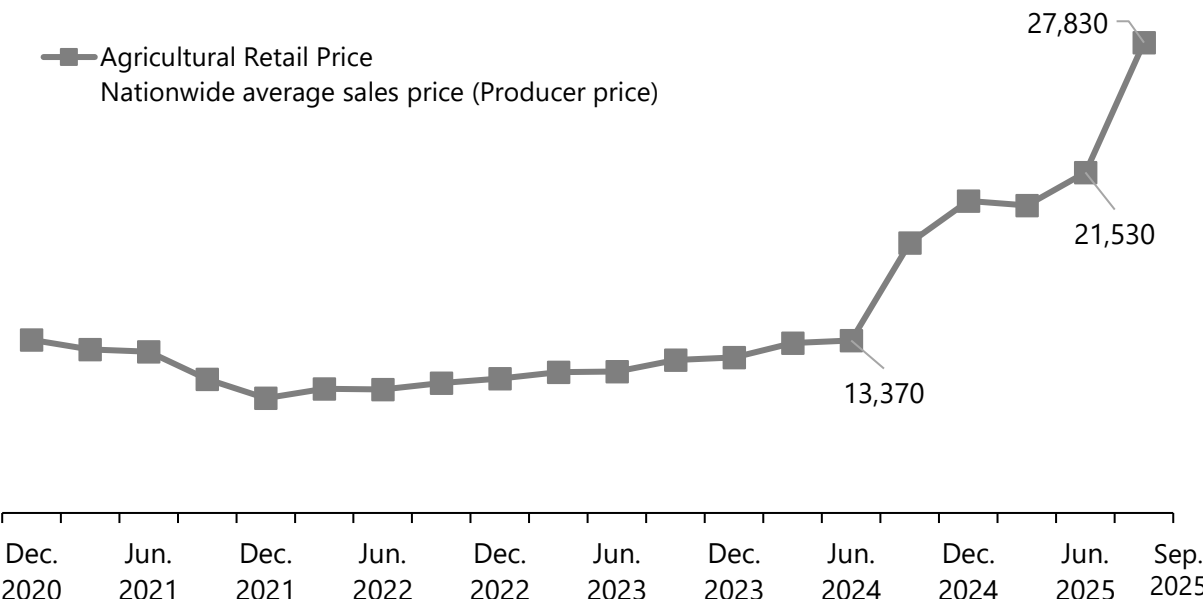
- Although rice prices have declined since 2021 due to soaring costs for agricultural production materials, rice prices have been on an upward trend since the second half of 2024, exceeding the rise in agricultural material costs



* Source: Agricultural Retail Price Survey by the Ministry of Agriculture, Forestry and Fisheries (Index for 2025 is an approximate value)
Rice price = Non-glutinous brown rice index (grade 1 brand names), Fertilizer = Fertilizer composite index, Agrochemicals = Composite index

■ 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

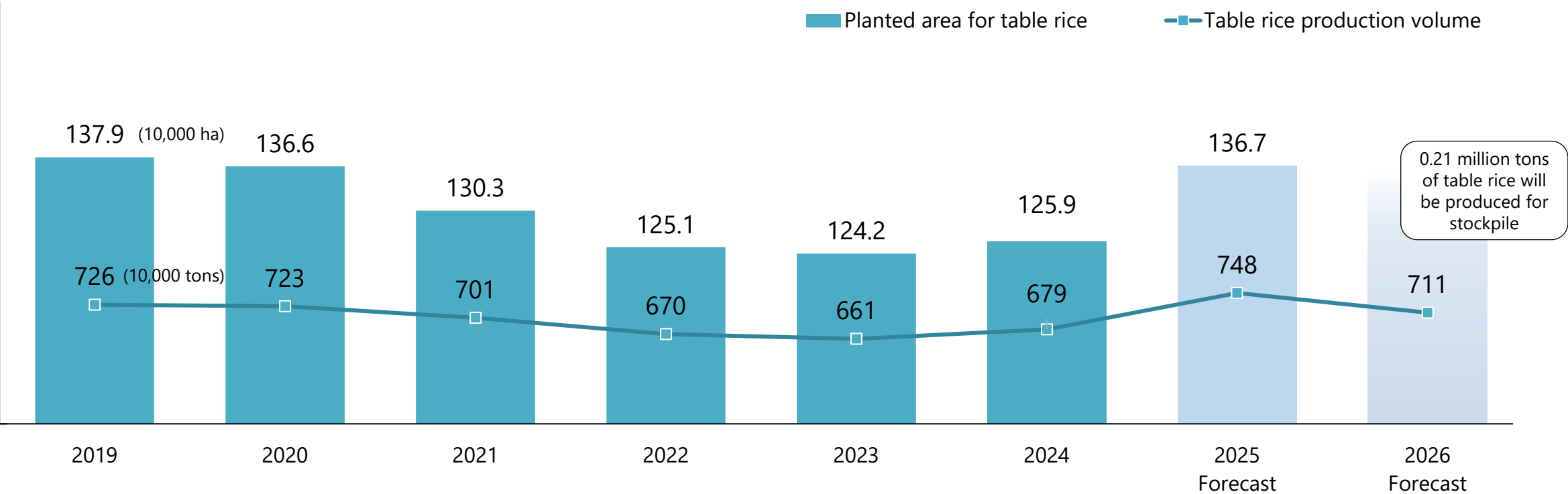


* Nationwide average sales price: Sales price of agricultural products produced by farmers (incl. tax, Grade 1 rice, Index for 2025 is an approximate value)

■ Planted area / production volume of table rice

- In 2025, nationwide intentions to plant table rice have increased, bringing the total planned area to 1.367 million ha (+0.108 million ha from the previous year)
- Production volume of table rice* is expected to be 7.48 million tons in 2025 (+0.69 million tons from the previous year)

Production volume is projected to be 7.11 million tons in 2026 as a result of demand-based production. However, 0.21 million tons of table rice will be required to be produced for stockpile



Source: Ministry of Agriculture, Forestry and Fisheries "Paddy Field Planting for 2025 Rice (As of September 15)" etc.

