

Financial Results for the Fiscal Year Ended December 31, 2025

Investor Relations Presentation Materials



ISEKI
ISEKI & CO., LTD.



February 19, 2026
ISEKI & CO., LTD.

- 1. Outline of Financial Results for the Fiscal Year Ending December 31, 2025**
- 2. Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2026**
- 3. Domestic and Overseas Markets**
- 4. IR Activities**
- 5. Topic**
- 6. Appendix**

Financial Results for the Fiscal Year Ended December 31, 2025

PL YoY Change: **Higher sales and operating profit** (Higher than the forecast announced on Nov. 14)
Expected effects of Project Z for 2025 have progressed as planned

Record-high net sales

BS Inventories: **Significant decrease -¥9.1 billion from Dec. 31, 2024**
Interest-bearing liabilities: **Significant reduction -¥13.3 billion from Dec. 31, 2024**

CF Cash flows from operating activities: **Record high at positive ¥23.4 billion**

Dividend Planned year-end dividend at **¥40 per share (an increase of ¥10 per share YoY)**

Forecast for the Fiscal Year Ending December 31, 2026

- **Despite lower sales, operating profit is expected to increase due to positive effects of Project Z**
- **A dividend increase is planned (two consecutive years)**

Full-year Forecast : Net sales	¥180.0 billion (YoY change: -¥5.7 billion, -3.1%)
Operating profit	¥6.0 billion (YoY change: +¥1.7 billion, +42.0%)
Operating margin	3.3% (YoY change: +¥1.0%)
Profit	¥3.0 billion (YoY change: +¥0.2 billion, +8.8%)
Dividend Forecast: ¥45 per share (YoY change: an increase of ¥5 per share)	

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Outline of Consolidated Business Performance

(JPY bn, unless otherwise noted)	FY2024/12		FY2025/12		
	Actual	Actual	YoY Change	Difference ^{*1} (Forecast/Actual)	
Net Sales	168.4	185.7	+17.3	+4.7	
(Domestic)	113.0	129.4	+16.4	+3.9	
(Overseas)	55.3	56.3	+0.9	+0.8	
Gross Profit	50.6	55.6	+5.0		
Gross Profit Margin (%)	30.1%	30.0%	-0.1%		
Operating Profit	1.9	4.2	+2.3	+0.2	
Operating Margin (%)	1.1%	2.3%	+1.2%	+0.1%	
Ordinary Profit	1.5	4.1	+2.5	+1.0	
Profit (Loss) Attributable to Owners of Parent	(3.0)	2.7	+5.7	+0.4	
Average ^{*2} Exchange Rate (JPY)	US\$	151.7	149.9	-1.9	+0.9
	Euro	164.8	169.1	+4.3	+2.1
Year-end Dividend Per Share (JPY)	30	40	+10	± 0	
ROE (%)	-4.4%	3.9%	+8.3%		

*1: Difference from the forecast announced on November 14, 2025

*2: 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.)

Main factors of YoY changes

• Higher sales and operating profit Record-high net sales (significant growth for domestic sales and solid growth for overseas sales)

Domestic Sales : Domestic sales increased as a result of accurately capturing farmers' strong purchasing appetite
Maintenance revenues continued to grow

Overseas Sales: Performance remained stable in Europe, and a sales increase in Asia exceeded a sales decline in North America, resulting in overall sales growth

Operating Profit : Higher operating profit was due to the increases in domestic and overseas sales and the positive effect of price revisions

Profit : Profit increased significantly driven by gain on sale of non-current assets and the absence of share of loss of entities accounted for using equity method and impairment losses with structural reforms in the previous fiscal year

Main factors of YoY change in profit (Positive: profit improvement, JPY bn)	
Increase in operating profit	+¥2.3
Deterioration of foreign exchange gains (losses)	-¥0.2
Elimination of share of loss of entities accounted for using equity method	+¥0.8
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

Domestic Sales

(JPY bn, %)		FY2022/12	FY2023/12	FY2024/12	FY2025/12	YoY Change	
		Actual	Actual	Actual	Actual		
Agricultural Machinery Related	Agricultural Machinery	Cultivating & Mowing Machinery	22.9	22.0	21.2	24.3	+3.0
		Planting Machinery	7.9	7.2	6.5	8.1	+1.5
		Harvesting & Processing Machinery	16.0	15.7	16.3	18.6	+2.3
		Subtotal	46.9	45.0	44.1	51.1	+6.9
	Maintenance	Spare Parts	15.6	16.0	16.9	18.4	+1.5
		Repair Fees	5.8	6.0	6.2	6.7	+0.5
		Subtotal	21.5	22.0	23.1	25.2	+2.0
	Farming Implements	20.5	20.4	21.0	28.2	+7.1	
	Total	88.9	87.5	88.4	104.6	+16.2	
	Construction of Facilities	4.3	5.5	4.1	5.9	+1.7	
Others	19.3	19.9	20.4	18.8	-1.5		
Total	112.6	113.0	113.0	129.4	+16.4		
Ratio of Revenue from Maintenance (%)		19.1%	19.5%	20.5%	19.5%	-1.0%	

Main factors of YoY changes

- Domestic sales increased as a result of accurately capturing farmer's strong purchasing appetite
Maintenance revenues continued to grow

Agricultural machinery/farming implements:
Sales were strong in large-scale and advanced products

Maintenance revenues:
Maintenance revenues were a stable source of revenue, and sales increased steadily

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

- (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%

Overseas Sales

(JPY bn, %)	FY2022/12	FY2023/12	FY2024/12	FY2025/12	YoY Change
	Actual	Actual	Actual	Actual	
Europe	25.1	33.2	38.5	38.5	-0.0
North America	19.5	14.2	11.2	10.4	-0.7
Asia	8.6	8.1	4.9	6.9	+1.9
Others	0.6	1.1	0.5	0.3	-0.2
Total	53.9	56.8	55.3	56.3	+0.9

Overseas Sales Ratio	32.4%	33.5%	32.9%	30.3%	-2.6%
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Main factors of YoY changes

- **Performance remained stable in Europe, and a sales increase in Asia exceeded a sales decline in North America, resulting in overall sales growth**

Europe:

Sales remained the same level as the previous fiscal year, when there was special demand for purchased products at ISEKI-Maschinen GmbH in Germany, due to the stable performance mainly in consumer products at ISEKI France in France and the consolidation of ISEKI UK & Ireland in the UK

North America:

The compact tractors market remained weak

Asia:

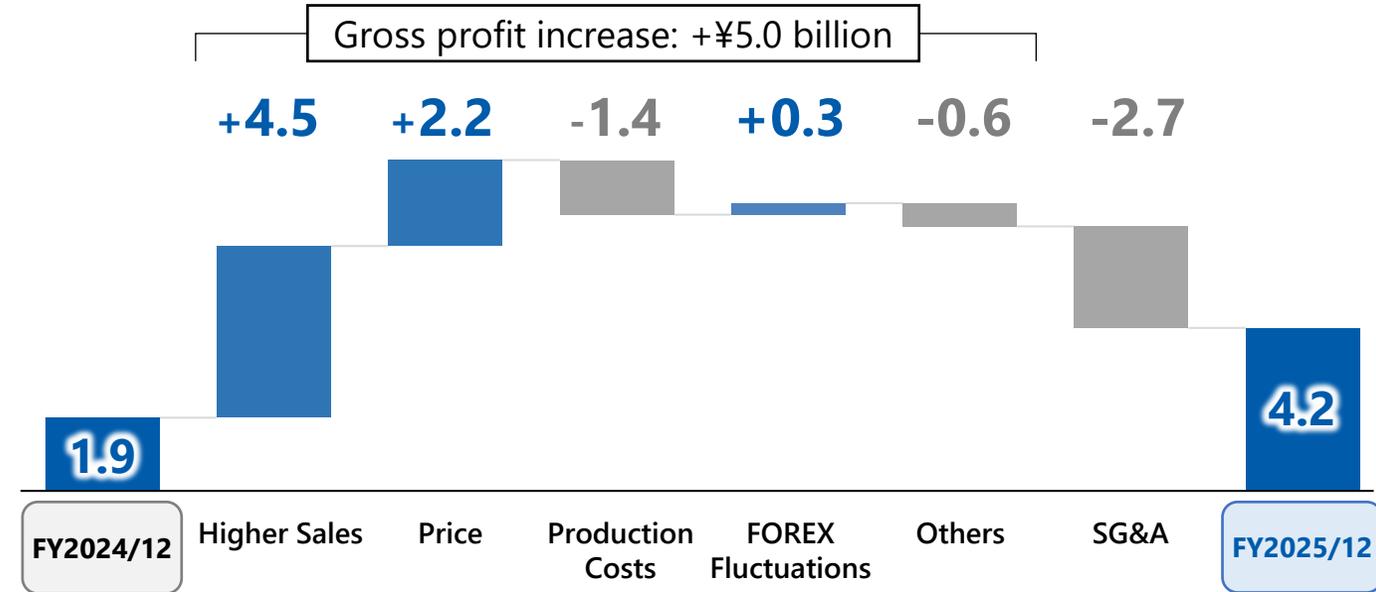
Shipments recovered after the completion of inventory adjustments in South Korea, and shipments for government tenders increased due to an increase in agricultural machinery budget in Indonesia

Operating Profit

- Higher operating profit was due to the increases in domestic and overseas sales and the positive effect of price revisions

[Breakdown of YoY change (+¥2.3 billion)]

(JPY bn, %)	FY2024/12 Actual	FY2025/12 Actual	YoY Chage
Net Sales	168.4	185.7	+17.3
Gross Profit	50.6	55.6	+5.0
Gross Profit Margin	30.1%	30.0%	-0.1%
SG&A Expenses	48.7	51.4	+2.7
Personnel Expenses	27.6	29.3	+1.7
Other Expenses	21.0	22.0	+0.9
Operating Profit	1.9	4.2	+2.3
Operating Margin	1.1%	2.3%	+1.2%



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

Net Sales	Cost of Sales	SG&A Expenses	Operating Profit
+0.6	-0.3	-0.1	+0.1

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

Operating Profit	Plan	Actual
Effect	+1.5	+1.5
Temporary expenses*	-0.8	-0.8

* Expenses for transfer of production, consolidation of sales companies, and others 8

Balance Sheet

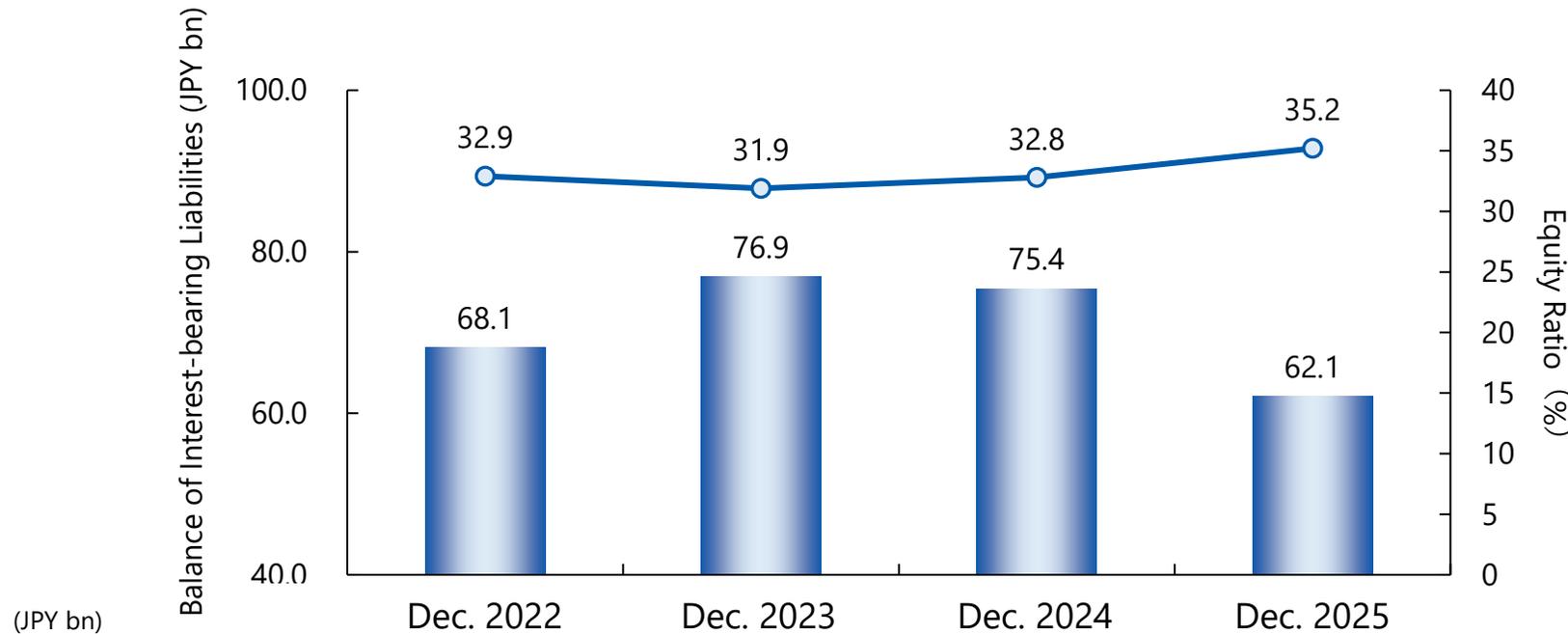
- Strong performance in domestic sales led to a significant decrease in inventories
- Interest-bearing liabilities were also reduced significantly

(JPY bn)	As of Dec. 31, 2024	As of Dec. 31, 2025	Change from Dec. 31, 2024		As of Dec. 31, 2024	As of Dec. 31, 2025	Change from Dec. 31, 2024
Cash & Deposits	8.2	12.8	+4.6	Accounts Payable-Trade	25.2	26.9	+1.6
Accounts Receivable-Trade	25.4	26.4	+1.0	Interest-bearing Liabilities	75.4	62.1	-13.3
Inventories	66.9	57.7	-9.1	(Loans Payable)	68.1	54.9	-13.1
Other Current Assets	5.0	5.3	+0.2	Accounts Payable-Other	10.2	13.9	+3.6
				Other Liabilities	23.2	28.0	+4.7
Total Current Assets	105.6	102.4	-3.1	Total Liabilities	134.2	131.0	-3.2
Property, Plant and Equipment	81.3	83.6	+2.2	Net assets	71.8	78.4	+6.5
Intangible Assets	2.9	3.9	+0.9				
Investments and Other Assets	16.1	19.4	+3.2	(Retained Earnings)	16.6	19.1	+2.5
Total Non-current Assets	100.5	107.0	+6.5				
Total Assets	206.1	209.4	+3.3	Total Liabilities and Net Assets	206.1	209.4	+3.3

