

100 years of ISEKI & Co., Ltd.

The Iseki Group's "Past, Present and Future"

ISEKI Group has continued to inherit the passion of our founder, "I want to free farmers from exhausting labor," and continued to generate value that contributes to solution of social issues and grow by "providing innovative products and higher quality of services to the customers."

We will take on challenges to solve global social issues, with an eye toward the 100th anniversary of our foundation this year, and the future beyond.

Foundation:

- In 1926, Kunisaburo Iseki, the founder, established "Iseki Farm Implement Trading Co." in Matsuyama City, Ehime Prefecture, and began selling fully-automated rice hullers.



- In 1936, ISEKI & CO., LTD. was established. Our main products were rice hullers and barley hullers. From that time, we began using the name ISEKI for each product.



- Issues and needs**
 - Post-war needs for a food production increase

- Value**
 - Reduction in workload and improvement of productivity through automation of agriculture

- In 1965, we began production and sales of "TB20-model" tractors for full-scale operations in rice paddies. It was a product based on the Porsche tractor technology in terms of function, style, etc., and its performance was highly acclaimed following its successful ascent to the summit of Mt. Fuji.



1990-

- In 1990, while labor hours in rice farming were saved thanks to advances in mechanization, mechanization needs for vegetable farming increased. We developed transplanters that automatically plant vegetable seedlings by applying the transplanting technologies of rice transplanters which were our strength.



- In 1971, we started production of "Sanae PF20." Subsequently, the Company's iconic character "Sanae chan" was born and has appeared at events.



1970-

- In 1967, we entered the European market and concluded an agency agreement with the French agent, Yvan Beal (currently ISEKI France). As a result of aggressive sales promotion activities, the number of exported machinery increased steadily.



Issues and needs

- A decrease in agricultural workforce after the high economic growth period
- Increased switchover to heavy industries
- Accelerated overseas business expansion of Japanese companies

Value

- Improved productivity through establishment of the integrated system for mechanizing rice farming
- Contribution to Japan's economic development through larger-sized and more diversified agricultural machinery

- In 1966, we developed "HD50-model Frontier," the world's first auto-threshing combine harvester suitable for rice farming in rice paddies. The combine harvester enabled the process from rice reaping to threshing to finish 16 times faster than the conventional method, greatly contributing to the improvement of agricultural productivity, and was selected as one of "the best 100 innovations in post-war Japan" in 2014.



Issues and needs

- Accelerated decrease in number and aging of farm workers
- Improvement in food self-sufficiency rate
- Needs for a food production increase following world's population growth

Value

- Agricultural productivity improvement and landscaping through provision of agricultural machinery that is suitable for each region in Japan and overseas
- Provision of new agricultural value by supporting and offering proposals for farm business

- In 1993, the symbol mark for products was decided, symbolizing ISEKI's "I". The oval on the top represents "Goals," and the one on the bottom represents "People," and the "Global circle of hearts" that connects them is shown.



- In 1999, the Company developed a combine harvester equipped with our proprietary "Zoom Auger" discharge mechanism, which was patented.



2010-

- In 2010, on the occasion of the 85th anniversary of the Company's foundation, we strengthened our activities to support farmers under the slogan of "Cheering Group for Dream Agriculture! ISEKI" by all employees. These activities would also contribute to the improvement in the food self-sufficiency rate by proposing and supporting customers based on the two pillars of "energy conservation and low costs" and "service capabilities," amid major changes in the environment surrounding agriculture. We developed low-cost agriculture support technologies, such as low-cost agricultural machinery and 37-plant sparse planting.



- In 2013, we participated in the "NOGYOJOSHI (female farmers)" Project by the Ministry of Agriculture, Forestry and Fisheries. More than 1,000 female farmers participated in the "YUMEARU NOGYOJOSHI (female farmers) OEN" Project over a period of 10 years. We support active participation of female farmers, who account for approximately 40% of core farm workers, and contribute to the development of agriculture and the revitalization of regional economies. At present, the "Sanae Club (ISEKI Agrinno Ladies)" a promotion team consisting of female volunteers within the Company, has been established and is active.



Toward the future

Realization of the vision

"To be a Solution Provider for Agriculture & Landscape"

Passing on Sustainable Food and Agriculture to the Future



In order to pass on "safe and reliable food" to the future, ISEKI will continue to contribute to the realization of highly productive and sustainable agriculture, including "Smart agriculture utilizing advanced technologies," "Dissemination and promotion of environmentally sound agriculture," and "Mechanization of agriculture in Asian and other countries."

