Financial and non-financial data

Consolidated financial summary (Millions of yen)

	91st FY (Mar. 2015)	92nd FY*1 (Dec. 2015)	93rd FY (Dec. 2016)	94th FY (Dec. 2017)	95th FY (Dec. 2018)	96th FY (Dec. 2019)	97th FY (Dec. 2020)	98th FY (Dec. 2021)	99th FY (Dec. 2022)	100th FY (Dec. 2023)	101st FY (Dec. 2024)
Results of Operations											
Domestic sales	131,956	122,508	121,041	123,136	122,812	117,717	115,907	117,396	112,638	113,060	113,031
Overseas sales	25,460	22,701	32,055	35,245	33,143	32,181	33,397	40,795	53,991	56,855	55,394
Net sales	157,417	145,210	153,097	158,382	155,955	149,899	149,304	158,192	166,629	169,916	168,425
Gross profit	45,640	40,711	44,852	46,206	45,945	44,507	43,476	46,841	49,890	50,359	50,648
Operating income	(535)	460	2,469	3,953	3,179	2,745	2,084	4,147	3,534	2,253	1,920
Ordinary income	499	947	1,635	4,250	2,629	1,108	1,702	4,687	3,762	2,092	1,577
Profit (loss) attributable to owners of parent	(319)	(1,465)	858	2,807	1,090	723	(5,641)	3,196	4,119	29	(3,022)
Financial Position (at the end of the fiscal year)											
Cash and deposits	6,603	8,788	13,936	7,981	7,475	8,404	10,787	14,850	10,749	9,901	8,200
Notes and accounts receivable – trade	30,404	24,895	24,911	25,113	23,327	19,675	21,780	21,537	27,574	26,917	25,435
Inventories	47,712	47,816	49,316	53,406	53,719	54,179	51,847	49,871	65,331	72,842	66,937
Other	7,131	5,271	4,769	5,249	7,269	4,900	5,564	4,843	5,758	5,660	5,045
Total current assets	91,851	86,771	92,934	91,751	91,791	87,159	89,979	91,103	109,414	115,322	105,618
Property, plant and equipment	92,992	96,911	96,466	95,592	96,842	98,346	86,287	84,962	83,919	84,553	81,396
Intangible assets	1,105	1,134	1,062	1,025	1,082	1,288	1,967	2,290	2,309	2,489	2,975
Investments and other assets	18,189	16,331	12,893	12,978	11,440	10,717	9,193	9,328	10,848	14,737	16,141
Total non-current assets	112,287	114,377	110,422	109,596	109,365	110,352	97,449	96,581	97,076	101,780	100,513
Total assets	204,138	201,149	203,356	201,348	201,156	197,511	187,428	187,684	206,491	217,102	206,132
Notes and accounts payable – trade	38,714	40,004	42,421	40,673	39,736	37,752	36,872	39,279	45,500	41,734	25,254
Short-term loans payable (including current portion of long-term loans payable)	39,076	33,030	33,593	35,220	42,877	39,351	37,460	30,210	40,291	40,642	44,844
Other	14,898	14,482	13,433	13,750	12,979	12,630	11,814	11,852	12,397	13,088	23,079
Total current liabilities	92,689	87,518	89,447	89,644	95,593	89,735	86,147	81,342	98,189	95,465	93,178
Long-term loans payable	18,520	23,703	27,788	24,354	20,571	21,525	24,114	24,728	20,811	29,167	23,266
Net defined benefit liability	5,298	4,806	4,491	3,312	4,063	3,059	3,144	2,912	3,244	6,207	5,795
Deferred tax liabilities for land revaluation	6,074	6,074	5,790	5,780	5,780	5,759	4,097	4,097	4,097	4,097	4,003
Other	10,489	10,946	8,687	7,339	6,188	8,180	7,504	8,042	7,802	7,948	8,050
Total non-current liabilities	40,383	45,532	46,757	40,787	36,603	38,524	38,861	39,780	35,956	47,420	41,116
Total liabilities	133,073	133,050	136,205	130,432	132,197	128,259	125,009	121,123	134,146	142,886	134,294
Shareholders' equity	51,470	49,325	49,842	52,330	52,746	52,840	50,346	53,567	57,023	56,367	52,653
Accumulated other comprehensive income	17,902	17,055	15,588	16,833	14,454	14,641	10,310	11,201	10,978	12,955	14,914
Subscription rights to shares and non-controlling interests	1,693	1,718	1,720	1,752	1,759	1,770	1,762	1,792	4,342	4,892	4,269
Total net assets	71,065	68,099	67,151	70,916	68,959	69,252	62,419	66,561	72,345	74,215	71,837
Total liabilities and net assets	204,138	201,149	203,356	201,348	201,156	197,511	187,428	187,684	206,491	217,102	206,132
Cash flows											
Cash flows from operating activities	(4,247)	10,830	8,283	3,308	7,616	10,509	9,694	14,233	(3,375)	(2,459)	8,825
Cash flows from investing activities	(11,305)	(5,757)	(5,736)	(5,273)	(9,944)	(7,104)	(5,167)	(2,039)	(2,984)	(5,416)	(5,843)
Free cash flows	(15,553)	5,072	2,547	(1,965)	(2,327)	3,404	4,526	12,194	(6,360)	(7,875)	2,982
Cash flows from financing activities	14,031	(2,943)	2,621	(4,294)	1,970	(2,396)	(2,179)	(8,338)	2,033	6,722	(5,099)
Net increase (decrease) in cash and cash equivalents	(1,129)	2,190	5,147	(6,113)	(408)	981	2,383	4,048	(4,101)	(848)	(1,700)
Information Per Share (Yen)*2											
Net assets	3,071.1	2,938.7	2,896.8	3,061.8	2,974.8	2,987.2	2,683.1	2,864.5	3,006.7	3,065.1	2,986.8
Profit (loss)	(14.0)	(64.9)	38.0	124.3	48.3	32.0	(249.6)	141.4	182.1	1.3	(133.6)
Cash dividends	30.0	15.0	15.0	30.0	30.0	30.0	—	30.0	30.0	30.0	30.0
Management Indicators											
Equity ratio (%)	34.0	33.0	32.2	34.4	33.4	34.2	32.4	34.5	32.9	31.9	32.8
ROE (%)*3	(0.5)	(2.2)	1.3	4.2	1.6	1.1	(8.8)	5.1	6.2	0.0	(4.4)
CCC (days)*4	99.9	89.9	82.6	99.3	101.0	104.8	104.9	84.4	122.4	152.8	184.3
D/E ratio (times)*5	0.94	0.97	1.03	0.94	1.01	1.00	1.11	0.93	0.94	1.04	1.05