Interest-bearing Liabilities / Equity Ratio / Dividend

[Interest-bearing liabilities / Equity Ratio]

[Dividend]



(JPY)

	FY2024/12 Actual	FY2025/12 Plan
Year-end dividend	30	40

Loans Payable	61.1	69.8	68.1	54.9
Lease Obligations	7.0	7.1	7.3	7.1
Total Interest-bearing Liabilities	68.1	76.9	75.4	62.1
Net Assets	72.3	74.2	71.8	78.4

D/E Ratio	0.94	1.04	1.05	0.79
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The D/E ratio stood at 0.79 due to the significant reduction of interest-bearing liabilities

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

Cash Flows

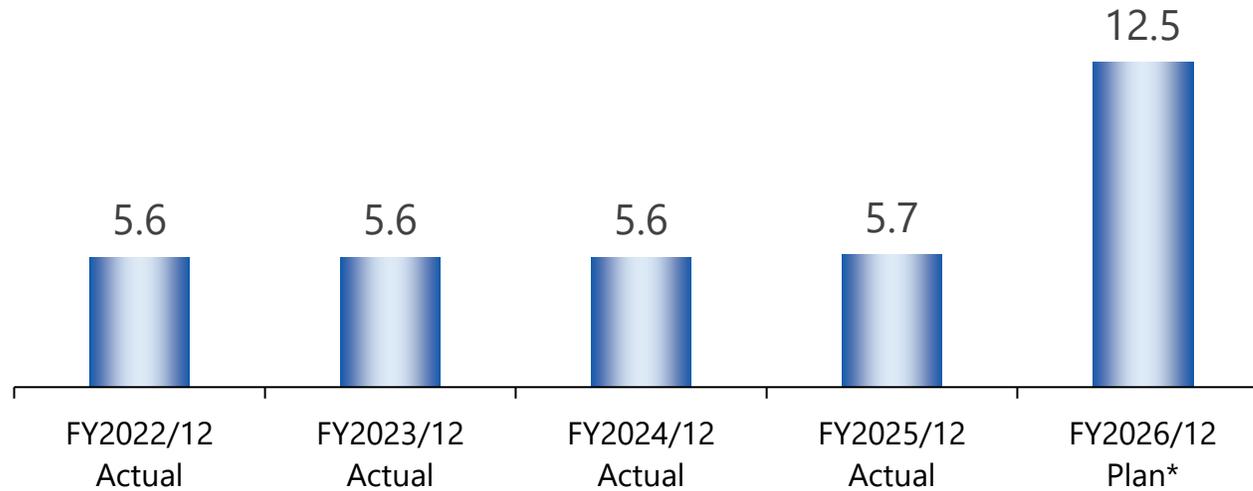
- Cash flows from operating activities improved significantly due to an increase in profits and a decrease in inventories. The sale of non-current assets led to a further improvement in free cash flow

(JPY bn)	FY2022/12 Actual	FY2023/12 Actual	FY2024/12 Actual	FY2025/12 Actual	YoY Change
Cash Flows from Operating Activities	(3.3)	(2.4)	8.8	23.4	+14.6
Profit Before Income Taxes	5.2	1.9	(1.5)	4.4	+5.9
Depreciation	6.1	5.6	5.4	5.2	-0.2
Impairment Losses	(1.5)	0.0	2.3	0.2	-2.0
Decrease (Increase) in Trade Receivables	(5.1)	1.2	1.8	(1.6)	-3.5
Decrease (Increase) in Inventories	(11.4)	(6.3)	7.4	11.9	+4.5
Increase (Decrease) in Trade Payables	5.4	(4.5)	(16.9)	1.6	+18.6
Increase (Decrease) in Accounts Payable - Other	(0.1)	0.0	9.7	3.4	-6.3
Other, Net	(1.8)	(0.3)	0.5	(1.8)	-2.3
Cash Flows from Investing Activities	(2.9)	(5.4)	(5.8)	(4.4)	+1.4
Purchase of Property, Plant and Equipment and Intangible Assets	(4.8)	(5.7)	(5.7)	(6.5)	-0.8
Proceeds from Sale of Property, Plant and Equipment and Intangible Assets	0.4	0.3	0.5	1.9	+1.3
Free Cash Flow	(6.3)	(7.8)	2.9	19.0	+16.0
Cash Flows from Financing Activities	2.0	6.7	(5.0)	(15.1)	-10.0

Capital Investment, Depreciation and Research & Development Expenses

[Capital investment (JPY bn)]

* Property, plant and equipment and intangible assets after delivery



[Depreciation, Research & Development Expenses (JPY bn)]

	FY2024/12 Actual	FY2025/12 Actual
Depreciation	5.43	5.20
Research & development expenses	1.46	1.93

* Capital investment plan for 2026

Of which, investment in optimization

¥12.5 billion

¥8.0 billion

(Breakdown)

	FY2024/12	FY2025/12
Sales offices	1.6	1.4
Increasing productivity	1.2	2.6
Information technology	0.3	0.3
Other	2.5	1.4
Total	5.6	5.7

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Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2026

- Despite lower sales, operating profit is expected to increase due to positive effects of Project Z
- The dividend is planned to increase by ¥5 to ¥45 per share (two consecutive years of increases)

(JPY bn, %)		FY2023/12	FY2024/12	FY2025/12	FY2026/12	YoY Change
		Actual	Actual	Actual	Forecast	
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	150	+0.1
	Euro	156.6	164.8	169.1	175	+5.9
Year-end Dividend Per Share (JPY)		30	30	40	45	+5
ROE (%)		0.0%	-4.4%	3.9% (2.4%)* ¹	4.0%	+0.1%

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

Domestic Sales Forecast

- Despite demand remaining steady, sales are expected to decrease due to a temporary shortage in production capacity

		(JPY bn)	FY2022/12	FY2023/12	FY2024/12	FY2025/12	FY2026/12	YoY Change
			Actual	Actual	Actual	Actual	Forecast	
Agricultural Machinery Related	Agricultural Machinery		46.9	45.0	44.1	51.1	46.0	-5.1
	Maintenance	Spare Parts	15.6	16.0	16.9	18.4	18.5	+0.0
		Repair Fees	5.8	6.0	6.2	6.7	6.8	+0.0
		Subtotal	21.5	22.0	23.1	25.2	25.3	+0.0
	Farming Implements	20.5	20.4	21.0	28.2	25.0	-3.2	
	Total	88.9	87.5	88.4	104.6	96.3	-8.3	
Construction of Facilities		4.3	5.5	4.1	5.9	4.8	-1.1	
Others		19.3	19.9	20.4	18.8	18.9	+0.0	
Total		112.6	113.0	113.0	129.4	120.0	-9.4	
Ratio of Revenue from Maintenance (%)			19.1%	19.5%	20.5%	19.5%	21.1%	+1.6%

Overseas Sales Forecast

- Sales are expected to increase due to solid demand in Europe and the compact tractor market bottoming out in North America

(JPY bn, %)	FY2022/12	FY2023/12	FY2024/12	FY2025/12	FY2026/12	
	Actual	Actual	Actual	Actual	Forecast	YoY Change
Europe	25.1	33.2	38.5	38.5	41.8	+3.2
North America	19.5	14.2	11.2	10.4	11.3	+0.8
Asia	8.6	8.1	4.9	6.9	6.5	-0.4
Others	0.6	1.1	0.5	0.3	0.4	+0.0
Total	53.9	56.8	55.3	56.3	60.0	+3.6