Realization of sustainable landscape



Mowers, compact tractors, and other equipment for the European and North American markets are used to improve the landscape, thereby contributing to the creation of livable villages and towns and the improvement of people's quality of life. We will continue to provide products and services that satisfy our customers.

Realization of a society that is friendly to the environment and people



Agriculture, which supports food supply, and the landscaping business, which supports people's daily lives, are becoming increasingly important as essential businesses. While enhancing productivity and sustainability of these businesses, ISEKI will contribute to the realization of a decarbonized and recycling-oriented society through business activities that take the environment into consideration.

- In 2022, consolidated overseas net sales exceeded 50.0 billion yen, and the ratio of overseas net sales was over 30%. In Europe, which drove growth, we are working on further growth such as beginning sales of electric riding mowers.



Issues and needs

- Strengthen responses to food security
- Productivity improvement associated with increased large-scale farming and adding value to farm produce
- Need to respond to natural disasters and climate change
- Increased environmental responses and contribution to realization of decarbonized society

Value

- Agricultural productivity improvement through laborsaving, unmanned equipment, and data utilization
- Reduction in CO₂ emissions through promotion of environmentally sound agriculture, electrification, etc.

1926 Iseki Farm Implement Trading Co. was established

1936 ISEKI & CO., LTD. was established

1946 Established Matsuyama Factory

1949 Established Kumamoto Factory

1958 Began establishing sales subsidiaries
Subsequently, established sales subsidiaries around Japan

1961 Established Niigata Factory
Listed its shares on the Tokyo Stock Exchange

1969 Renamed Tokyo Branch as Tokyo Headquarters

1971 Established N.V. ISEKI Europe S.A.S. (currently ISEKI Europe GmbH) in Brussels

1972 Expanded Matsuyama Factory; relocated Head Office to Matsuyama

1977 Established Central Training Center (currently ISEKI Global Training Center) in Ibaraki Prefecture
Commenced exporting tractors (OEM) to North America

2001 Separated the Production Section from the company and established ISEKI-Matsuyama MFG. Co., Ltd. and ISEKI-Kumamoto MFG. Co., Ltd.

2003 Established Iseki-Changzhou Mfg. Co., Ltd. in Jiangsu Province, China

2011 Established Dongfeng Iseki Agricultural Machinery (Hubei) Co., Ltd. in Hubei Province, China

2012 Established PT. ISEKI INDONESIA

2013 Established ISEKI SALES (THAILAND) CO., Ltd. (current IST Farm Machinery CO., Ltd.)

2014 Integrated the businesses of Iseki-Changzhou Mfg. Co., Ltd. and Dongfeng Iseki Agricultural Machinery (Hubei) Co., Ltd. and established Dongfeng Iseki Agricultural Machinery Co., Ltd.

2014 Acquired French sales agents Yvan Beal S.A.S. and YB Holding S.A.S. (current ISEKI France S.A.S.) and made them subsidiaries

2015 Established Dream Agricultural Research Institute

2020 Made Thai distributor IST Farm Machinery Co., Ltd. a subsidiary

2022 Made Germany distributor Iseki-Maschinen GmbH a subsidiary

2024 Incorporated ISEKI-Kumamoto MFG. Co., Ltd. into ISEKI-Matsuyama MFG. Co., Ltd. and established ISEKI M&D Co., Ltd.

2025 Merged six wide-area sales companies in Japan and Mie ISEKI Sales Co., Ltd. and established ISEKI Japan Co., Ltd.

2025 Made U.K. distributor PREMIUM TURF-CARE LIMITED a subsidiary

ISEKI Group

● At a glance

Foundation:

August 1926

With a passion, "I want to free farmers from exhausting labor," Kunisaburo Iseki, the founder, established "Iseki Farm Implement Trading Co." in Matsuyama City, Ehime Prefecture.

Overseas net sales (%)

32.9%

We are focusing on overseas business as a growth strategy. Aiming for an overseas net sales ratio of 40% or more by 2030, we have been working to expand awareness for our brand.

Consolidated net sales

168.4 billion yen

In the fiscal year ended December 31, 2024, net sales was 168.4 billion yen.

Number of employees (consolidated)

5,292

As of the end of 2024, 1,647 employees in development and manufacturing departments, 3,284 in sales departments, and 361 in other divisions.