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

Japan

1. Status of ISEKI (Jan.–Sep.)

- Sales increased significantly as a result of capturing farmer's strong purchasing appetite against a backdrop of rising rice prices
 - The sales of agricultural machinery was +22% YoY
 - Contracts grew more than sales, resulted in expanding order backlog
- Maintenance revenues increased steadily
- For construction of facilities, sales remained solid driven by the government support for restructuring and rationalization of shared-use facilities

2. Future expansion etc.

- Promote product offering in response to strong demand
- Seek to grow our business by gearing toward large-scale, advanced, dry-field, and environmentally friendly as the initiatives of agricultural policy to promote a stable food supply and support smart agriculture will be further continued and enhanced
- Proceed with the expansion to the domestic mowing market as the growth strategy

Europe

1. Market trends

- In some regions, the professional product market has shown weak growth due to a decrease in subsidies to municipalities resulting mainly from financial deterioration
- Mowing demand is weak due to high temperature and low rainfall

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

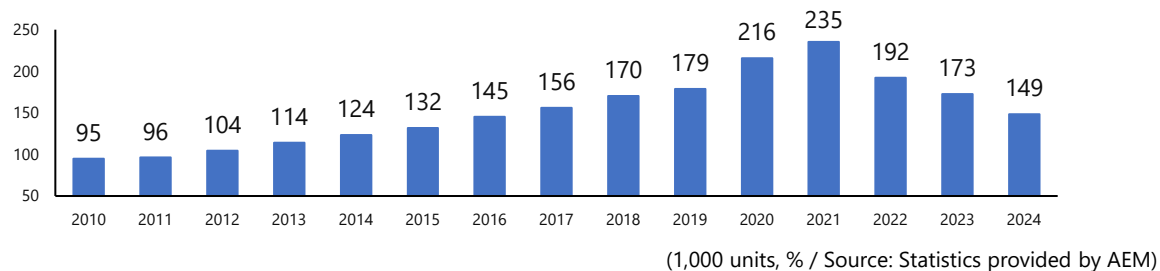
- Unit sales for ISEKI's products from Jan. to Sep. 2025 was +2% YoY
- Despite sluggish market conditions, the absence of special demand for purchased products in Germany was more than offset by the steady sales of low-priced tractors and purchased electric products in France, the positive effects of the consolidation of PTC Limited in the UK, and the impact of weaker yen
- Strategically proceed with sales expansion in the Nordic region with products tailored to winter work, which is a strength of ISEKI Germany, and the rollout of mowing products in the Middle East and other regions through ISEKI France and PTC Limited

North America

1. Compact tractor market

- Although we experienced a significant YoY decline of approximately 10% at the beginning of the year, the decrease slowed in June and beyond. Despite signs of recovery, close monitoring on the future impact of tariffs remains necessary

<Market trends> • Jan.–Sep. 2025: -5% YoY



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

- Unit sales (Jan.–Sep. 2025) -15% YoY * Local retail unit sales
- Seek to recover sales by clearing out local inventory through sales promotion measures for old models and smoothly launching new models in the market

Asia

1. Market trends

- <Korea> Demand for large-sized and smart agricultural machinery continued, despite the accelerating trends of decrease and aging of farmers as well as of programs to encourage acreage reduction and rice-crop diversion to stabilize rice prices
- <Thailand> Farmers' purchasing power continued to decline due to a decrease in farm product prices in both rice cultivation and sugar cane markets as well as to household debt issues
- <Indonesia> Government and local tenders are increasing due to the agricultural machinery policy

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

- <Korea> Shipment volume increased following the completion of local inventory adjustments. We aim to expand sales by leveraging sales synergy between products provided by local distributors and ISEKI's products
- <Thailand> Shipment volume increased in the first half thanks to the enhanced sales promotion measures. We are planning to start product shipments from IST in Thailand to the Philippines in the fourth quarter
- <Indonesia> We won the government's tender with tractors made from our factory in Indonesia by leveraging high local procurement rates. We will seek to expand our product lineup and strengthen general sales

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

- Upward revision to net sales and profit
- Increase of ¥10 per share in the year-end dividend

(JPY bn, %)		FY2022/12	FY2023/12	FY2024/12		FY2025/12 Forecast				Revision from Previous Forecast	YoY after Revision
		Actual	Actual	Actual	%	Initial (Feb.)	Previous (Aug.)	Current (Nov.)	%		
Net Sales		166.6	169.9	168.4	100.0	170.5	175.5	181.0	100.0	+5.5	+12.5
	(Domestic)	112.6	113.0	113.0	67.1	113.5	120.0	125.5	69.3	+5.5	+12.4
	(Overseas)	53.9	56.8	55.3	32.9	57.0	55.5	55.5	30.7	–	+0.1
Operating profit		3.5	2.2	1.9	1.1	2.6	3.5	4.0	2.2	+0.5	+2.0
Ordinary profit		3.7	2.0	1.5	0.9	1.8	2.6	3.1	1.7	+0.5	+1.5
Profit (Loss) Attributable to Owners of Parent		4.1	0.0	(3.0)	–	1.3	1.8	2.3	1.3	+0.5	+5.3
Average*1 Exchange Rate (JPY)	US\$	132.7	139.7	151.7		150.0 ^{*2}	143.0	149.0		+6.0	-2.7
	Euro	140.7	156.6	164.8		157.0	165.0	167.0		+2.0	+2.2
Year-end Dividend (JPY)		30	30	30		30	30	40		+10	+10

