

Sustainability in ISEKI Group

▶ Basic Policy (Fundamental concept)

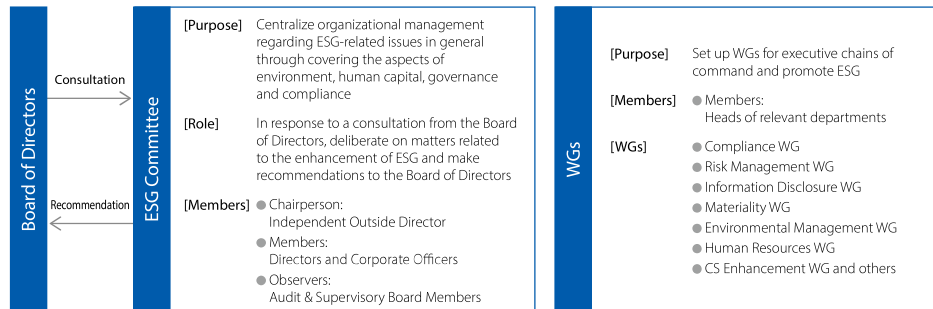
In keeping with the philosophy of our founder, "free farmers from exhausting labor," ISEKI Group sets forth its corporate philosophy as "We strive to contribute to the creation of the prosperous and sustainable society through 'providing innovative products and higher quality of services to the customers.'" We will strive for the realization of a sustainable society, "agriculture and landscape," in cooperation with our stakeholders.

System for promotion of sustainability

We have established the ESG Committee as a consultative body of the Board of Directors for addressing ESG-related issues in the Group. The Committee is composed of Directors and Corporate Officers and chaired by an Independent Outside Director.

In principle, Committee meetings are held every month. The Committee examines and deliberates sustainability-related initiatives for the Group as a whole from the perspective of risks and opportunities, and such initiatives include responses to climate change, respect for human rights, and employee health. In addition, the results of deliberations at Committee meetings are submitted as recommendations to the Board of Directors and basic policies, materiality, and other important matters are deliberated and determined by the Board of Directors. This framework enables the management team to strengthen its involvement. Nine working groups (WGs) have also been set up to promote ESG-related activities.

Promotion system



Main agenda items at ESG Committee meetings in FY2024

Number of meetings held

12 times (January to December 2024)

Main agenda items

- Quantification of materiality indicators (KPIs) and annual plans
- Report on results of activities to promote materiality
 - Matters related to environmental management activities
 - Matters related to customer satisfaction surveys
 - Matters related to human capital
 - Matters related to whistleblowing
 - Matters related to information disclosure
 - Matters related to TCFD and climate change
 - Matters related to CSR procurement
 - Matters related to evaluation of initiatives for risks
 - Matters related to labor accidents
 - Matters related to external assessment
- Strengthening of risk management and compliance

Stakeholder engagement

▶ Basic Policy (Fundamental concept)

- ISEKI Group strives to build strong relationships of trust with stakeholders by engaging in constructive dialogue with them including direct interaction by senior management.

Major engagements with stakeholders

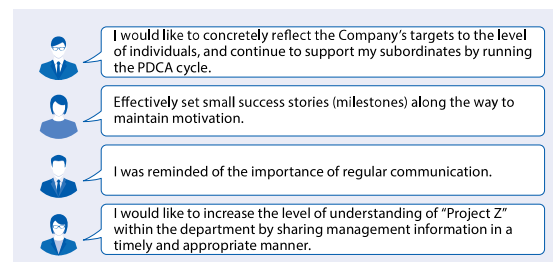
ISEKI Group engages in constructive dialogue with stakeholders to accurately understand and meet changing expectations from society. The issues, expectations, etc. obtained through various dialogues are fed back to the Directors, management executives, and related departments by way of distributing reports, etc. to the Board of Directors and other meeting bodies for the purpose of information sharing and reflected in and used for improvement of business activities.

M denotes involvement of senior management

Stakeholder	Concept behind the engagement	Opportunities for dialogue
Customers	To provide high-quality and safe products and services that satisfy our customers, ISEKI Group will extend farm business proposals and support, including cultivation techniques, as well as explanation for the application and safe use of agricultural machinery. We will also strive to understand the true needs of customers through dialogue and use this dialogue to improve product development.	Direct dialogue with sales and maintenance staff, User exchange meetings M , Visit M , Trainings, seminars, Exhibitions and demonstrations M , Proposal and support of farm business technologies, Market research
Shareholders and investors	We will bolster corporate governance in order to build long-term trusting relationships with our shareholders and investors. We will engage in constructive dialogue based on our disclosure policy.	General shareholders' meeting M , Quarterly briefing sessions (four times a year) M , Individual meetings M , Information meetings for individual investors and shareholders M , Facility tours M , Issuance of IR-related tools
Suppliers	We will cooperate with our suppliers to create opportunities for mutual improvement so that they can lead to mutual business development including fair and equitable trade towards building a sustainable supply chain.	IR information meetings for vendors M , Dealer meetings M , Superior company tours M , Inspection and meeting with suppliers M , Business report meeting M , Annual general meeting of Ishokai M , Visits (Japan, overseas) M
Local community	We will engage in environmental conservation, activities for community growth and development, and activities for the nurturing of the next generation so as to enable co-existence with the local communities.	Tours of factories and exhibition halls M , CSR activities such as cleaning activities, Exchange of views with local governments, etc. M , Participation in local events M
Employees	We will work on providing a secure and safe workplace, share company information and support for career development towards creating an employee-friendly workplace and nurturing human resources.	Employee communication, Collective bargaining M , Labor management council M , Safety and Health Committee, Engagement surveys, Employee meetings M , Various training, Various commendation meets and contests M , Former employees' meeting M

▶ Dialogues between employees and the management

To disseminate our long-term vision and management strategies to materialize the vision, we engage in employee communication every year, where the management has direct dialogues with employees. In 2025, the President and each officer in charge visited each domestic base. President talked directly to employees about the fundamental structural reforms and the progress of measures for "Project Z" to promote growth strategies, and sincerely answered questions from employees. In this way, the Company strives to work on transformation with a sense of unity. In addition, through group work, managers held a fresh discussion on the roles of their departments in "Project Z" and the dissemination of our long-term vision and management strategies within each department.



Intellectual property strategies

Intellectual property policy

Since its foundation in 1926, ISEKI Group has pursued improvements in agricultural efficiency and laborsaving under the philosophy of its founder "freeing farmers from exhausting labor" and has provided numerous advanced agricultural machinery over the period of 100 years. In this context, viewing intellectual property and intangible assets as the basis of our management resources, we will strategically leverage them, for example, introducing newly developed technologies into products and services and providing them externally, and promote sustainable business development, in order to practice ISEKI Group's corporate philosophy, "We strive to contribute to the creation of the prosperous and sustainable society through 'providing innovative products and higher quality of services to the customers.'"

Intellectual property strategies aligned with management strategies

To put its corporate philosophy into practice, ISEKI Group will seek to create high quality intellectual property and intangible assets in the development of its global operations and in the advanced technology field, which is a growth market, in addition to its traditional domains of business foundation. In addition, ISEKI Group will execute its intellectual property strategies aligned with the management strategies by leveraging the created intellectual property and intangible assets.

Expansion of intellectual property relating to smart agricultural machinery and data use

Amid the changing environment surrounding Japanese agriculture, advanced technologies that are employed particularly in smart agricultural machinery and data use to enable laborsaving and cost reduction are essential to realize agriculture full of dreams. ISEKI is focusing on the creation of intellectual property relating to such advanced technologies.