Group companies

14

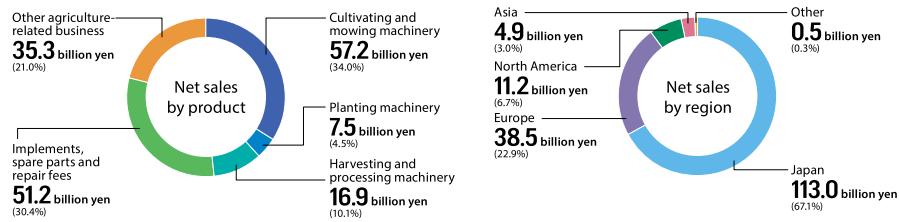
Our associated companies include 14 consolidated subsidiaries in Japan and overseas: 3 domestic sales subsidiaries, 5 production-related companies, and 6 other companies (2 domestic and 4 overseas companies). *As of May 31, 2025

Intellectual properties / Number of patent application registrations per specialty field

No. 2

We have ranked highly since 2000 with regard to the numbers of laid-open applications and patent application registrations per specialty field in Japan. In 2023, we ranked second in the number of patent application registrations in the category of "other special machinery."

● Composition of net sales



● Overview of products and services

Cultivating and mowing machinery

Main products Tractors, riding mowers, tillers, multipurpose vehicles, high-clearance multipurpose vehicles

Main sales region Japan and Asia (Agri)
Europe and North America (Non-Agri)

Planting machinery

Main products Rice transplanters, vegetable transplanters

Main sales region Japan and Asia (Agri)

Harvesting and processing machinery

Main products Combine harvesters, binders, rice hullers, measuring and sorting machinery, rice graders

Main sales region Japan and Asia (Agri)

Implements, spare parts and repair fees

Main products Parts for repairing products of Japanese and foreign implements manufacturers, etc., repair, maintenance

Main sales region Japan, Asia, Europe, and North America

Other agriculture-related business

Main products Facility construction, agricultural materials, coin rice milling businesses, rice cooking business

Main sales region Japan

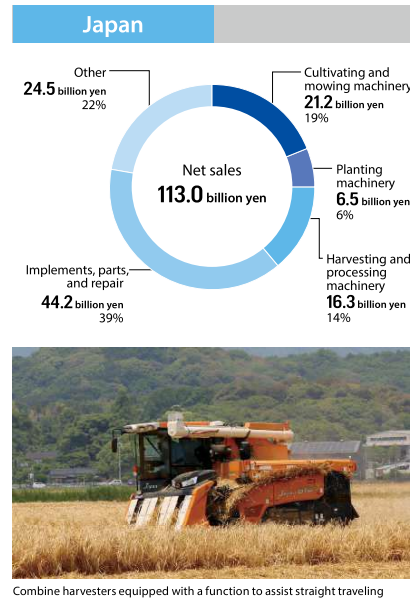
Map of ISEKI's contributions to the future

As a solution provider for agriculture and landscape, we will support a farming industry full of dreams and beautiful landscapes and create a future of sustainable agriculture and landscape.



ISEKI Group

We conduct business with priority on "Japan," "Europe," "North America," and "Asia."



Through sales subsidiaries, we sell agricultural machinery and provide services, as well as offer farm business proposals and support to realize highly profitable agriculture.

Main sales route

- ISEKI Japan (consolidated subsidiaries), sales subsidiaries, and JA Group, etc.

Agri products (for agricultural use)

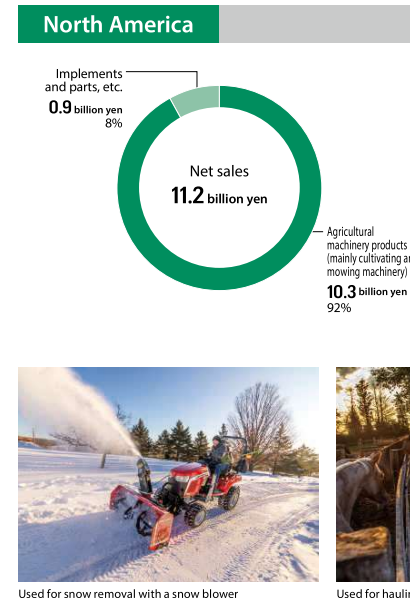
As an integrated manufacturer specializing in agricultural machinery, we have established an integrated system for automating farming of rice and field crops, and we also have a broad range of product lineup from products for hobby to ones for professionals.