*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 In the forecast announced in May, the revision was made only for the exchange rate (US\$/JPY: 150.0 → 143.0; Euro/JPY: no change) from the initial forecast (announced on February 14, 2025)

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

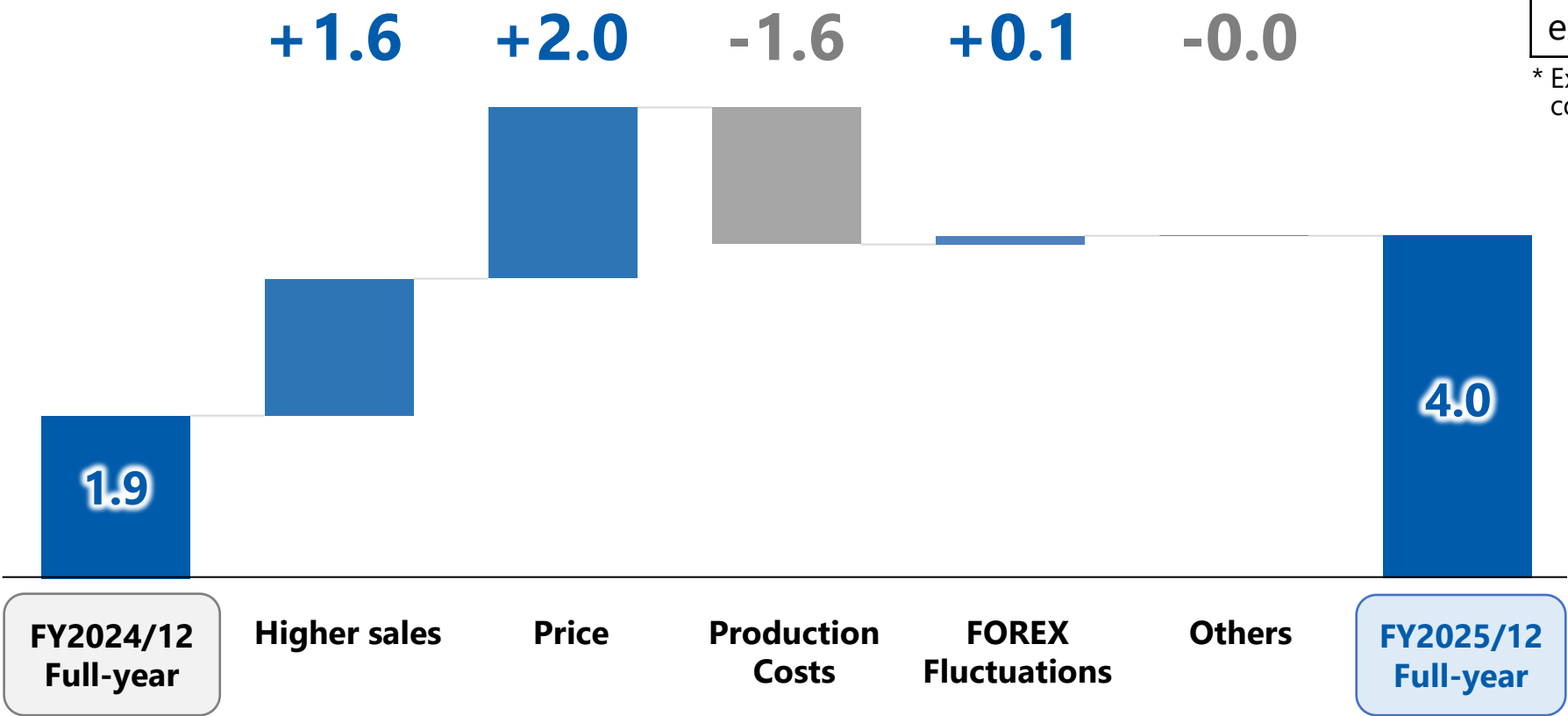
[Breakdown of YoY change (+¥2.0 billion)]

- Higher operating profit is expected to be due to the increase in domestic sales and the positive effect of price increases carried out in the past fiscal years
- Effects of Project Z for 2025 is projected to progress as planned

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

Operating profit	Plan	Full-year Forecast
Effect	+1.5	+1.5
Temporary expenses*	-0.8	-0.8

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



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Topics: Notice of New Product Launch Event

■ Introduce our initiatives to improve agricultural productivity

- ✓ Initiatives to improve agricultural productivity
- ✓ Exhibition and demonstration of large-sized and smart agricultural machinery
- ✓ Domestic mowing business: Second deployment of ride-on mowers in Japan etc.