Overseas Sales Ratio	32.4%	33.5%	32.9%	30.3%	33.3%	+3.0%
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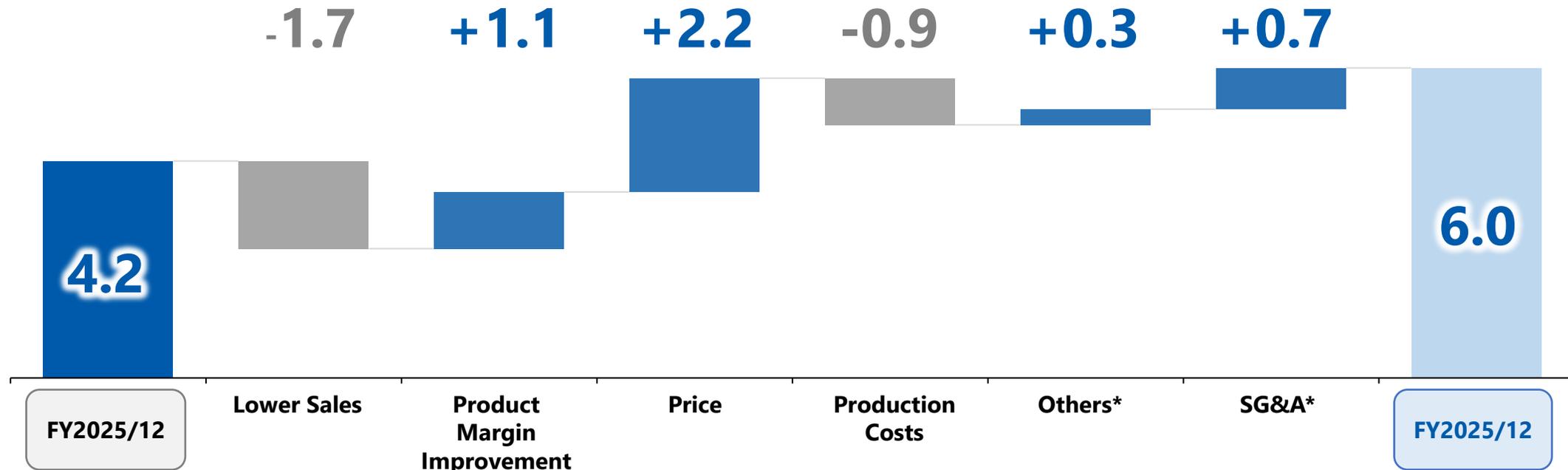
Main Factors for Changes in Operating Profit Forecast

- Despite the impact of lower sales due to a temporary shortage in production capacity, operating profit is expected to increase owing to the emergence of Project Z effects and the positive effect of price revisions

[Project Z (impact of income/losses compared to 2024, JPY bn)]

Operating profit	2025 Cumulative	2026 Cumulative	YoY Change
Effect	1.5	3.8	+2.3
Temporary expenses	0.8	0.3	-0.5
Net	0.7	3.5	+2.8

[Breakdown of YoY change (+¥1.7 billion)]



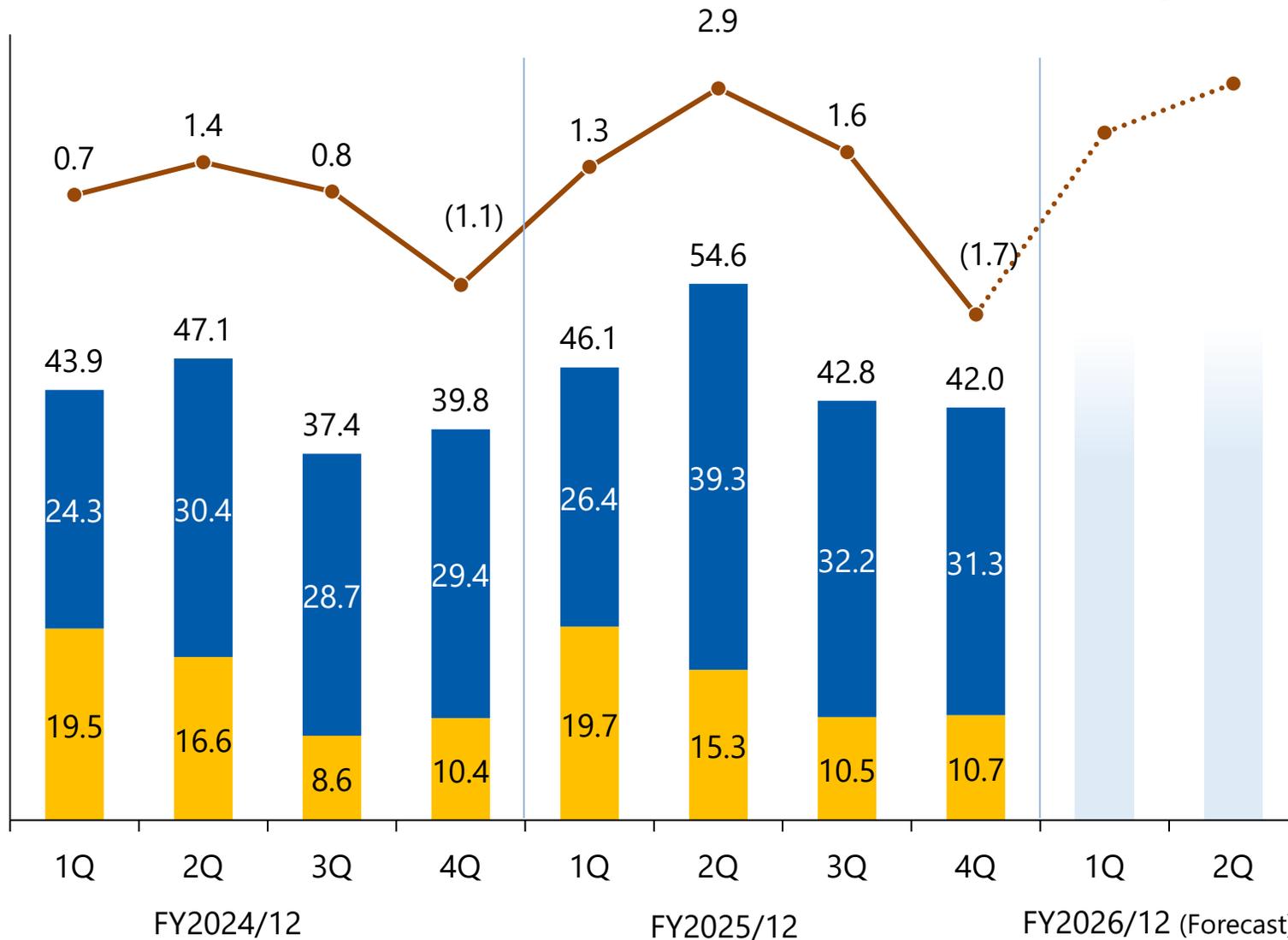
* Figures include a decrease in temporary expenses incurred in 2025 in connection with Project Z

Trends in Consolidated Financial Results (Quarterly)

Overseas sales Domestic sales Operating profit

(Net sales: JPY bn)

(Operating profit: JPY bn)