Implements, parts, and repair fees

Amid the increase in size of farm business, a greater emphasis has been placed on maintenance (readiness of parts and for repair) so as to enable systematic operations. We have placed a focus on this field, by, for example, improving service systems, as a stable revenue base not too much dependent on market trends.

Other

We handle construction of agricultural facilities, agricultural materials such as fertilizers, and food/kitchen-related products, etc.



Through our business partnership with AGCO Corporation, a major global manufacturer of agricultural machinery, we supply its Massey Ferguson-brand products on an OEM basis.

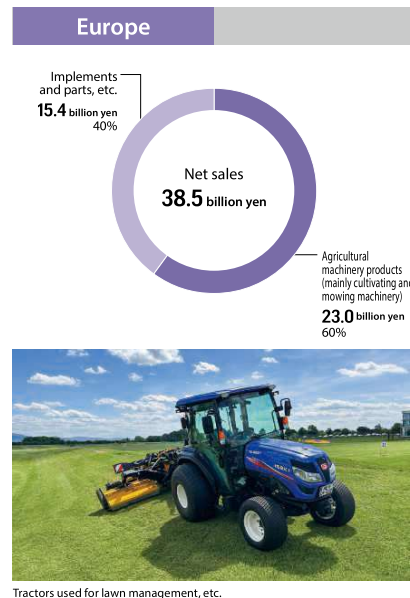
Main sales route

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

Non-Agri products (compact tractors, etc.)

We sell our products, mainly sub-compact tractors for private users, in entire North America, including Canada.

We contribute to the improvement of quality of private lives, as our compact tractors equipped with a front loader, backhoe, mower decks, etc. are used for park management, snow removal, and development, as well as hauling of such materials as feeds for horses.



Since we started business in 1960s, the sales area has expanded to cover the entire Europe. We mainly sell landscaping machinery in this market where we have a significant presence.

Main sales route

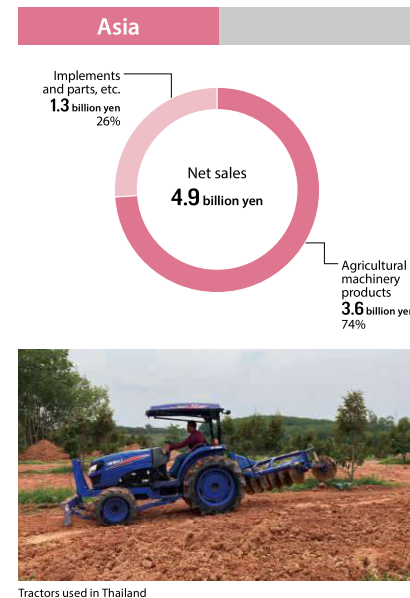
- France: ISEKI France (consolidated subsidiary)
- Germany: ISEKI Germany (consolidated subsidiary)
- UK: Premium Turf-Care Ltd. (consolidated subsidiary)

Non-Agri products (for landscaping)

We offer ISEKI-brand products, mainly compact tractors used for landscaping, such as mowing in parks and road cleaning, as well as riding mowers.

Other products

We purchase and sell electric- and gasoline-powered compact products for managing green space which have a high synergy effect with our products.



In each of the ASEAN, East Asian (South Korea and Taiwan), and Chinese markets, we offer agricultural machinery using technology and know-how nurtured through our business in Japan.

ASEAN

In the ASEAN market where future growth is expected, we conduct sales and services into Thailand and its neighboring countries with IST Farm Machinery Co., Ltd., our consolidated subsidiary, playing a central role.

Main sales route

- IST Farm Machinery Co., Ltd. (consolidated subsidiary)

East Asia (South Korea and Taiwan)

In response to their increased needs for advanced technologies and large-scale agricultural machinery, we provide large-sized, high-performance rice-farming machinery, etc. that is in active use in Japan through local sales agents.

Main sales route

- South Korea: Local sales agents
- Taiwan: Local sales agents

China

We locally manufacture and sell tractors, rice transplanters, combine harvesters, etc. which are adapted to operation in rice paddies. We also sell agricultural machinery equipped with latest technologies and manufactured in Japan.