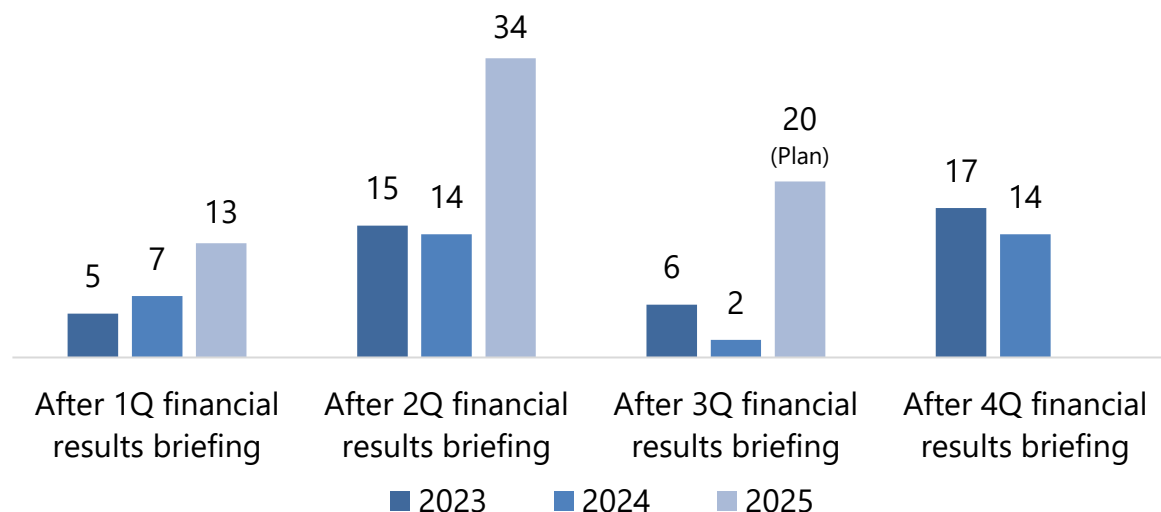
Date of Announcement	1:15 p.m. to 3:00 p.m. Thu., Dec. 11, 2025 (scheduled)
Concept	Introduction of our agricultural solutions for improving agricultural productivity
Presentation Styles	<ul style="list-style-type: none">• In-person event: Tsukuba Mirai City, Ibaraki Prefecture• Simultaneous online streaming (except for demonstration and exhibition) available• Announced on our website and to the media

Topics: Strengthening of IR Activities

■ Dialogue with institutional investors

- The number of meetings increased significantly due to growing attention against a backdrop of higher expectations for performance driven by rising rice prices and increasing stock price supported by strong performance up to the second quarter
(Target number of meetings for 2025: 50 meetings)
- The questions were mainly about the continuity of domestic demand growth and growth potential of overseas business
⇒ We will enhance our information disclosure based on the trend of questions asked

[Number of face-to-face meetings with institutional investors]



■ Dialogue with individual investors

- We have and will expand opportunities for dialogue with individual investors in 2025

Date of event	Events
• Jun. 7	IR Seminar for individual investors organized by logmi Finance
• Sep. 26, 27	20th Nikkei/TSE IR Fair 2025
• Dec. 12 (scheduled)	Facility tour for individual investors

- As a larger number of individual investors than expected visited the above events, we were able to showcase ISEKI's features and strengths to the visitors
- We will continue to strengthen dialogue with individual investors, taking into account the results of questionnaire survey and other factors



Nikkei/TSE IR Fair 2025

1. Outline of Financial Results for the Third 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. 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 September 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 (As of the end of September 2025. Excluding 111,466 shares of treasury stock)
• Number of shares per unit	100 shares

Trends in Consolidated Financial Results

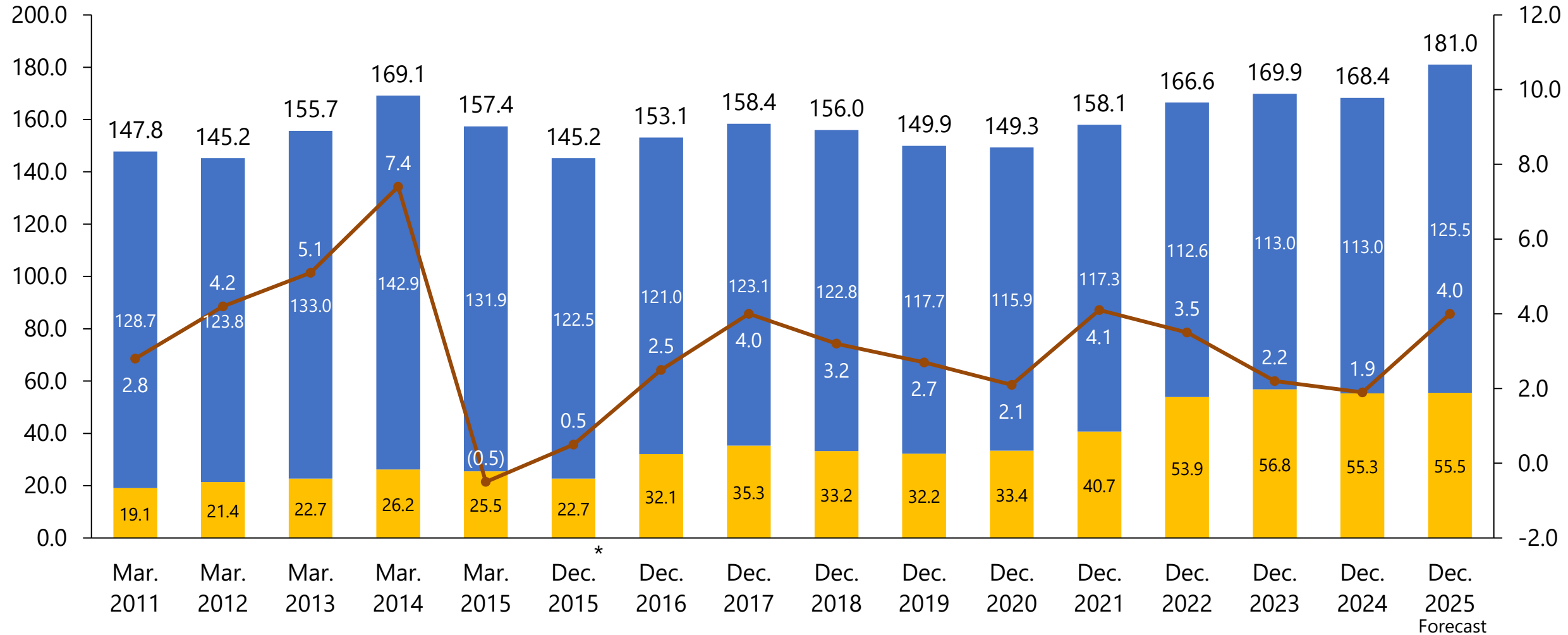
(Net sales: JPY bn)