We will strive to strengthen our advanced technological capabilities with the aim of achieving a ratio of advanced technology-related proposals to all invention proposal proposals of 60% or more.

Creation of intellectual property in landscaping field

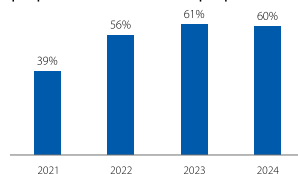
Using technologies for tractors which have been cultivated in agriculture, we have been developing products for landscaping of towns, such as mowing in parks, road cleaning, and snow clearing work. We sell these products mainly in Europe, and apply for patents for technologies related to the products to acquire property rights.

We plan to launch the electric riding mower SXGE2 into the European market in full swing, after improving on issues at the time of limited sales. Toward a carbon-free society, we will strive to create environmentally conscious products as our mission as a manufacturer, aiming to realize a sustainable society.

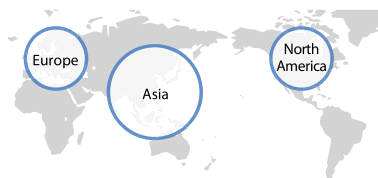
Overseas business expansion including monetizing intellectual property

We are seeking to grant our overseas associated companies and strategic partners licenses with our intellectual property and intangible assets (including drawings, know-how, and brands) to generate profits in various regions of the world. Through this initiative for licensing, we are enhancing collaboration with overseas strategic partners to seek the creation of business opportunities. For example, we are working to expand products for sale through OEM supply from strategic partners.

Ratio of advanced technology-related proposals to all invention proposals



Electric riding mower SXGE2 for Europe



Creation of technology that dominates market

Positioning its proprietary technologies that dominates the market as "Super i," ISEKI will aim to strengthen its competitive advantage and improve profitability by creating "Super i" and including such technologies in products.



"Super i" symbol

Examples of technologies equivalent to "Super i" in the past

Zoom Auger for Combine Harvesters

The extendable "Zoom Auger" has made it more efficient to discharge chaff to a truck.



Rotary planting equipment for rice transplanters

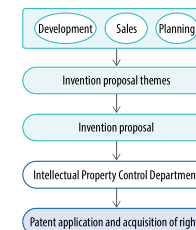
As two plants can be planted in one rotation, operating efficiency has improved substantially.



Intellectual property management

System for promoting intellectual property activities

Taking into consideration research and development themes selected through consensus among the development, sales and planning departments, as well as promising technologies, and market trends and needs, ISEKI Group sets invention proposal themes and strongly drives forward invention proposal activities. Our engineers in charge of different products come together and carry out invention creation activities as a group to draw ideas and improve the quality of inventions and horizontally deploy technologies. We evaluate proposed inventions and select ones from them in consideration of potential and feasibility, and the Intellectual Property Control Department applies for patents for the selected ones to acquire property rights.



Intellectual property management

Patent application, acquisition of rights, implementation and management of intellectual property are conducted in accordance with laws and regulations, and company rules. Through this, we strive to acquire valid rights, protect trade secrets, and respect the intellectual property rights of other companies. For example, in valuation of intellectual property, based on our value calculation standards and in light of conventional wisdom, we make a reasonable evaluation that enables us to determine the value of a technology and calculate the consideration for the transfer of rights and licensing fees. Intellectual property information in Japan and overseas is digitized using an intellectual property management system for the smooth and efficient management of intellectual property. Information about initiatives for intellectual property and intangible assets is supervised and shared with the management team through reporting to and discussion with the Board of Directors.

Invention awards

Internal invention awards scheme

To invigorate intellectual property creation activities, awards are presented to young engineers as an awareness-raising exercise. Internal awards are also presented to promote creation activities by sharing outstanding inventions within the development departments.

National and regional awards for inventions

We nominate inventions that contribute greatly to our business for the Commendation for Invention hosted by the Japan Institute of Invention and Innovation. As of the end of 2024, ISEKI Group received a total of 238 awards including 19 national awards for inventions and 219 regional awards for inventions.

Number of invention awards received (The Japan Institute of Invention and Innovation)

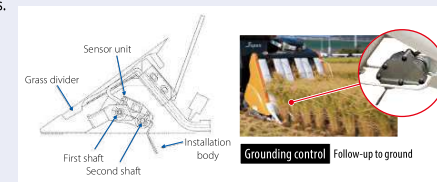
National awards for inventions:	19
Regional awards for inventions:	219
Total:	238

(As of December 2024)

ISEKI received "The Japan Institute of Invention and Innovation Chairman's Prize" in the 2024 Shikoku Regional Awards for Inventions. "Height sensor for combine harvesters" (JP, 5991448, B)

This invention is related to a contact sensor for detecting a height from the ground, which is used for a reaping device of combine harvesters. The configuration in which the sensor unit and a ground body go up and down together to calculate the height from the ground prevents the unit sensor from being exposed to water during reaping operations, and prevents breakage when the ground body is retracted below the sensor unit during reverse operations.

We received the special award for our invention that provides stable and reliable reaping operations.



Number of patent application registrations per specialty field and Patent allowance rate

In 2023, the number of the Company's patent application registrations per specialty field in Japan ranked second in the other special machinery field.

Our proactive efforts to develop, launch and commercialize new technologies are exemplified by the high number of patent application registrations per specialty field, as well as high patent allowance rates.

Number of patent application registrations per specialty field

Year	2000 - 2006	2007 - 2014	2016 - 2017	2018	2019	2020 - 2023
Statistics	Number of laid-open applications per specialty field			Number of patent application registrations per specialty field		
Field	Agriculture and fisheries			Other special machinery		
Rank	No. 1			No. 2	No. 1	No. 2

Patent allowance rate

Year	2004 - 2010	2011	2012 - 2017	2018	2019	2020	2021	2022	2023
Patent allowance rate*	—	91.8%	—	96.4%	97.7%	98.7%	97.2%	94.6%	—
Rank	No. 1	No. 2	No. 1	No. 2	No. 1	No. 1	No. 3	—	—

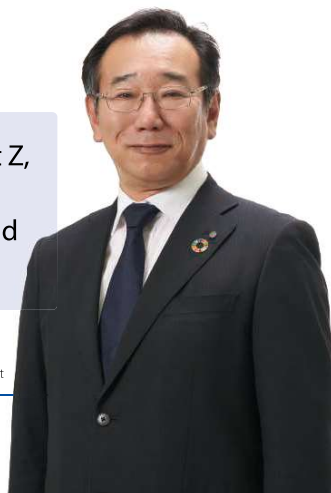
* Patent allowance rate = Number of allowed applications / (Number of allowed applications + Number of rejected applications + Number of withdrawn and abandoned applications)
 Number of withdrawn and abandoned applications = Number of applications for withdrawal or abandonment at notification of reasons or release
 In 2023, since the number of patent application registrations fell short of the disclosure standards, the patent allowance rate was not disclosed.

Human resource strategies

To ensure the successful completion of Project Z, we will transform our organization into one where employees are highly engaged and execution-driven.

Shuichi Jinno

Director & Senior Corporate Officer
in charge of Personnel, IT Planning, and Secretariat



The ISEKI Group is committed to human capital management, where systems and workplace environments are in place to enable employees to work with passion, and each and every employee demonstrating their knowledge, skills, and experience leads to medium- to long-term corporate value improvement. Moreover, to complete Project Z, which is currently underway, we are encouraging employees to be more engaged and transform ourselves into an execution-driven organization. Amidst these conditions, the ISEKI Group has identified "enhancement of employee engagement" as a materiality and, based on its human resource development and internal environment improvement policies, is implementing a variety of initiatives.