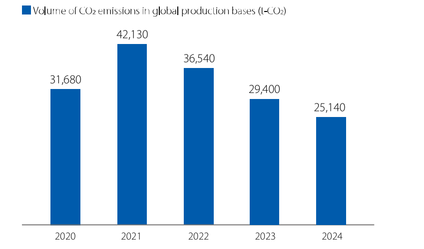
*1 Due to a change of the accounting period, the fiscal year ended December 31, 2015 covered nine months from April 2015 to December 2015.
*2 Effective July 1, 2017, the Company conducted a 1-for-10 reverse stock split of common stock. Per share information is stated as adjusted figures after the reverse stock split.
*3 ROE (Return on equity) = Profit/((Equity at the beginning of the fiscal year + Equity at the end of the fiscal year)/2)
*4 CCC (Cash conversion cycle) = Days sales outstanding + Days of inventory outstanding – Days payable outstanding
*5 D/E ratio = Interest-bearing debt/Net asset

Financial and non-financial data

Non-financial highlights (FY2024)

Volume of energy-generated CO_2 emissions in production
Environment

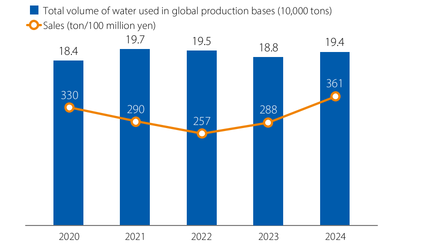
We are working to reduce CO_2 emission volumes in our production activities to create a decarbonized society.



* Japan: ISEKI M&D CO.,LTD. (Matsuyama), ISEKI M&D CO.,LTD.(Kumamoto), ISEKI-Niigata MFG. Co., Ltd., ISEKI-Shigenobu MFG. Co., Ltd.)
  Overseas: PT ISEKI INDONESIA
* The CO_2 emission factor for domestic electricity is revised every year based on values published by the Ministry of the Environment.

Volume of water used in production
Environment

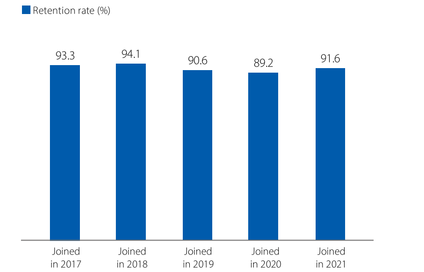
We are working to reduce volume of water used in production to mitigate environmental burdens.



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

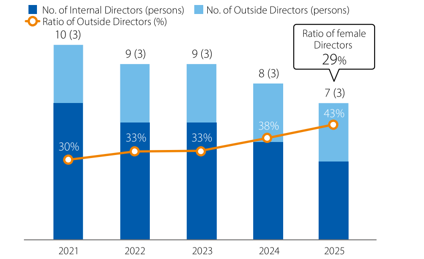
Retention rate in three years from joining
non-consolidated | Human resources

The retention rate of new graduates in three years is at a high level of above approximately 90%



No. of Directors / Ratio of Outside Directors
Governance

From FY2025, the ratio of Outside Directors and the ratio of female Directors became respectively 43% and 29%.