Overseas sales

Domestic sales







Operating profit

(Operating profit: JPY bn)



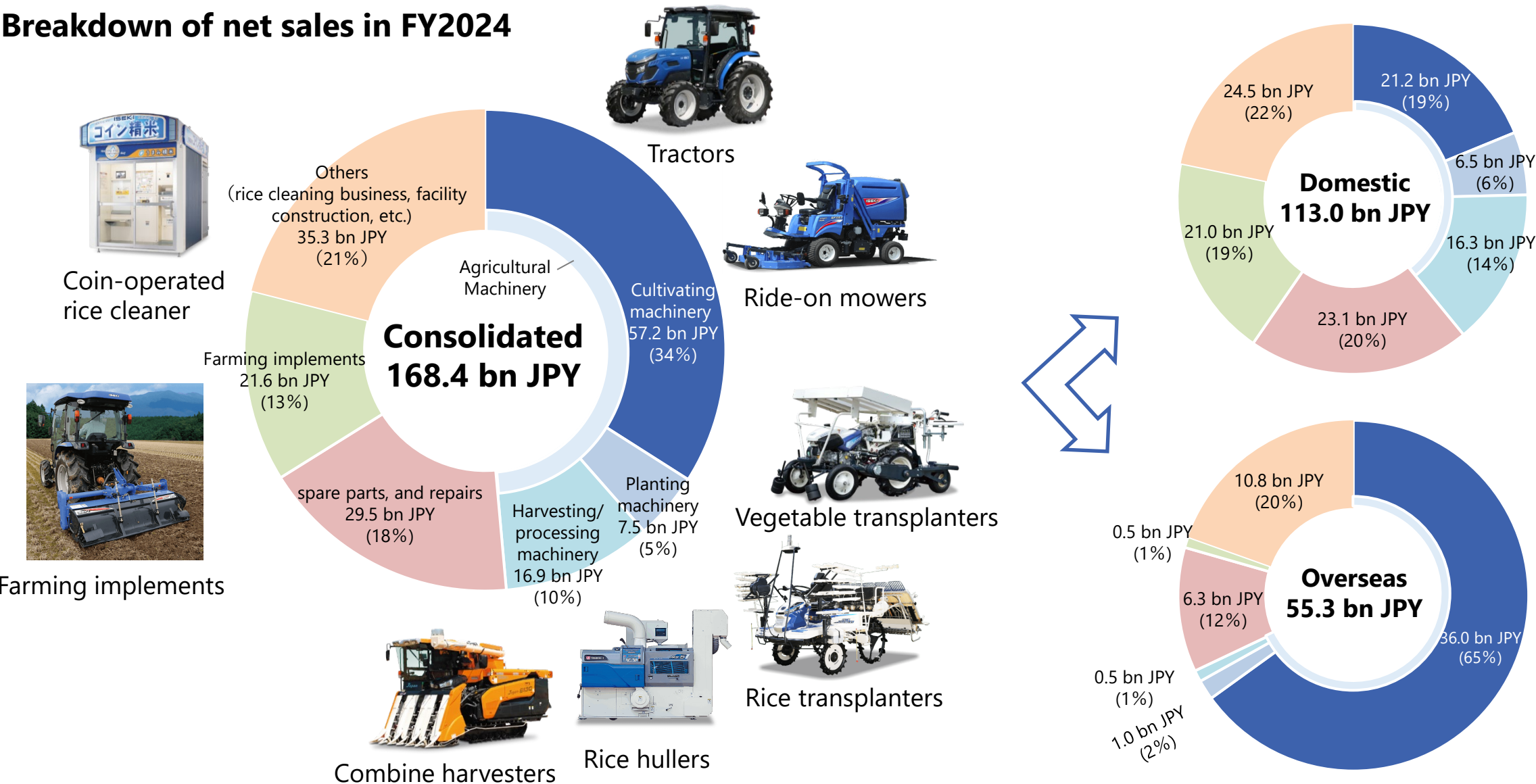
* FY2015 is a nine-month period due to the change of the fiscal year end.