Furthermore, concerning initiatives based on the Group policy for human resources development, in addition to actively recruiting mid-career professionals with superior abilities and experience in global and cutting-edge technologies, DX, and other similar fields, we have established a system that will help us secure a diverse workforce. We are also working to further advance diversity by establishing a subcommittee to promote the advancement of women and accelerate corporate culture reforms.

Based on our policy for workplace environment creation, we are endeavoring to strengthen the company-employee bond by creating a comfortable, appealing workplace and upgrading tier-based training. As an additional new initiative, beginning in 2025, we are conducting a "Well-being Survey" for all group employees. We will analyze the results and enact concrete measures to cultivate a better workplace environment.

This year marks our 100th anniversary. To remain "Your essential partner" for the coming century, we will redouble our efforts to boost engagement groupwide and promote the cultivation of a vibrant organization.

ISEKI Group policy for human resources development and policy for workplace environment creation

Policy for human resources development

ISEKI Group believes what contributes to the solution of various issues is people, who are essential for sustainable business growth and improvement of corporate value.

The Group will direct its efforts toward the securement of core human resources to execute its business strategies, such as cutting-edge technologies and the promotion of globalization. To be a solution provider for agriculture and landscape, we will also bring out the full potential of each employee and develop human resources who actively take on challenges and bring about change, by further enhancing education programs for DX and other purposes.

Policy for workplace environment creation

Based on the Company motto of providing "a stable workplace to the employees," ISEKI Group aims to provide a safe and secure workplace to its employees as well as to create a rewarding workplace.

On the premise of respect for human rights and thorough compliance, we will work to enhance employee engagement and create a diverse, sound, and transparent workplace environment so that we can develop together with our employees.

Regarding strengthening mid-career recruitment

Since 2023, we have been diversifying our recruitment system, and are committed to hiring a broad range of talent. We will increase the matching rate between our company and applicants, while also strengthening our organizational capabilities.

● ISEKI recruiting method

Recruiting method	System overview
Career registration	Increase matching opportunities by enabling talented individuals with interest in our company to register directly with ISEKI.
Return-to-job (reemployment of former employees)	People who have previously left our company and wish to rejoin may register their post-employment career history. This will allow us to contact them if a suitable position becomes available.
Referral recruitment (employee referral)	We will promote personnel retention more than ever before by recruiting personnel based on referrals from our trusted employees.

*Target: All figures are for ISEKI & Co., Ltd. (non-consolidated) as of May 2025.



— **Employees recruited through referrals** **Keiko Sanada** ISEKI & Co., Ltd. Intellectual Property Control Department

When my child graduated from high school and I considered expanding my own career opportunities, I happened to hear about referral recruitment and decided to apply. I was previously engaged in intellectual property and legal affairs, and as I am a certified patent attorney, I was hired as a manager.

We are focused on monetizing intellectual property rights that contribute to the company's business. We have discovered a number of ideas closely related to our business, and have a wealth of intellectual property rights we can leverage going forward. I hope to apply my knowledge and experience in making a contribution.

I am also participating in the Subcommittee for the Promotion of the Advancement of Women, and I would like to work on proposing workstyles for women.



Initiatives to promote the advancement of women

➤ Launch of the Subcommittee for the Promotion of the Advancement of Women

We launched the Subcommittee for the Promotion of the Advancement of Women in January 2025 with the aim of identifying and resolving issues that make it difficult for female employees to play active roles. We are working to foster a workplace where female employees can advance their careers and where all employees—including women—can work comfortably.

● Ratio of female managers

2020	2021	2022	2023	2024	2025 (target)
3.7%	4.2%	4.1%	4.6%	4.0%	7%

*ISEKI & Co., Ltd. (non-consolidated)



— **Members of the Subcommittee for the Promotion of the Advancement of Women** **Wakako Okuno** ISEKI & Co., Ltd. Europe Sales & Marketing Department

While reconsidering my own workstyle and career, I decided to join the Subcommittee for the Promotion of the Advancement of Women.

I am concerned about achieving a good work-life balance and developing my career, and there are people around me who share these concerns.

As the push for diversity, equity, and inclusion (DE&I) gains momentum, we are committed to cultivating a workplace where all employees—including women—can continue to work comfortably and let themselves shine through.



Human resource strategies

Enhancement of employee engagement

ISEKI Group is working on the enhancement of employee engagement to retain talented personnel and create employees who actively engage in corporate growth. We are working primarily on the provision of a secure and safe workplace, support for career development, and development and utilization of diverse human resources. At the same time, we conduct regular engagement surveys and monthly pulse surveys to assess the status of our employees' engagement.

● Status of engagement survey implementation

	August 2023 (result)	March 2024 (result)	September 2024 (result)
Overall satisfaction rate	51.6%	49.0%	53.1%
Response rate	80.2%	84.4%	86.0%
Items with high satisfaction rate	Workstyle, interpersonal relationship	Workstyle, environment conducive to growth	Human relationships, corporate culture, workstyles
Issues	Wage system, personnel system	Wage system, personnel system (including evaluation)	Wage system, personnel system (including evaluation)

➤ Initiatives based on September 2024 results

➡ Initiatives toward resolution: Implementation of personnel system reforms

Regarding our wage system, which is one of the issues, we strive to improve the wage level along with improvement of profitability we pursue under Project Z and also perform an in-depth review of our personnel evaluation system. Moreover, in April 2024, we introduced a Thanks Point Program with the objective of promoting employee communication and fostering a culture of praise.

The introduction of this system to cultivate a culture of praise not only has positively impacts others, but also gives those who praise others peace of mind.

➤ April 2025 initiatives

As organizational restructuring has resulted in an increase in transfers within the Group, we conducted a groupwide "Well-being Survey"*1 in addition to the engagement survey previously conducted by ISEKI & Co., Ltd. (non-consolidated) with the goal of understanding employee attitudes toward their workstyles and workplace environment and enhancing the latter.

Based on the implementation results, we will identify issues and undertake the following measures.

1. Quantitative assessment of employee well-being:	Quantitatively assess and consider measures to boost productivity
2. Visualization of organizational strengths and issues:	Introduce operational improvements and measures to enhance the workplace environment
3. Improvement of job satisfaction and engagement:	Consider welfare system to improve employees' physical and mental health

*1 Nikkei Integrated Well-being Survey (Kunio to Ito Well-being Score)

Data related to human capital

● Indicators related to human capital

Ratio of female employees	Female-to-male pay ratio (permanent employees)	Three-year retention rate of new graduates	Utilization rate of paid leave	Employment rate of people with disabilities
15.3%	75.1%	96.3%	70.0%	1.51%

*ISEKI & Co., Ltd. (non-consolidated)

*In the personnel and wage systems, there is no difference based on gender.

*Differences in the ratio of personnel by job qualification, a high rate of female employees selecting region-specific positions, and differences in the work system result in a wage difference between male and female employees.

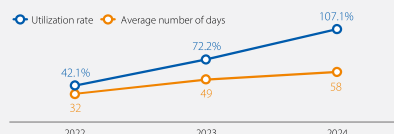
🔍 FOCUS: — Initiatives to realize work-life balance

ISEKI Group is promoting various measures and improving the environment for employees to allow them to adopt diverse workstyles that suit their stages of life. In particular, when an employee notifies us of childbirth, we let the employee and his or her supervisor know about the childcare leave system and encourage the employee to take the leave. This is intended to create an environment where both male and female employees readily take childcare leave and return to their work.