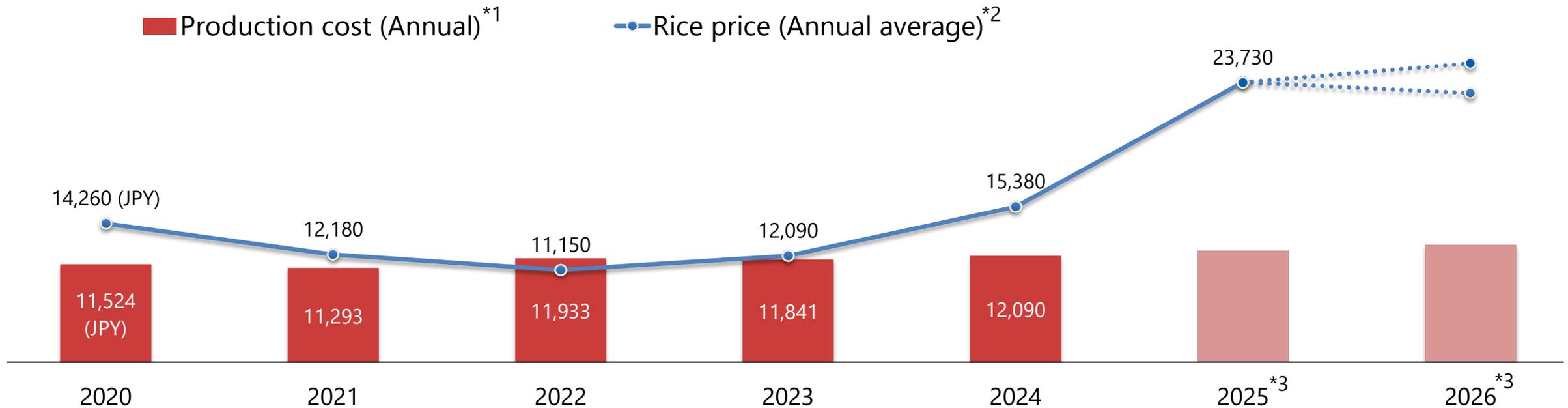
- In 2026, the first half is off to a good start, and operating profit is expected to increase in the second half due to the positive effects of new products

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Domestic Market Trends

- Purchasing appetite weakened from 2021 partly due to falling rice prices and soaring costs for agricultural production materials, but since June 2024, farmers' purchasing appetite has been growing against a backdrop of the recovery of rice prices

■ Trends in rice prices and production costs



*1: Statistical Survey on Farm Management (Ministry of Agriculture, Forestry and Fisheries), Production cost of rice (juridical organizational entities, nationwide, per 60kg)
*2: Agricultural Retail Price Survey (Ministry of Agriculture, Forestry and Fisheries), Nationwide average sales price (Sales price of agricultural products produced by farmers (incl. tax, Grade 1 non-glutinous brown rice per 60kg, The figure for 2025 is an approximate value))
*3: Production costs for 2025 and 2026: ISEKI's estimates

Japan

1. Status of ISEKI (Jan.–Dec.)

- Sales increased significantly as a result of capturing farmers' strong purchasing appetite
 - The sales of agricultural machinery were +16% YoY
 - Contracts grew more than sales again in the fourth quarter, 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.

- Got off to a good start in 2026
- Promote product offering in response to strong demand
- Launch new products, which are geared toward large-scale, advanced, dry-field, and environmentally friendly, as a growth strategy ⇒ some of which are introduced on page 26
- Additionally, proceed with the expansion to the domestic mowing market

Europe

1. Market trends

- Demand of non-professional users remains stable
- The professional product market is sluggish in some regions
 - Municipal budgets has decreased mainly due to financial deterioration (maintenance and management of parks, etc.)
- Gradual recovery is expected in 2026
 - Public investment is steady despite ongoing fiscal consolidation (infrastructure and green space maintenance)
 - Recovery in landscaping-related demand is expected alongside the spread of environmentally friendly products

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

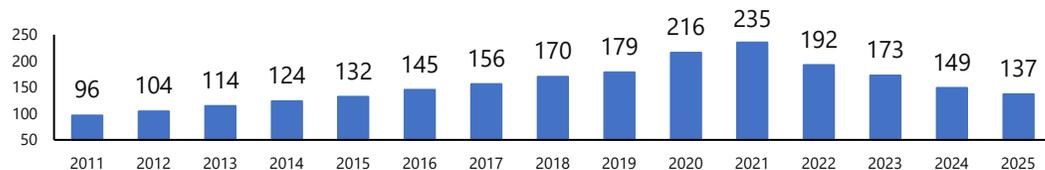
- Sales remained as the same level as the previous year
 - While special demand for purchased products was absent in Germany, ISEKI UK & Ireland was newly consolidated, and sales of consumer products were steady in France (low-priced tractors, purchased electric products, etc.)
- Going forward, maximize the demonstration of synergy from the three consolidated subsidiaries in Europe as the growth strategy
 - Existing markets: strengthening sales, expanding product lineup, neighboring regions: expanding sales

North America

1. Compact tractor market

- Since hitting its peak in around 2021, the market has been in an adjustment phase, continuing to contract
- Despite uncertainty over the impact of tariffs, signs of improvement were observed in the second half of 2025
- The market is expected to bottom out and move toward recovery in 2026 while likely leveling off in a medium to long term

<Market trends> • Jan.–Dec. 2025: -8% YoY (1,000 units, %) (Source: Statistics provided by AEM)



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

- Unit sales (Jan.–Dec. 2025) -12% YoY *local retail unit sales
- Sales of new products launched in 2025 were steady
- Implement efficient sales promotion measures focusing on profitable products in 2026
- Seek to recover sales in response to demand recovery along with share expansion measures, following the completion of inventory adjustments at the end of 2025

Asia

1. Market trends

- <Korea> • Demand for rice agricultural machinery continued to contract due to agricultural population decrease and aging as well as a program to encourage rice-crop diversion. Demand for large-sized and smart agricultural machinery continued
- <Thailand> • Both rice cultivation and sugar cane markets continued to face headwinds due to a decrease in prices
 - Farmers' purchasing power continued to decline due to household debt issues
- <Indonesia> • Government tenders are increasing due to the agricultural machinery policy

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

- <Korea> • Shipments recovered following the completion of local inventory adjustments
 - Expand sales by implementing sales promotion measures with local distributors in 2026
 - Large-scale exhibitions and other events
- <Thailand> • Despite the start of product shipments from IST in Thailand to the Philippines, overall sales decreased
 - Identify key areas and enhance sales promotion measures with the aim of sales expansion
 - Expand the lineup of products with a high range of horsepower for dry-filed agriculture, etc.
- <Indonesia> • Increase shipments for government's tenders by leveraging high local procurement rates
 - Seek to strengthen promotion of tenders in 2026 and beyond

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■ IR activity results in 2025

- Points of contact increased mainly for individual investors
- The number of face-to-face meetings with institutional investors in Japan and overseas increased partly due to higher expectations for performance driven by rising rice prices
- Financial results briefing sessions were transcribed (in Japanese and English) and streamed mainly for fair information disclosure and higher convenience for analysts

■ Events for individual investors

Events
(1) IR Seminar for individual investors
(2) Nikkei/TSE IR Fair 2025
(3) Facility tour for individual investors



■ Trends in the number of face-to-face meetings

2023	2024	2025
40	39	86

■ IR activity plan for 2026

- We seek to enhance recognition and promote understanding of the growth strategy by expanding dialogue opportunities and fair and proactive information disclosure, thereby aiming to enhance PER
- Measures will remain in place for the points of contact with individual investors
- We plan to hold a presentation meeting focusing on the growth strategy for institutional investors
 - Monday, April 20 at 15:00 Japan time
 - Online