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	○	—

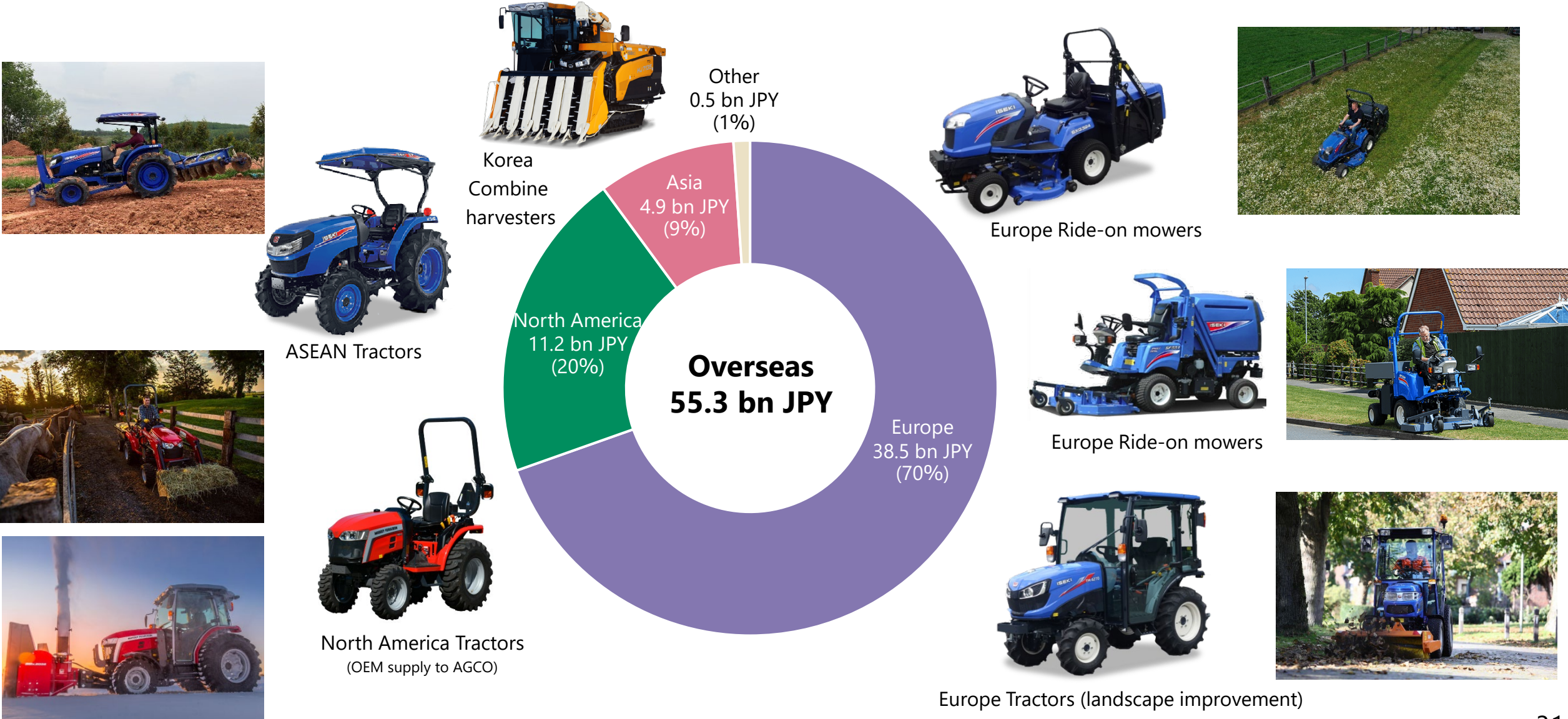
Breakdown of Net Sales by Product

Breakdown of net sales in FY2024



Breakdown of Net Sales by Overseas Region

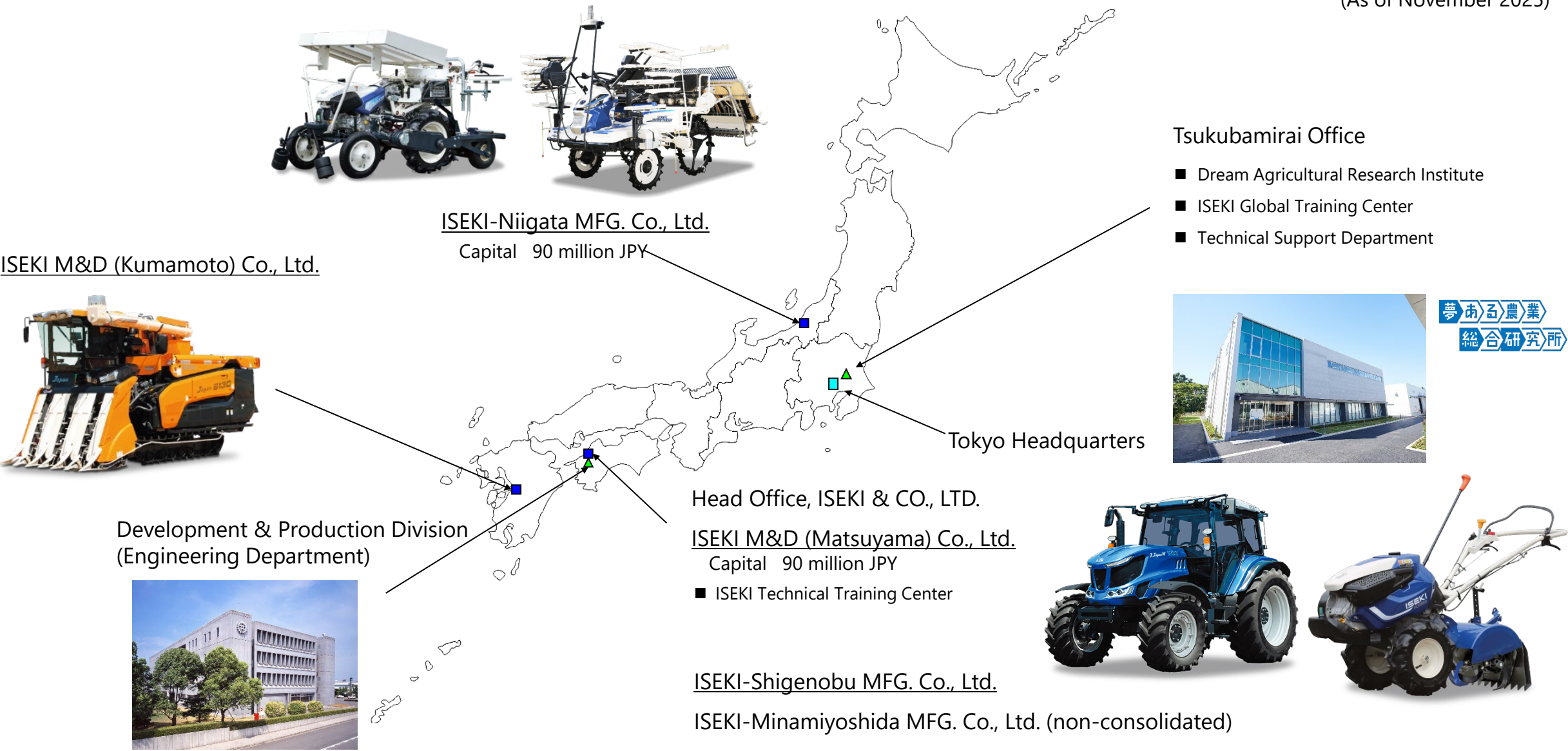
Breakdown of net sales in FY2024



Principal Domestic Business and Manufacture Locations



(As of November 2025)