● Ratio of male employees who took childcare leave

	2022	2023	2024
Utilization rate	42.1%	72.2%	107.1%
Average number of days	32	49	58

*ISEKI Co., Ltd. employees (including dispatched and seconded employees)



Promotion of health & productivity management

ISEKI Group announced the Health & Productivity Management Declaration in 2021 and has been certified as a health & productivity management outstanding organization (the large enterprise category) for four consecutive years since 2022. Moreover, since 2023, we have been taking part as a member company in the Health & Productivity Management Alliance, where we strive to use initiatives of other companies as benchmarks and be aware of societal health-related trends. Going forward, we will continue to focus on our health basic policy centered on the three pillars of physical health, mental health, and living health, and strive to enhance employee well-being.



ISEKI Group Health & Productivity Management Declaration

Viewing healthy and stable living of individual employees as the driving force behind the development and business activities of a corporation, ISEKI Group has engaged in maintaining its employees' health since its foundation. Looking ahead to the 100th anniversary of its founding in 2025, ISEKI Group has now declared that it will further promote health & productivity management in mutual collaboration with ISEKI Health Insurance Association and ISEKI Labor Union to ensure that all people playing active roles at the Group can spend healthy and fulfilling days.

ISEKI Group health basic policy

We will work to maintain and promote the health of individual employees and enable the enhancement of employee engagement and sustainable growth of the Group by implementing measures focusing on three kinds of health as follows:

- ① Physical health ② Mental health ③ Living health

Occupational safety and health management

Setting up "a healthy and safe workplace" as the code of conduct, ISEKI Group strives to manage occupational safety and health in a groupwide effort. ISEKI Group carries out safety and health activities reflecting the actual situations of each company and office and implements safety checks at manufacturing subsidiaries to promote awareness-raising at the sites, thereby striving to reduce accident risks toward zero industrial accidents. The Group has established ISEKI Safety Promotion Center as a place for experiencing near-accidents and offers employees to have a simulated experience of specific occupational accidents to improve safety awareness.

We will continue to set up "a healthy and safe workplace" as the code of conduct and will continue striving to manage occupational safety and health in a groupwide effort.

Policies Concerning Safety

"Safety takes precedence over everything" — Promoting initiatives to achieve "zero" industrial accidents

Implementation of risk assessment based on risk-prediction activities

- Identifying risks and hazards in operations, taking risk reduction measures, and thereby preventing accidents from occurring.

Provision of safety education

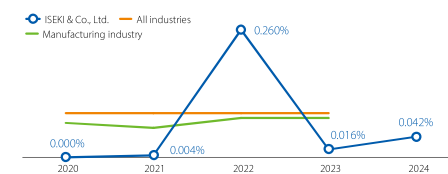
- Thoroughly entrenching awareness of safety once again through education provided at the Safety Promotion Center so as to build a framework that prevents any industrial accidents

● Statistics of industrial accidents: severity rate

2020	2021	2022	2023	2024
0.000%	0.004%	0.260%	0.016%	0.042%

*Severity rate: Number of work days lost per 1,000 working hours

*Scope: ISEKI & Co., Ltd., ISEKI M&D Co., Ltd., ISEKI-Niigata MFG Co., Ltd.



*Severity rates for "all industries" and "manufacturing" in 2024 had not been disclosed as of May 2025.

Respect for human rights, Prohibition of discriminatory treatment

▶ Basic Policy (Fundamental concept)

It is stipulated in ISEKI Group Code of Ethical Behavior to "respect basic human rights and not engage in any act of discrimination or harassment on the grounds of nationality, race, creed, gender and disabilities." The Code of Ethical Behavior is distributed to all employees. The Group instructs them to, among other things, "always respect human rights of others by periodically providing employees with education" and "pay extra attention to their speech and behavior so as not to commit acts that ignore others' human rights, such as harassment."

ISEKI Group's environmental management

Environmental Vision

ISEKI Group will aim for the creation of a sustainable society by 2050, including carbon neutrality through "providing innovative products and higher quality of services to the customers."

Basic Environmental Policy

ISEKI Group promotes environmental activities that contribute to achieving harmony among nature, society and corporations with the aim of creating a sustainable society.

- 1 Maintain environmental management system and its functional applications
- 2 Promote dissemination of business activities and products and services to achieve carbon neutrality
- 3 Comply with environmental laws, regulations, and standards
- 4 Conduct environmental education and information disclosure

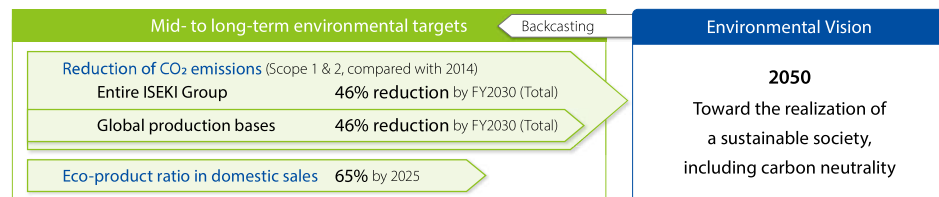
System for promoting environmental management

The Environmental Management Working Group (WG) promotes the Basic Environmental Policy throughout the Group, aiming to realize our Environmental Vision by managing progress toward our mid- to long-term environmental targets through compilation of activity results for each office, and by discussing measures related to the Task Force on Climate-related Financial Disclosures (TCFD) (P49-51). Matters discussed by the Working Group are reported to and deliberated by the ESG Committee (P53).

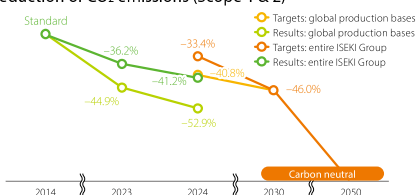


*EMS: Environmental management systems such as ISO14001 and EcoAction 21
*(As of January 31, 2025)

Mid- to long-term environmental targets (2022-)



Reduction of CO₂ emissions (Scope 1 & 2)



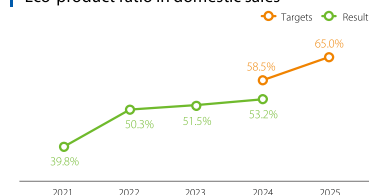
*Entire ISEKI Group: Consolidated business bases of ISEKI Group in Japan and overseas

*Global production bases: ISEKI M&D CO., LTD. (Matsuyama, Kumamoto), ISEKI-Niigata MFG. Co., Ltd., ISEKI-Shigenobu MFG. Co., Ltd., PT. ISEKI INDONESIA

*The CO₂ emission factor changes every year based on the power source composition ratios of the individual electricity companies. (Emission factors for each electricity company (Ministry of the Environment) were used as a reference.)

*Please refer to the Company's website for information about the eco-product certification system

Eco-product ratio in domestic sales



Major activity results in promoting environmental management

	Mid-term environmental targets (per net sales)				FY2024 Targets and result evaluation		
	Scope		Standard	FY2030 Targets	Targets	Results	Evaluation
Development of recycling-oriented society	Reduction of volume of water used	Global production bases	Compared with FY2014	(41%)	(31%)	(18%)	×
	Reduction of final volume of waste			(71%)	(67%)	(58%)	△
Manufacturing resources	Reduction of total material input	Four manufacturing bases in Japan	Compared with FY2013	(35%)	(25%)	(26%)	○
Toxic chemical substances	Reduction of used volume of chemical substances subject to PRTR law		Compared with FY2023	(1.4%)	(0.2%)	5.1%	△

*PRTR law: The system and law under which the national government compiles data about the release and transfer of chemical substances and makes the results publicly available each year

*Four manufacturing bases in Japan: ISEKI M&D CO., LTD. (Matsuyama and Kumamoto), ISEKI-Niigata MFG. Co., Ltd., ISEKI-Shigenobu MFG. Co., Ltd.