Main sales route

- Dongfeng Iseki (non-consolidated subsidiary to which the equity method is not applied)

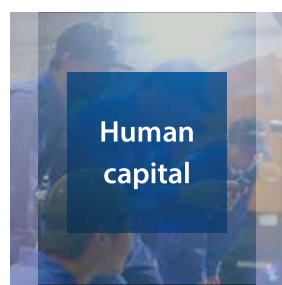
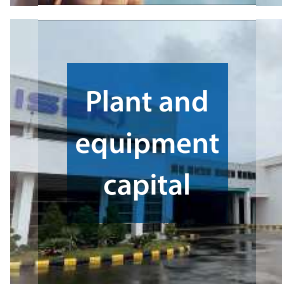
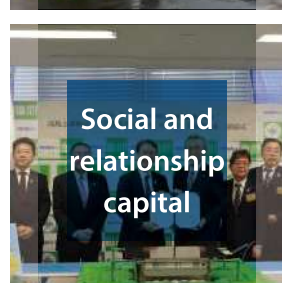
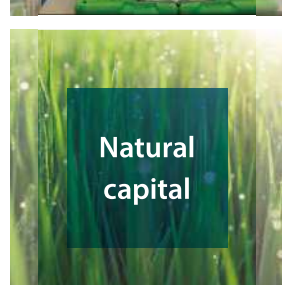
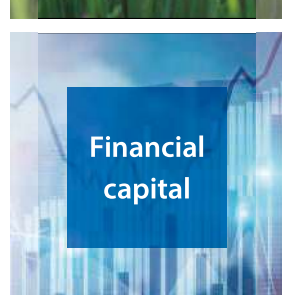
Value creation process

ISEKI Group engages in business activities that are founded on its corporate philosophy and governance and that leverage the operating capital accumulated so far as well as its unique strengths. In doing so, we provide products and services that meet a variety of needs, thereby creating social and economic value. By addressing social issues and reflecting them in our business activities, and continuing this cycle of value creation, we strive to contribute to solving social issues, while achieving sustainable growth and enhancing corporate value of the Group.



ISEKI Group's management capital

The six types of capital we have accumulated since our founding are important management capital that support the ISEKI Group's business activities. Our aim is to constantly raise corporate value while optimally using capital in areas of growth.

 Human capital	Diverse human resources who resolve issues and realize growth Strengths: Passion of founder inherited by employees Expert personnel in development, production, and sales and services (farm business technologies) Issues: Improvement in productivity per personnel, enhancement of employee engagement, promotion of DE&I, secure diverse human resources	Capital enhancement measures Transform human resources portfolio (allocation of human resources to growth areas through optimal allocation) Reform of personnel system based on well-being surveys, utilization of multimodal recruitment systems, and enhancement of education programs
 Intellectual capital	Technological capability and intellectual property that generate new value Strengths: Proprietary core technologies that monopolize the market, research and development through collaboration with private-sector companies, industry, government, and academia Issues: Response to advanced technologies and utilization of intellectual property	Capital enhancement measures Actively recruit DX and digital talents, and promote reskilling through enhancement of education system and award scheme Promote research and development through open innovations
 Plant and equipment capital	Bases for high-quality manufacturing and high added value Strengths: Manufacturing bases with integrated production system from parts Enhancement of large-scale maintenance facilities Issues: Optimal allocation of production sites Rationalization of low-operating assets	Capital enhancement measures Reorganize production sites through Project Z Improve asset efficiency by making investment decisions based on hurdle rates
 Social and relationship capital	Network to drive innovation forward Strengths: Collaboration with private-sector companies, industry, government, and academia Building a framework for collaboration with partner companies in Japan and overseas Issues: Further collaboration centered on cutting-edge fields Strengthening of dialogue with stakeholders Proactive provision of information	Capital enhancement measures Actively utilize open innovation Enhance IR activities and further utilize website, social media, etc.
 Natural capital	Business activities in harmony with the global environment Strengths: Provision of solutions that contribute to the environment (development of eco-products and proposals for environmentally sound smart agriculture) Use of cogeneration systems to reduce environmental burden at production sites Issues: Strengthening of response to climate change and biodiversity	Capital enhancement measures Develop and provide environment friendly products and services such as electrification Promote environmental management by introducing internal carbon pricing (ICP) Accelerate research and dissemination of farm business technologies with environmental conformance
 Financial capital	Source of sustainable business activities and growth investments Issues: Credibility built up through dialogue with stakeholders Improvement of low profitability Enhancement of asset efficiency (reduction of inventory and rationalization of low-operating assets)	Capital enhancement measures Implement structural reform and growth strategies through Project Z