Overseas Manufacturing and Sales Sites

(As of November 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)

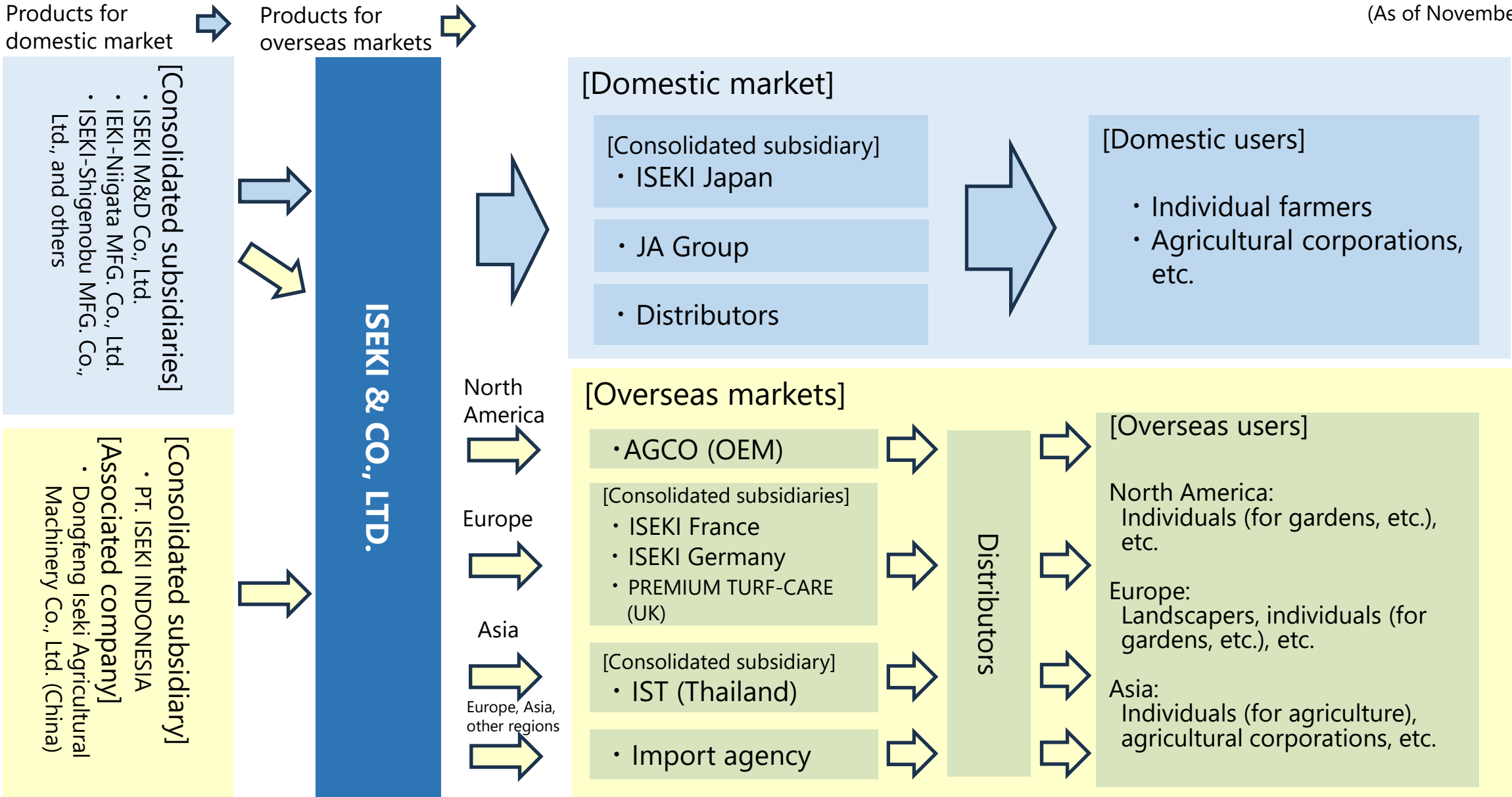
◆ Production sites

*1: Non-consolidated subsidiaries

*2: OEM customer

Main Sales Channels for ISEKI's Products

(As of November 2025)



Global Expansion: Europe

(As of November 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.