*Please refer to the Company's website for the historical results of environmental burden reduction by base.

Causes of failure to achieve mid-term environmental targets and countermeasures

Volume of water used	Water consumption increased due to an increase in cooling water used for gas engine generators installed at ISEKI M&D CO., LTD. (Matsuyama) in 2023, as well as abnormal water replenishment and increased maintenance frequency due to a malfunction of coating equipment. The Company plans to reduce water usage by reviewing equipment specifications and repairing defects.
Final volume of waste	Waste emissions increased due to preparations for the restructuring of production bases under "Optimize production," a Project Z measure. Although an increase in waste is expected until the restructuring is completed, the Company will see to it that the final volume of waste will be reduced by thorough separation.
Amount of chemical substances used	Although the total amount was reduced from the base year, the amount per sales was not achieved due to a decrease in production volume. We will continue to consider switching to substances not covered by the PRTR law.

TOPIC Introduction of Internal Carbon Pricing

Beginning in January 2025, the Group introduced Internal Carbon Pricing (ICP) for capital investments. We will apply Internal Carbon Pricing to capital expenditure plans in which CO₂ emissions are expected to increase or decrease and incorporate it into investment decisions, so that a decarbonization perspective is reflected in management decision-making.

What is Internal Carbon Pricing?

Internal Carbon Pricing (ICP), also known as "in-house carbon pricing," is the practice whereby companies set their own prices for their CO₂ emissions. Visualizing a company's CO₂ emissions in terms of monetary effect can serve as an indicator that helps make investment decisions by deeming an increase or decrease in CO₂ emissions due to capital investment as an advantage or disadvantage.

TOPIC Switching to an effectively renewable energy plan for electric power

We have promoted decarbonization in office-based workplaces by switching to effectively 100% renewable energy plans using non-fossil fuel certificates for the electricity used at our Tokyo Headquarters since September 2023 and at our Tsukubamirai Office since October 2023. As a result, carbon dioxide (CO₂) emissions from the use of electricity at three domestic offices, including the Tobe Office, are virtually zero, a reduction of approximately 1,300 tons of CO₂ per year.

Initiatives for preservation of biodiversity

Agriculture is closely linked to the natural benefits (ecological services) produced by biodiversity. ISEKI Group has established guidelines for the appropriate management of exhaust gases, wastewater, and wastes in production activities. The Group also conducts various businesses that take biodiversity into consideration, promoting environmentally sound agriculture utilizing eco-products and supporting customers engaged in organic agriculture.

[Biodiversity Guidelines https://www.iseki.co.jp/sustainability/environment/conservation/](https://www.iseki.co.jp/sustainability/environment/conservation/)

Evaluation by third parties (DBJ Environmental Rating)

In March 2025, ISEKI received the highest rating as one of the "Companies doing environment-friendly business activities progressively," 19 times in a row, by the Development Bank of Japan Inc., in receiving loans under the DBJ Environmentally Rated Loan Program.

Highly
evaluated
points

- 1 Ongoing efforts to reduce environmental impacts through business activities
- 2 Commitment to initiatives that aim to balance economic value with social value
- 3 Promoting the creation of innovation toward realizing the long-term vision



Efforts to improve quality and customer satisfaction

Basic Policy (Fundamental concept)

- ISEKI Group works to provide consistent product quality assurance from product planning to sales and after-sales service while reflecting the opinions from the market in product development and improvement so as to offer products developed from the customers' perspective in a timely manner.
- The Group takes all possible measures for quality control and makes prompt responses in good faith should any quality-related issues arise.

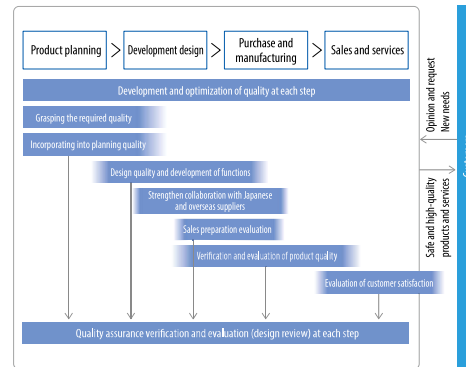
Product development reflecting the voices of customers

ISEKI Group has a seamless quality assurance system in place, where quality assurance verification and evaluation are conducted (design is reviewed) in every step from product planning, development and design to purchase, manufacturing, sales, and services with the aim of providing products that are safe and respond to the trust placed by the customers.

In product development, ISEKI Group grasps the requirement details based on the voice of customers (opinions, requests, and emerging needs) and utilizes them in product planning and build them into functions in development and design, ultimately reflecting them in purchase and manufacturing. In each step, the Group carries out evaluation and verification of quality optimization from various aspects. ISEKI Group also gathers customer opinions through service activities to provide operating instructions upon delivery and inquire on the conditions of the delivered products and has built a mechanism that feeds back those opinions for development and improvement, reflecting those in developing safe, high-quality products.

At a meeting held by the Quality Improvement Committee every month, ISEKI checks the status of activities for quality improvement, reports if there has been a quality deficiency issue, and discusses matters including measures against the deficiency and recurrence prevention measures.

Flow of how voices of customers are reflected in product development



To enhance quality governance

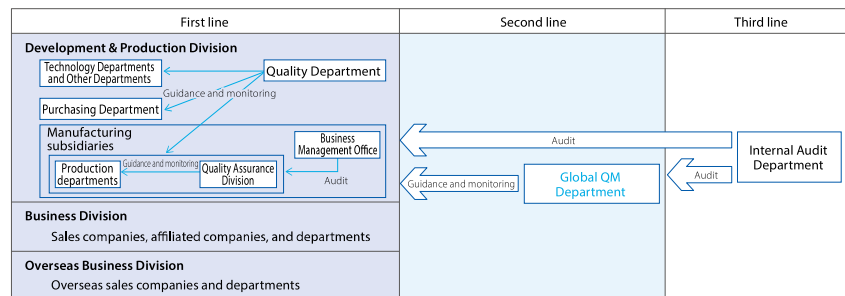
In April 2025, the Company newly established the "Global QM (Quality Management) Department" with the aim of improving the level of product quality, including the ISEKI brand, and improving customer satisfaction throughout the Group. The Global QM Department strengthens quality governance across the entire Group, and is also responsible for compliance with the EU's Cyber Resilience Act, a requirement for products in recent years.

Main businesses

- Control quality of the entire Group and improve the quality level of ISEKI brand products
- Guidance and monitoring of quality (second line)
- Judge domestic quality assurance services

- Improve CS standards of the entire Group
- Strengthen the cybersecurity of ISEKI products and establish a system for it

A three line system of Group quality following the establishment of Global QM Department



Standardization of functions created from voices of female farmers

Approximately 40% of farm workers are women and they play important roles in farming and community activities. ISEKI Group participates in the NOGYOJOSHI (female farmers) project by the Ministry of Agriculture, Forestry and Fishery (MAFF) and has been developing agricultural machinery products incorporating the opinions and ideas of female farmers. The agricultural machinery incorporating the voices of women is user-friendly for many users who have similar troubles, and ISEKI has horizontally deployed some of the functions to its other products and standardized them.