■ Key schedule by quarter (plan)

Key schedule (plan)	
Jan.-Mar. :	Full-year financial results briefing session, sponsored report
Apr.-Jun. :	First quarter financial results briefing session, presentation meeting, briefing for individual investors
Jul.-Sep. :	Second quarter financial results briefing session, facility tour, IR Fair
Oct.-Dec. :	Third quarter financial results briefing session, facility tour for individual investors

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TOPIC: Strengthening of large-scale and advanced products in Japan

■ Large-scale and advanced product lineup expansion

• Large-scale JAPAN Series new product launch

BJ Series tractor launching in June 2026

HJ Series combine harvester launching at end-2026

• Advanced “smart agricultural machinery” lineup expansion

FM Series combine harvester is equipped with a straight driving assist function



BJ Series tractor



HJ Series combine harvester



FM Series combine harvester

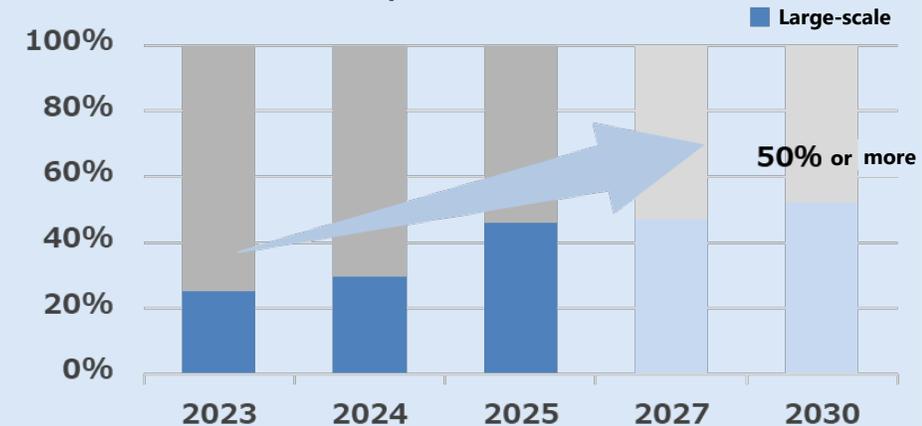
In 2025 Large-scale machinery accounted for over 40% of ISEKI's product sales



Expand large-scale and advanced product lineup toward achieving 2030 target of “50% or more”

Likely to achieve ahead of schedule

Ratio of large-scale models to net sales of ISEKI's products (tractors, rice transplanters, combine harvesters)



1. Outline of Financial Results for the Fiscal Year Ending December 31, 2025
2. Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2026
3. Domestic and Overseas Markets
4. IR Activities
5. Topic
- 6. 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 Europe, 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

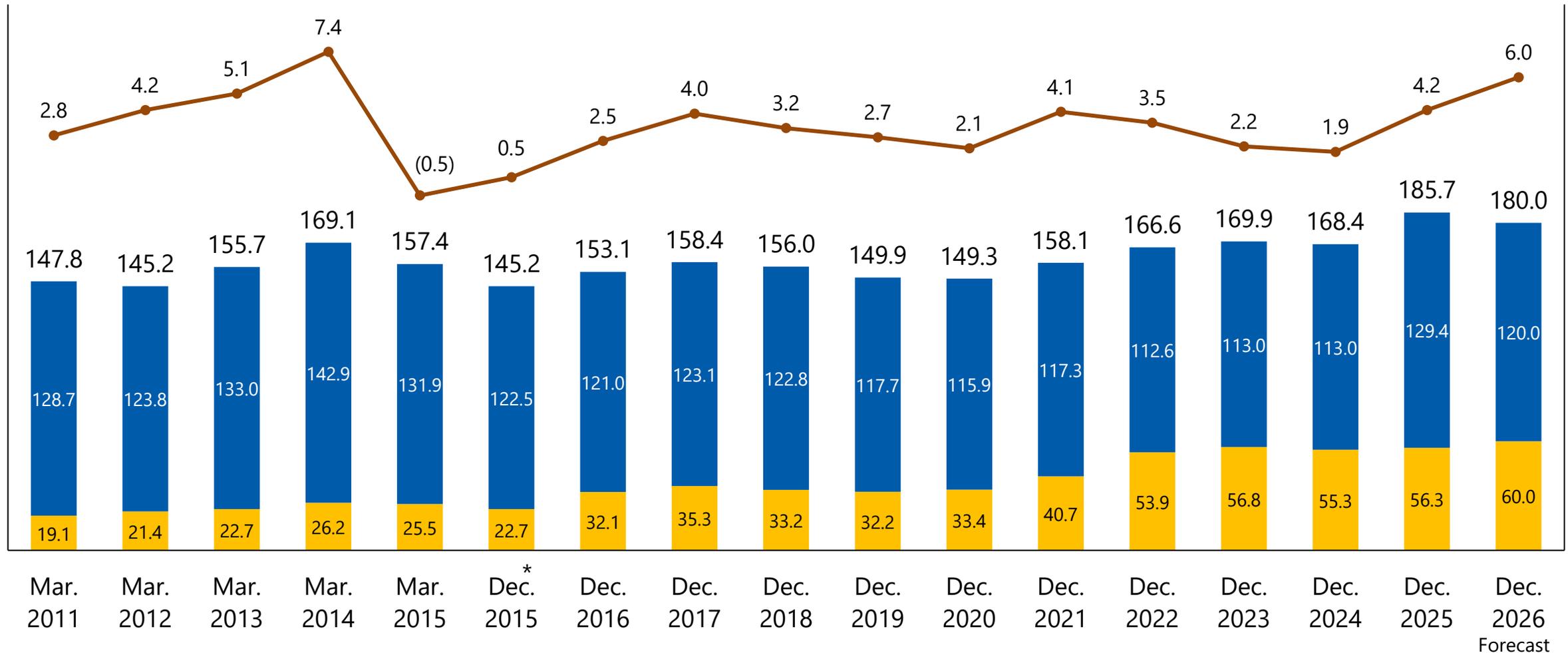
(Net sales: JPY bn)

Overseas sales

Domestic sales

Operating profit

(Operating profit: JPY bn)



