

What ISEKI Group aims for

ISEKI & CO., LTD. will celebrate its 100th anniversary in 2025.

ISEKI Group began with the passion of Kunisaburo Iseki, the founder, "to free farmers from exhausting labor." While receiving support from many people, the Group has continued to inherit this passion, and has played a part in improving agricultural productivity and developing pleasant communities.

Nowadays, agriculture, which supports food supply, and the landscaping business, which supports people's daily lives, are being reaffirmed as essential businesses. ISEKI Group will continue to contribute to the realization of a more prosperous and sustainable society through activities that support customers.



Kunisaburo Iseki



Iseki Farm Implement Trading Co. building

Company Motto

Our management philosophy is to provide:

1. Products that satisfy customers;
2. A stable workplace to the employees;
3. Appropriate dividend to shareholders;

and thereby we will fulfill our social mission.

Initiatives to commemorate the 100th anniversary

Theme and Message

Theme

Your essential partner

We want to be your irreplaceable partner for the past 100 years and the next 100 years.

Message

ISEKI Group began with the founder's desire to "free farmers from exhausting labor," and has continued to move forward for over a century, together with the people who support essential industries.

Always at the heart of the Group is a strong will to solve customers' issues. We will continue to contribute to the creation of prosperous and sustainable "agriculture and landscape" as an irreplaceable partner by our customers who support a sustainable society.

Commemorative logo

The design represents our passion that the Group will continue to contribute to the creation of a prosperous and sustainable society with "infinite sustainability," placing importance on "ties" with our customers, and that we will further strengthen "ties" within ISEKI Group so that the businesses we engage in will have "infinite sustainability."



Purpose

Corporate Philosophy

ISEKI Group strives to contribute to the creation of the prosperous and sustainable society through "providing innovative products and higher quality of services to the customers"

Vision

Long-term Vision

To be a "Solution Provider for Agriculture & Landscape"

Solution Provider for Agriculture & Landscape

Supporting a farming industry full of dreams and beautiful landscapes and creating a future of sustainable agriculture and landscape

Value

Important Values

Spirit

Inheriting our company's founding philosophy, we always carefully consider food, agriculture and landscape and move forward with farmers.

Front runner

As a front-runner, we produce innovative products and higher quality services.

Quality

We will always make premium quality products with passion.

Solution

We constantly take action for solutions to customer issues.

Innovation

We create innovations with advanced technologies and provide new value.

Global

With a global perspective, we work toward solutions to the world's social issues.

Future

Paving the way for tomorrow, open up the future of food, agriculture and landscape.

100th anniversary website

Through a variety of content, we show the progress of ISEKI Group's 100 years and the evolution of agricultural and landscaping machinery and businesses that are evolving with the times. Various information including campaign information is released sequentially.

Japanese version <https://100th.iseki.co.jp>

English version <https://100th.iseki.co.jp/english/>



Top page of the 100th anniversary website

Renovation of ISEKI Dream Gallery

Iseki Dream Gallery, which is located at ISEKI M&D Co., Ltd. in Matsuyama City, Ehime Prefecture, has been renovated. In addition to the "100th Anniversary Section," which showcases the history of the ISEKI Group from its foundation to the present, we enhanced exhibits such as the "Environmentally Sound Smart Agriculture Section," and "Overseas Businesses Initiatives."



ISEKI Dream Gallery (Matsuyama City)

Key Points of ISEKI Report 2025

ISEKI Report consists of the three pillars of ISEKI Group's value creation: "ISEKI Group's value creation," "Management strategies to improve corporate value," and "Strengthening management foundation."

We have been striving to enhance and improve the content based on opinions on our ISEKI Reports received from stakeholders and insights obtained through daily engagement activities.

Key Point

1

"Project Z" measures to promote fundamental structural reforms and growth strategies

This section showcases purposes of "Project Z," whose specific measures were announced on July 18, 2024, toward the realization of our long-term vision, "To be a 'Solution Provider for Agriculture & Landscape,'" as well as growth stories and measures for fundamental structural reforms and growth strategies.

- P15-20 Interview with our President
- P21-24 Project Z
- P33-36 Domestic Market Strategies
- P37-40 Overseas Market Strategies
- P41-44 Product/Development Strategies

Key Point

2

100th anniversary roundtable discussion

In commemoration of the Company's 100th anniversary, the two themes of "Project Z's growth strategy" and "Active participation of women," were introduced in depth through roundtable discussions between Directors and key people on site.

- P46-48 Roadmap for transformation and growth - "Project Z"
- P67-70 From the frontlines of the active participation of women - the courage to speak up changes the future

Key Point

3

Initiatives to strengthen management foundation

"Human resource strategies" and "Corporate governance" initiatives to improve corporate value are introduced through opinions from employees and questionnaire results.

- P57-60 Human resource strategies
- P71-76 Corporate Governance

Publication of "ISEKI Report 2025"

The Company has published ISEKI Reports since 2019, for the purpose of having constructive dialogue with stakeholders. This report was edited through united efforts of related departments, that organized a Group-wide project led mainly by young and mid-career employees who will be responsible for ISEKI Group's next generation.

As the Director in charge of investor relations, with responsibility for this report's preparation, I affirm that this report was produced in good faith with the involvement of the management team and the cooperation of related departments, and its content is accurate.

Kazuya Tani
Director & Senior Corporate Officer
In charge of Corporate Planning,
Public & Investor Relations, and
Finance



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Editing policy

This report has been published with the aim of communicating our initiatives for medium- to long-term improvement of the corporate value of ISEKI Group to a wide range of stakeholders including shareholders and investors from both financial and non-financial aspects.

Covered period

From January through December 2024.

The report also includes some information from and after January 2025.

Scope

As a general rule, this report covers the activities of ISEKI & Co., Ltd. and ISEKI Group's associated companies in Japan and overseas; notes are added when the scope is limited in certain part hereof.

Referenced guidelines, etc.

IFRS Foundation, "The Integrated Reporting Framework" / Ministry of Economy, Trade and Industry, "Guidance for Collaborative Value Creation 2.0" / GRI, "Sustainability Reporting Standards" / ISO26000 / SDGs / Ministry of the Environment, "Environmental Reporting Guidelines" / Task Force on Climate-related Financial Disclosures (TCFD)

Positioning of information disclosure

ISEKI Group has issued a variety of communication tools to enable constructive dialogues with stakeholders. For detailed information on operating results, ESG data, etc., please refer to the latest information on "Investor Relations" and "Sustainability" pages of our website; along with the ISEKI Report.

Financial information	Non-financial information
Integrated Report (ISEKI Report)	
• Management strategies (Project Z materials) • Securities reports • Quarterly financial summaries • Quarterly briefing presentation materials • Business reports	• Corporate Governance Report • ESG data
Website (Investor Relations / Sustainability)	

Notes on forward-looking information

Forward-looking statements contained in this report are based on information available at the time of the preparation and involve potential risks and uncertainties. Actual results may differ from those expressed by the statements due to changes in economic conditions and market trends.

*Amounts and numbers of shares are rounded down to the unit.