In recent years, such products have attracted attention as an example of gendered innovations.

Troubles

As a person of small build, it is difficult for me to reach the control lever.

The high level of handle lever makes it hard for a short person like me to operate a machine.

Example of standardization: "Improvements in handle lever and its level"

Revamped functions adopted for "Chocopuchi" tiller

• Lengthened control lever adjustment steps
• An increase in handle level (Redesigned to allow users to set the level at one step lower than that of previous models)

Horizontally deployed to products of same class

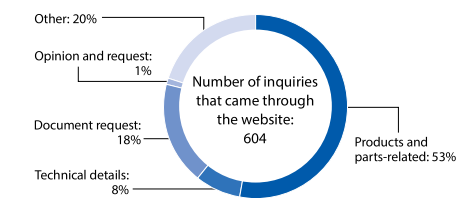
KCR series
The handle level can be adjusted to any of four steps, by the one-touch simple lever.

Responses to and support for customers

We strive to respond to inquiries, queries, and comments about our products from customers correctly, promptly in a sincere manner (target of within one business day), with the aim of enhancing customer satisfaction. The valuable opinions from customers are fed back to senior management and relevant departments and are used to develop better products, as well as for sales and service activities.

In FY2024, the number of inquiries that came through the Company's website was 604. For matters that receive a large number of inquiries, ISEKI Group discloses them on its website so that other customers can make best use of them.

Contents of inquiries regarding products from customers (FY2024)



Development of human resources to improve quality and customer satisfaction

ISEKI Group conducts various education programs, with the aim of developing products and engaging in sales and service activities so that customers can use ISEKI's products safely and with peace of mind.

Early nurturing of young designers

In the training focusing on the integrated system for automating rice farming, young designers who do not have much experience farming learn first-hand a series of farm work and machine operation processes from soil maintenance to crop drying processing. This program helps them to develop products from customers' viewpoint.

Education to improve service skills

We hold service skills contests that our service staff nationwide are entitled to participate in. ISEKI works to improve the technological and service capabilities such as repair and maintenance to provide services that customers feel reassured.



Responses to quality defects

When an issue occurs in products, ISEKI promptly performs inspections and repairs of the products giving the utmost priority to customers' safety. When we launch a recall, we notify and report to the concerned authorities*1 without delay, disclose information, and strive to draw attention of and provide information to customers. We share information on quality deficiencies internally in order to prevent the recurrence of the same deficiency.

Number of recalls by fiscal year*2

	2019	2020	2021	2022	2023	2024
Number of recalls	2	0	4	1	1	5

*1 Ministry of Land, Infrastructure, Transport and Tourism, Ministry of Agriculture, Forestry and Fisheries, Ministry of Economy, Trade and Industry, etc.

*2 Number of recalls filed with the Ministry of Land, Infrastructure, Transport and Tourism

● Please find the link below to access important notifications of recalls:
<https://www.iseki.co.jp/news/> (in Japanese)

DX promotion

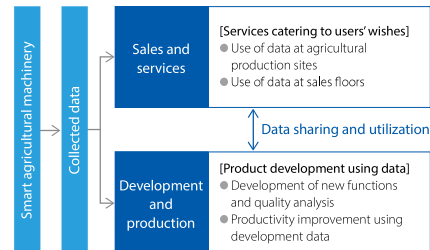
Business model transformation through DX

By focusing on providing not only products, but also the best solutions leveraging digital technologies—including information and know-how—ISEKI Group is seeking to transform its business model from products to services through DX.

According to statistics by the Ministry of Agriculture, Forestry and Fisheries, the number of agricultural entities engaged in data-based farming accounted for 28% of the total agricultural population in Japan in 2023, marking an increase of 1.6% from the previous year and increasing year by year. ISEKI Group will continue contributing to improved agricultural productivity by supplying smart agricultural machinery leveraging ICT and robot technology as well as providing services that combine data particularly obtained from smart agricultural machinery with its know-how such as farm business technologies. In addition, we will continue to work on business reforms through digitalization in sales, service, development and at production sites.

*Ministry of Agriculture, Forestry and Fisheries, "2024 Survey on Movement of Agricultural Structure"

Overall picture of use of digital technology



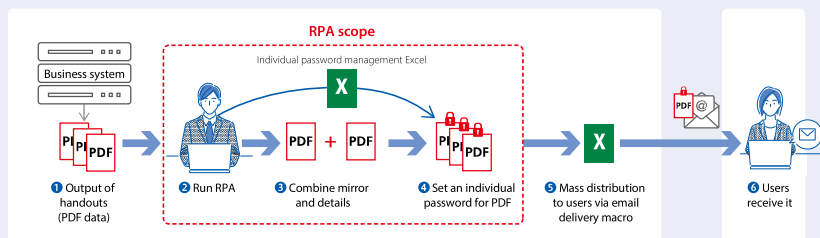
Use of DX and digital tools

ISEKI Group has introduced Robotic Process Automation (RPA) and generative AI to maximize the use of limited human resources and improve productivity.

Automation of routine work by RPA

We have begun full-fledged use of RPA since 2020, and approximately 70 robots are currently in operation, with some results. At the start of the project, members of the IT department listened to requests from each business, and created RPA robots to improve efficiency. We have also provided young employees in each division with training on robot creation. There is a gradual trend toward the active use of RPA in each division, and efforts are being made to streamline operations within a division (between persons in charge), rather than by one person in charge. Furthermore, we intend to develop a method of operational efficiency that transcends departments.

Case study



Business support through generative AI

Some departments have begun using the generative AI service to create documents, minutes of meetings, presentation materials, and internal documents. Even departments with many meetings can now efficiently create all minutes of meetings, and the number of man-hours required to create them has been reduced by about 50%.

In the future, we will make full use of the functions of generative AI and expand the number of departments using it, and aim to improve operational efficiency by achieving greater results than ever before.

Initiatives for society

Basic Policy (Fundamental concept)

- Suppliers** To fulfill its social responsibility, together with its suppliers, across the entire supply chain, ISEKI Group's basic policy is that "the relationship with suppliers should be fair and equitable and it will not abuse its privileged position in the trade to give unfair and disadvantageous treatment to suppliers."
- Local communities** The basic rules of ISEKI Group include "to actively contribute to local communities as a member responsible for society." ISEKI Group works on contributing to society through its business activities aiming for the mid- to long-term development of local communities.

Promotion of CSR procurement

In order to jointly promote, with its suppliers, procurement activities that take social responsibility into account, ISEKI Group has established ISEKI Group CSR Procurement Guidelines, promoting CSR procurement. The Group checks the status of suppliers' initiatives for CSR through questionnaire surveys, and reconfirms contents and make improvement proposals, etc. in relation to suppliers whom CSR risks are concerned for. We work to strengthen cooperation with suppliers through actions such as explaining the state of ISEKI Group's management and CSR procurement at business report meetings and IR information meetings for vendors and holding superior company tours.

In 2024, we held two business liaison meetings as well as lectures and workshops, sponsored by the Matsuyama Iyukai and the Ehime Machinery Manufacturers Association, on mental health for young and mid-level executives who play central roles at our suppliers.