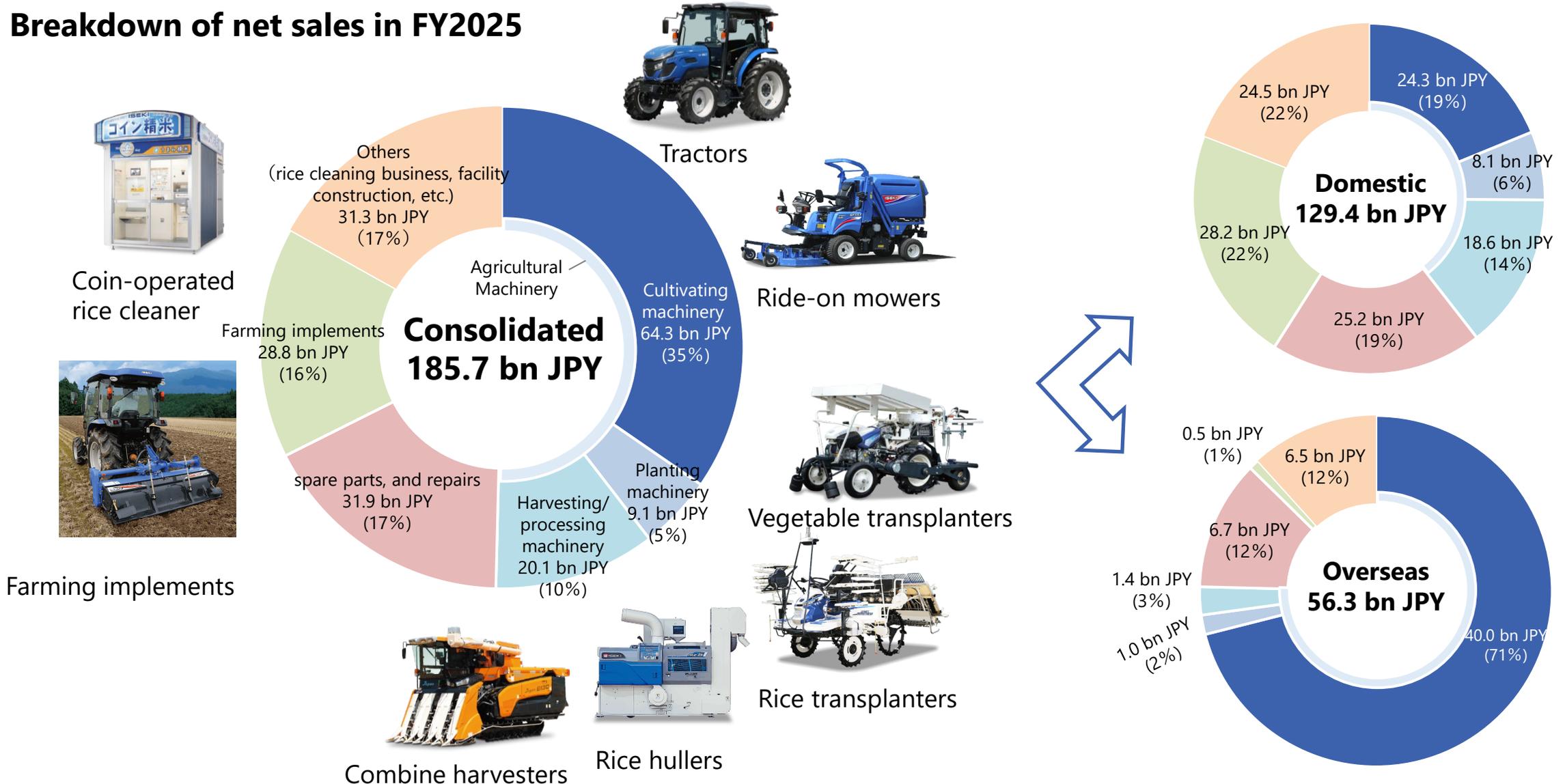
* FY2015 is a nine-month period due to the change of the fiscal year end.

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



Korea
Combine
harvesters

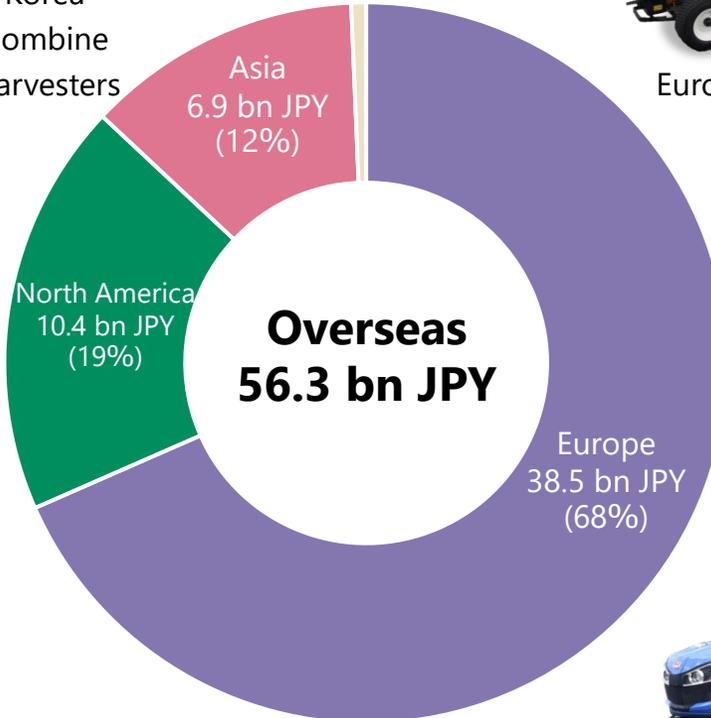
Other
0.3 bn JPY
(1%)



Europe Ride-on mowers



ASEAN Tractors



Europe Ride-on mowers



North America Tractors
(OEM supply to AGCO)



Europe Tractors (landscape improvement)



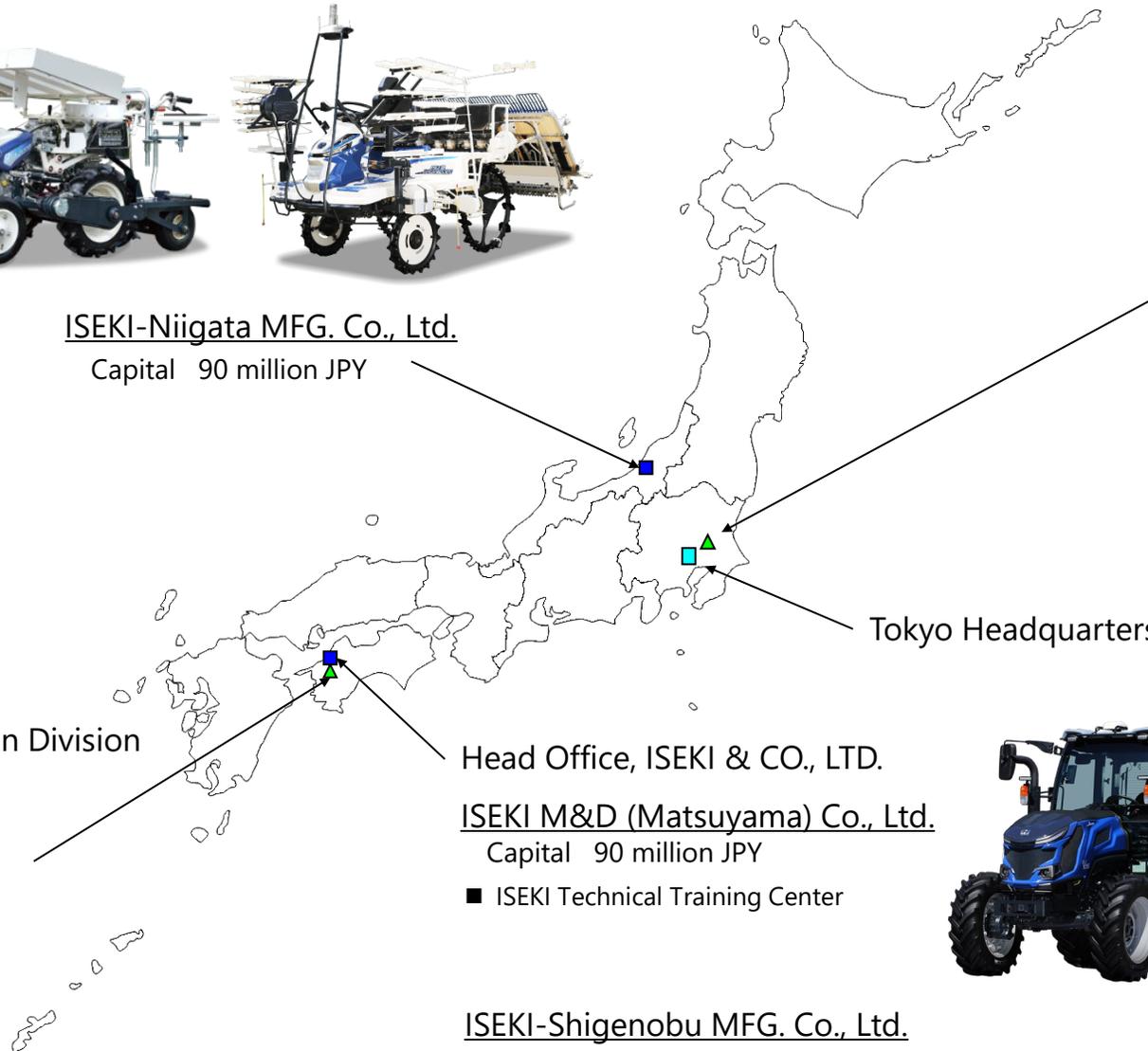
Principal Domestic Business and Manufacture Locations