Progress of activities that would have impacts on achieving SDGs (We have concluded a loan contract "Mizuho Positive Impact Finance" since March 2023)

Impacts	KPI	2024 Results
Water (quality) /Air / Soil	Reduction of used volume of chemical substances subject to PRTR law (per net sales) (Compared with 2023) [Japan]	+5.1%
Resource efficiency & safety	Reduction of volume of water used (per net sales) (Compared with 2014) [Global]	−17.8%
	Reduction of total material input (per net sales) (Compared with 2013) [Japan]	−25.9%
Climate	Reduction of CO_2 emissions (Scope 1 & 2) (Total) (Compared with 2014) [Global]	−52.9%
	Initiatives to reduce CO_2 emissions (Scope 3)	*1
Waste	Reduction of final volume of waste (per net sales) (Compared with 2013) [Japan]	−57.8%
Food	Percentage of invention proposals related to advanced technologies "toward higher agricultural productivity" [non-consolidated]	60.0%

Impacts	KPI	2024 Results
Employment	Utilization rate of paid leave [non-consolidated]	70.0%
	Ratio of managers hired mid-career [non-consolidated]	9.6%
Inclusive and sound economy	Ratio of women hired [non-consolidated]	35.0%
	Ratio of female managers [non-consolidated]	4.0%
Education / Inclusive and sound economy/ Food	Participation in the NOGYOJOSHI (female farmers) project	6 times
Resource efficiency & safety / Climate / Air	Eco-product ratio in domestic sales	53.2%
Biodiversity and ecological services / Food	Land area organically farmed (rice)	134ha *2

[.] indicates the scope of KPI.
[Japan] Manufacturing bases in Japan [Global] Global production bases [non-consolidated] Data for ISEKI & CO, LTD. (non-consolidated)

*1 Refinement of data in Category 1, and promotion of research and development in Category 11
*2 Estimated by ISEKI & CO., LTD.

Company information / Stock information

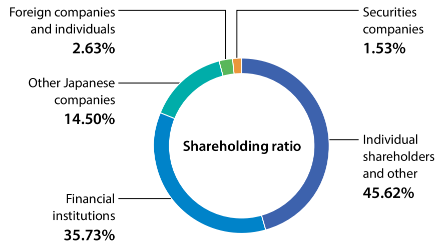
Company information (as of December 31, 2024)

Company name:	ISEKI & CO., LTD.
Head office:	700 Umaki-cho, Matsuyama-shi, Ehime-ken, 799-2692 JAPAN
Tokyo headquarters:	5-3-14, Nishi-Nippori, Arakawa-ku, Tokyo, 116-8541 JAPAN
Foundation:	August 1926
Paid-in capital:	23,344 million yen
Number of employees:	Consolidated: 5,292 Non-Consolidated: 717

Company information (as of December 31, 2024)

Company code:	6310
Total number of authorized shares:	69,000,000 shares
Shares issued and outstanding:	22,873,709 shares (excluding treasury stock of 111,284 shares)
Number of shares per trading unit:	100 shares
Number of shareholders:	19,299
Stock Exchange on which its shares are listed:	Prime Market of the Tokyo Stock Exchange
Business year:	From January 1 through December 31
Ordinary general meeting of shareholders:	Late March every year
Record date:	Ordinary general meeting of shareholders / Year-end dividend: December 31 every year
Shareholder register administrator and Account management institution for special accounts:	Sumitomo Mitsui Trust Bank, Limited 1-4-1 Marunouchi, Chiyoda-ku, Tokyo

Status of distribution of shares held by type of shareholder



Major shareholders (top 10)

Name of major shareholder	Number of shares held (shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	2,309,300	10.10
Mizuho Bank, Ltd.	1,070,800	4.68
Iseki kabushiki hoyukai (Company's Stockholding Co-op.)	1,054,840	4.61
The Norinchukin Bank	868,785	3.80
Sumitomo Mitsui Trust Bank, Limited	800,000	3.50
Iseki eigyo-hansya group syain mochikabukai (Business-selling Group Holdings)	790,600	3.46
Custody Bank of Japan, Ltd. (Trust Account)	764,000	3.34
The Iyo Bank, Ltd.	580,042	2.54
Sompo Japan Insurance Inc.	434,500	1.90
The Kyoei Fire and Marine Insurance Company, Limited	352,700	1.54

(Note) Shareholding ratios are calculated after the deduction of treasury stock. The treasury stock does not include 251,500 shares of the Company held by Custody Bank of Japan, Ltd. (Trust Account) as trust property of a stock delivery trust for officers.

Share price trends