Matters requested to suppliers

- 1 Customer satisfaction and quality assurance
- 2 Legal compliance and ethical corporate activities
- 3 Respect for human rights and creation of a healthy and safe workplace
- 4 Environmental preservation and green procurement
- 5 Co-existence with local communities and international cooperation
- 6 Management transparency and accountability

Initiative undertaken in 2024	Target	Result
Rate of responses to CSR procurement questionnaire surveys	100%	91%



For details, please refer to the Company's website.
<https://www.iseki.co.jp/global/english/sustainability/social/>

Initiatives for complying with the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors (hereinafter referred to as the Subcontract Act)

ISEKI Group ensures fair and impartial transactions with its suppliers by providing education and training about the Subcontract Act and implementing initiatives based on the "Guidelines for Price Negotiations to Appropriately Pass Through Labor Costs," which were formulated jointly by the Cabinet Secretariat and the Japan Fair Trade Commission. However, on May 9, 2025, we received a recommendation from the JFTC regarding a violation of the Act. We take this recommendation very seriously, and the Group as a whole will reorganize the system to prevent recurrence.

ISEKI Group positions suppliers and other business partners as "partner business operators" based on the "Basic Policy for Appropriate Subcontracting," and aims to achieve mutual prosperity.

Implementation of initiatives to prevent recurrence

- 1 Internal notification of details on the violation of the Subcontract Act and measures to prevent recurrence
 - 2 Formulation of Basic Policies for Appropriate Subcontracting
 - 3 Regular audits of the status of compliance with the Subcontract Act by the person in charge of legal affairs
 - 4 Regular training for officers and employees to ensure compliance with the Subcontract Act
- Others

Co-existence with local communities

ISEKI Group has proactively conducted social contribution activities to co-exist with local communities. For the development of local communities, we are working to contribute to society through business activities.

Activities for contribution to the local community and environment

We conduct cleaning activities in local communities and at our offices as part of corporate citizen activities oriented to the local community and environmental education for employees.

Education activities for next generation

We conduct food and agricultural education for the next generation through activities such as holding drawing contests, exhibiting products at food and agricultural events, and holding visiting lectures.

Activities for local communities in collaboration with local governments

We conduct activities to contribute to the realization of sustainable agriculture through initiatives in collaboration with local governments and other partners throughout Japan.



Weeding and Clean-Up Activities for the Beautification of Shiroyama Park in Matsuyama City, Ehime Prefecture



For details, please refer to the Company's website. <https://www.iseki.co.jp/sustainability/social/contribution/> (in Japanese)

100th Anniversary
Roundtable Discussion - 2

From the frontlines of active participation of women — courage to speak up changes the future

**Ikumi Kaihatsu**

Solution Promotion Group,
Sales Planning Dept. and
Business Division; Member,
Sanae Kurabu,
Dream Agricultural Research
Institute, ISEKI Japan Co., Ltd.

Kana Kuradomi

Sales Planning Group, Sales
Planning Dept.; Member,
Sanae Kurabu, ISEKI Japan
Tohoku Company

Fumiko Kishimoto

Outside Directors

Eiko Kisogawa

Outside Directors

Risa Okabe

Secretariat,
Member of
the Subcommittee for
the Promotion of the
Advancement of Women

Misako Kuroiwa

Financial Dept. and Corporate
Planning Dept.,
Supply Chain Management (SCM)
Promotion Office, Member,
Subcommittee for the Promotion
of the Advancement of Women /
Member, Sanae Kurabu

Fostering an environment where everyone can challenge nature, and maximizing flexibility and growth potential as a company

As part of its efforts to improve employee engagement, the ISEKI Group is promoting diversity, equity, and inclusion (DE&I). At this roundtable, with the theme of “promoting the active participation of women,” female employees and Board members discussed real issues in the workplace. We will explore ways to foster a workplace where employees can challenge themselves in their own way, delving into issues that systems alone cannot resolve, such as “atmosphere,” and the need for a change in mindset among all employees, regardless of gender.

Please share any issues or requests you have based on your current workplace and previous experience.

Okabe: I work in the Secretariat, where I am responsible for tasks that support the directors, such as managing schedules—including that of the president—arranging business trips, and receiving visitors. I feel that creating a workplace where all employees can work comfortably regardless of gender requires us to foster an atmosphere where it is easy to consult with others. Even if systems like special leave exist, psychological barriers such as whether it's acceptable to use it and what others will think may, in some cases, prevent them from being fully utilized. In that regard, my current boss is very easy to talk to. Since we are both women, I feel comfortable

discussing issues unique to women and personal matters as well as work-related things. I feel that this daily communication leads to improved ability to cope when irregular situations arise. I also believe that having numerous opportunities to hear the real voices of senior employees who have experienced a significant number of life events will foster a culture in which employees feel that the system is easy to use.

Kaihatsu: I am affiliated with the Dream Agricultural Research Institute and ISEKI Japan's Sales Planning Department, where I am engaged in verification testing for the proposal of organic rice cultivation and the planning and operation of Amoni, the farm business solution portal site. I feel that there are still stereotypes about “women's work” and “men's work” in the workplace that we are not conscious of on a daily basis. Technical service departments,

for instance, which require the use of tools and involve considerable physical labor, have mostly male employees. Areas of expertise and strengths are not by nature related to gender. I think the ideal workplace is one where individual abilities can be put to good use, free from gender distinctions. Younger female employees have recently become increasingly outspoken, and there are more opportunities for them to, if they wish, take on new challenges. I myself also try to speak out and take on challenges when I find something I want to do. I think it is important to express your desires.

Kuroiwa: After having worked at a subsidiary in France for six years, I joined the Financial Department at the head office last year, where I am currently the manager of a team. After returning to Japan, I took part in Directors' Operating Committee meetings and various working groups, and became aware that the number of female managers was overwhelmingly small. In France, half of the managers were women, and it was normal for them to actively express opinions in meetings and have them reflected in decisions. I felt a big gap when I came back to Japan. Given the diversity of talent within the company, it is unfortunate that management positions are predominantly held by men. I believe that this needs to be improved, first and foremost.

Kuradomi: I was transferred last year from the Tractor Engineering Department of the Development & Production Division to the Sales Planning Department of ISEKI Japan Tohoku Company. Our main tasks include smart agricultural machinery demonstrations and training sessions, as well as information dissemination via social media. When I was in the development department, they created an environment where everyone could take on challenges, as men and women were treated equally and given the same work. At my current workplace, it seems that men tend to be assigned to field work and demonstrations, while women are tasked with office work. I think the fact that there isn't really a precedent is a bit worrisome, but if possible, I would like women to be afforded the same opportunities as men. Coming from a background focused on development, I am responsible for giving lectures and demonstrations on smart agricultural machinery. I find it very meaningful to convince female customers that women are also capable of operating agricultural machinery.



As an Outside Director, how do you view the promotion of the active participation of women in the ISEKI Group?

Kisogawa: It has been a year since I became an Outside Director. When it comes down to the theme of women's empowerment, I feel that there is still considerable room for improvement. The women who take part in committees and other forums are very logical and talented, but I feel that they are too small in number. Although our group has traditionally had a low proportion of female employees, I believe that a major factor in this is the low percentage of female managers (4.0%). Although the average varies by industry, there are more than a few companies where the proportion of women in management positions exceeds 10%. I hope that more women will become managers in the ISEKI Group as well. As I listen to everyone's opinions, I feel that there are situations where it is challenging to find role models. It is difficult to envision a career path if we do not have a senior colleague who we aspire to emulate. In addition to systems and mechanisms, organizations need to provide concrete, living examples. It is also important to change the mindset of male managers. Thinking unconsciously that you don't want to place a burden on a woman results in depriving women of opportunities to challenge themselves. It is my view that providing equal opportunities is essential for promoting the advancement of women.