(As of February 2026)



ISEKI-Niigata MFG. Co., Ltd.
Capital 90 million JPY

Development & Production Division
(Engineering Department)



Tokyo Headquarters

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)

Tsukubamirai Office

- Dream Agricultural Research Institute
- ISEKI Global Training Center
- Technical Support Department



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)

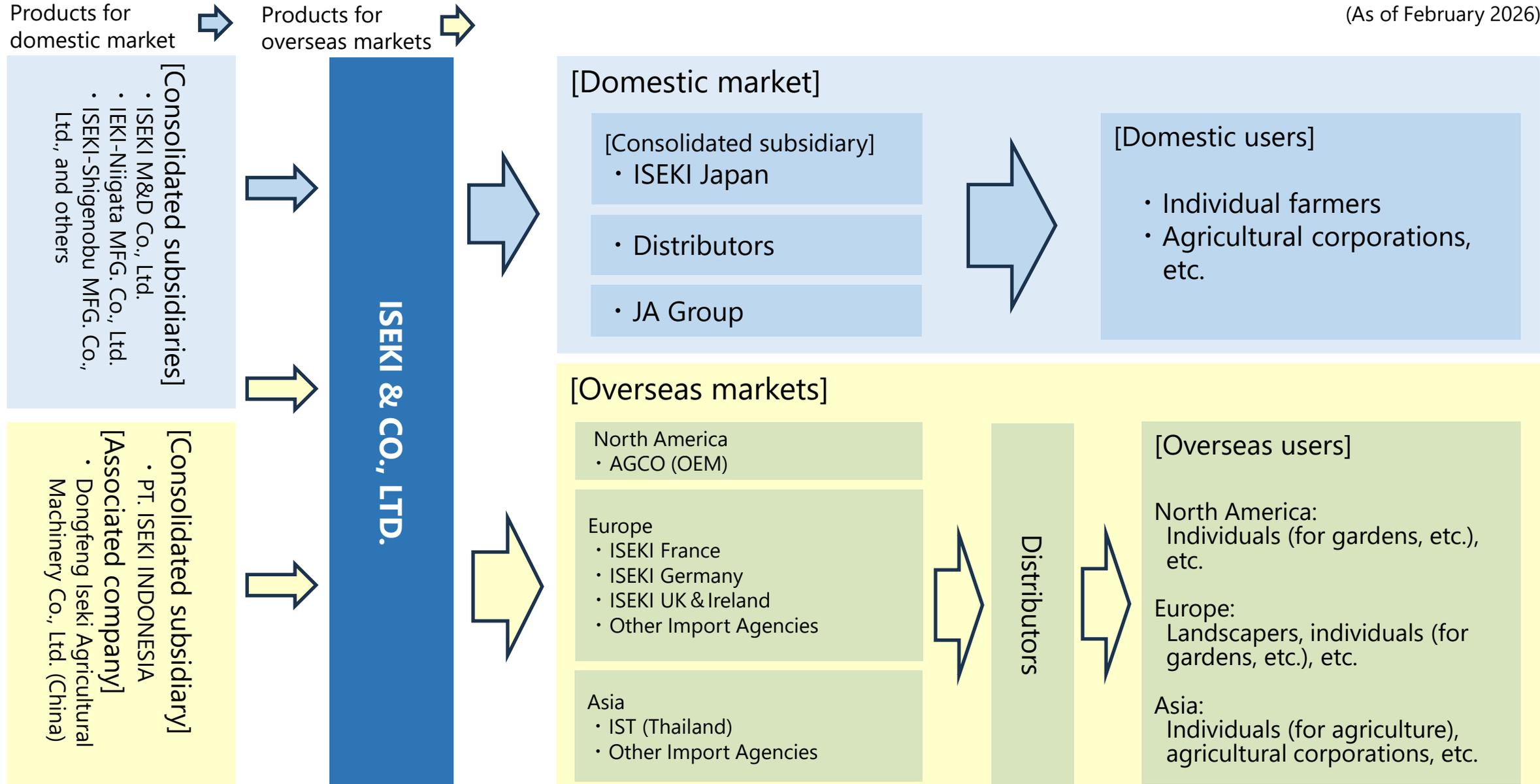
◆ Production sites

※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.

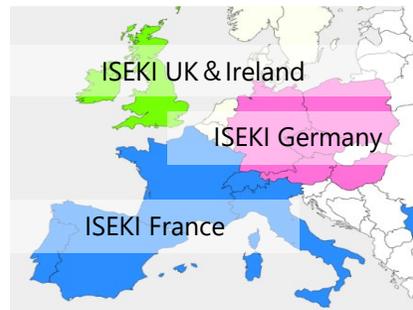
■ Products handled

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

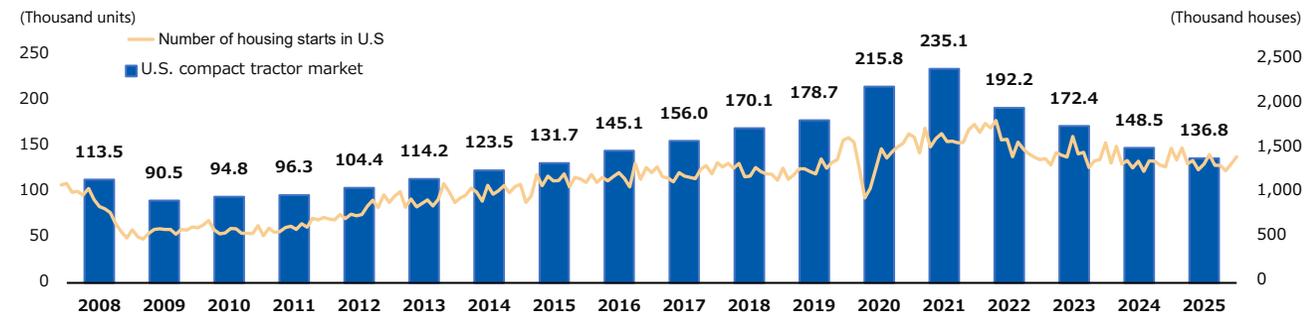
Products handled

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 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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