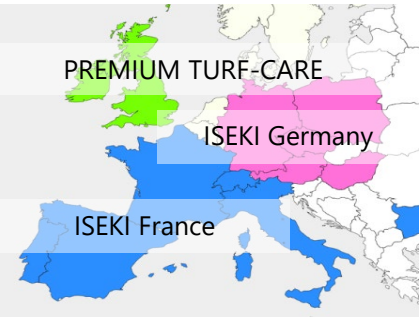
■ Products handled

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 November 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

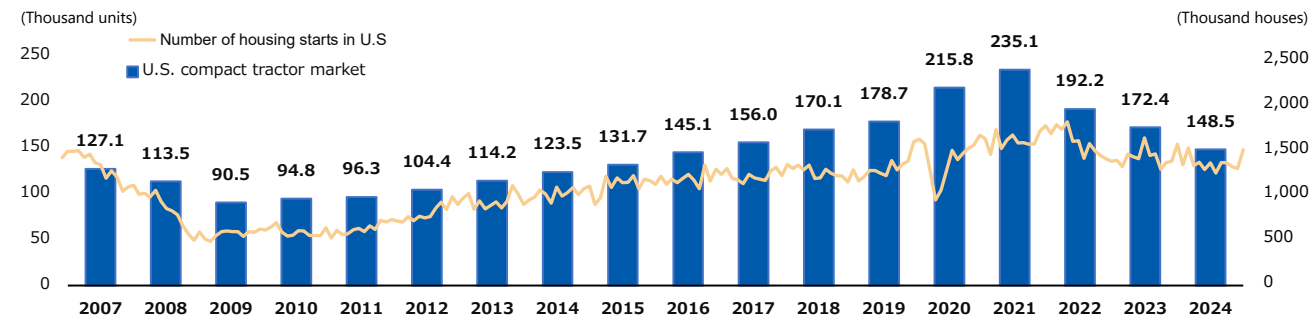
■ Products handled

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 November 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

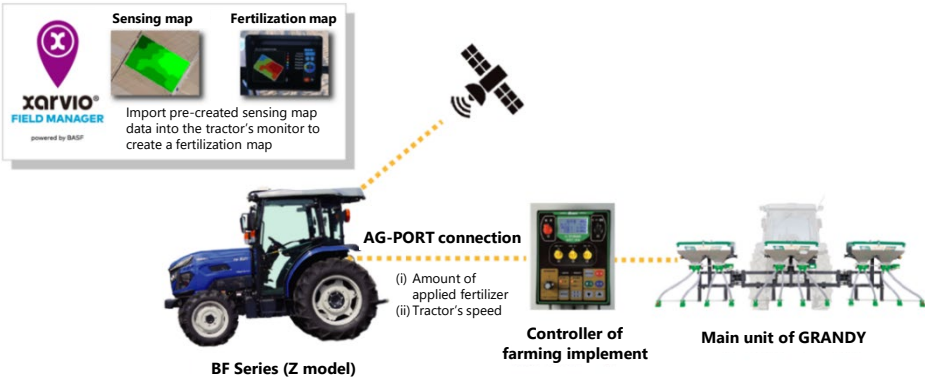
*Patent granting rate = number of patent applications granted / (number of patent applications granted + number of patent applications refused + number of patent applications withdrawn or abandoned). Number of patent applications withdrawn or abandoned = number of patent applications withdrawn or abandoned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

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

Initiatives for Environmentally-friendly Agriculture

■Straight driving assist tractor qualified for the Green Investment Promotion Tax Credit*

- A tractor equipped with a straight driving assist function (Z model of BF Series) has been qualified for the Green Investment Promotion Tax Credit (Qualified in combination with a high-precision sower GRANDY (TAISHO Co., Ltd.))
- Agricultural producers who install qualified machinery will be eligible for a special depreciation of 32% of the acquisition cost



■Production Information and Features

Qualified machinery	Product outline and features
Tractor equipped with a straight driving assist function + High-precision sower GRANDY	<ul style="list-style-type: none">• The BF tractor is equipped with a continuously variable transmission (CVT) so that users can quickly choose a vehicle speed suitable for each work during operation• The high-precision sower GRANDY allows for vehicle speed-sensitive fertilization simultaneously with variable rate fertilization using information on the amount of applied fertilizer and vehicle speed provided by the BF tractor. The sower's maximum spread width is 5.1 m, and it is equipped with a large-capacity hopper of 300 L

* ISEKI's variable fertilizer rice transplanter and high-clearance multipurpose vehicles and high-precision intertillage weeder for dry field were qualified for said tax credit in 2022 and April 2025, respectively

■Aigamo robot qualified for the Subsidy for CO₂ Emission Control Measures Granted by the Ministry of the Environment

- ISEKI's *Aigamo* robot (IGAM2) has been qualified for the Subsidy for CO₂ Emission Control Measures, a subsidy aimed at promoting the electrification of agricultural machinery
- Agricultural producers who install qualified machinery will be eligible for receiving two-thirds of the difference between the selling prices of electric agricultural machine and corresponding conventional machine



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.
- These documents have been translated for reference purposes only. In the event of any discrepancy between these translated documents and their Japanese originals, the originals shall prevail.