Kishimoto: I am a lawyer by profession and have no experience working for a large organization, but the first thing I noticed when I started was the small proportion of female employees. I think one issue is that women are rarely involved when company policies are decided. Meetings in which both men and women participate allow for perspective and value exchange, which leads to deeper discussions and decision-making on a broader scale. I have often heard that the risk of misconduct is lower at organizations with a good balance of men and women. In that sense, I believe ensuring diversity among decision-makers is very important. What strikes me most as I listen to our employees is their opinion that though the systems are in place, they are not easy to use. Institutional design alone cannot solve this issue. I strongly feel that daily communication is necessary with superiors and colleagues to create an atmosphere in which we can consult with them immediately in

From the frontlines of active participation of women — courage to speak up changes the future



the event something happens. Increasing opportunities for face-to-face discussions is important in achieving this.

Please tell us about the efforts being made in the ISEKI Group to promote the advancement of women.

Okabe: The Subcommittee for the Promotion of the Advancement of Women was established in January 2025. On this subcommittee, female employees themselves consider issues and measures necessary for women to play an active role. It was established with the aim of creating a workplace where female employees can advance their careers and where all employees, including women, can work comfortably. The subcommittee comprises 12 members with diverse backgrounds. Activities include discussing topics such as what makes a workplace appealing to women and how to change the mindset of female employees who are directly involved to achieve the action plan targets based on the Act on the Promotion of Women's Active Engagement in Professional Life. These include 20% or more of new hires to be women, active recruitment of women for technical positions, women to be appointed to 7% or more of management positions, and employees taking 12 or more days of paid leave on average. I joined the subcommittee because I saw talented colleagues and junior employees who, due to significant life changes such as marriage and childbirth, were forced to leave work. This left me feeling frustrated, wondering if a more conducive environment would have enabled them to keep working. Based on that experience, I decided to join the subcommittee, hoping to contribute to creating a workplace where people can continue to work with peace of mind, with their work status unaffected by major life events. Since joining the company, I had been mainly engaged in support work. Given this, I was a bit nervous about expressing my opinions in meetings, but I was motivated by the desire to do what I could because I wanted to work at ISEKI for a long time.

Kuroiwa: I took part in the subcommittee because I wanted the voices of female employees to be heard, and ensure that they were properly conveyed to the company. The mindset of the entire company needs to change if we are to improve disparities in areas such as the ratio of new hires and managers. We would like to begin by ascertaining the current situation of female employees

and what they want from the company, and then share this information internally. Currently, our company actively encourages women to take childcare leave and work reduced hours. In dual-income households, however, women are still responsible for a disproportionate share of childcare and household chores. In promoting the advancement of women in the workplace, we believe it is important to upgrade systems such as paternity leave and eliminate long working hours, as well as to foster mutual understanding among employees and enhance the workplace environment. I would like to leverage my experience at ISEKI's French subsidiary in contributing to the efforts of the subcommittee.

The Sanae Kurabu has also been launched.

Kaihatsu: The Sanae Kurabu is an independent group comprising female employees at ISEKI that was established in support of the "Women in Agriculture Project" launched by Japan's Ministry of Agriculture, Forestry and Fisheries. This is the ISEKI Group's first cross-departmental team of women, bringing together members from business, development, products planning, general management, and other departments. The objective of Sanae Kurabu is to support the activities of women in farming. We conduct activities such as seminars on handling agricultural machinery as well as online seminars. Last year, we held an exchange meeting for women in farming at the Tsukubamirai Office in Ibaraki Prefecture, where we introduced the latest in smart agricultural machinery. The group discussion provided a valuable opportunity to hear opinions from people with whom we do not normally interact in our daily work. It allowed us to learn about the enthusiasm of women working in agriculture and the challenges we face, and served as a good opportunity for us, as women, to reflect on our own workstyles.

Kuradomi: I joined Sanae Kurabu because, as the first female employee to have been seconded to a development department, I wanted to support others who, like me, were taking on new challenges. I also wanted to increase the number of women interested in development and design. The design work I was responsible for allowed me to feel that I was at the forefront of manufacturing, and I felt joyful as I watched my drawings take shape. At our company, designers assemble agricultural machinery and perform inspections themselves, which facilitates rapid



improvement. This speed was, for me, one of the most rewarding aspects of working there. Currently, in addition to planning and conducting networking events, Sanae Kurabu holds seminars on agricultural machinery for women in farming. We also play a role in collecting feedback from the field to help incorporate ease of use from a female perspective into agricultural machinery. I would like to utilize my experience in development to enhance feedback collection toward better product development.

What kind of company do you think the ISEKI Group should aim to be? Please share your views on this, as well as your own efforts.

Okabe: I think we should aim to be a company where life events are accepted naturally—not viewed as disadvantages—so that employees will want to continue working. I often hear people say that there aren't any role models around them. For me, though, my role model is the image of the person I want to become. Even if we feel anxious or uncertain, we can gradually become that ideal version of ourselves if we take positive steps forward without fear of change. I hope someday to become a role model for others.

Kuroiwa: We want to work toward cultivating a workplace where all employees—regardless of gender—can perform to the best of their abilities, rather than simply reaching numerical targets such as the proportion of women in management positions. I joined the company through a career recruitment program. Everyone around me was very kind, which enabled me to fit in quickly. The warmth of the people is, to me, the best thing about the ISEKI Group. While prioritizing that corporate culture, I would like to create a better environment.

Kaihatsu: I want us to be a company where individual abilities are respected and everyone can work in a way that suits them. I believe that, by fostering a culture where each individual can leverage their strengths and accept new challenges, the company will see significant growth. With regard to my own efforts, I plan to find things I can do, work on them, and share my insights without hesitation. I hope that taking action will spark a positive chain reaction internally.

Kuradomi: I would like us to become a company where there are no gender-related restrictions on job duties or types. Personally, I want to achieve as much as possible to show people that women can also do these things. Hopefully those who follow in my footsteps

will be able to work in an environment where they take on various challenges as a matter of course. I need to strengthen my own abilities to achieve this, and I intend to continue challenging myself in various ways.

What are your expectations regarding the ISEKI Group's efforts to promote the advancement of women in the workplace?

Kisogawa: Ultimately, I believe it is important to create an environment where capable people can thrive, without success being impacted by gender. Three perspectives are necessary to achieve this. The first is a change in the mindset of female employees themselves. We shouldn't let the lack of precedent or perceived impossibility cause us to hesitate. Create opportunities for yourself and take on new challenges. The second is a change in the mindset of male managers. It is essential for people to be cognizant of unconscious bias and have the courage to consciously give women opportunities. The third is to create a companywide mechanism that allows the reflection of diverse opinions in management and on the front lines. Continuing these three initiatives will very likely serve to enhance our competitive power as a company and drive us toward achieving sustainable growth. Today, we listened to the stories of our fellow women employees and were able to once again feel the passion they have for their work. As an Outside Director, I am determined to support your efforts and do whatever I can to put the necessary reforms into practice.

Kishimoto: When we talk about promoting the advancement of women in the workplace, it is often perceived as the implementation of measures for women. In reality, however, companies where women can work comfortably end up enhancing the work environment for men as well. I believe that creating an environment in which, while dealing with major life events, everyone can continue to work with peace of mind ultimately leads to a stronger organization. As such, I would like to once again emphasize that promoting the advancement of women is an initiative geared toward improving the overall quality of the organization. I would like to lend whatever support I can to help bring this to fruition. And it is my sincere hope that all employees will believe in their own potential and move forward one step at a time.

