

What ISEKI Group aims for

Your essential partner

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



Company Motto

Our management philosophy is to provide:

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

and thereby we will fulfill our social mission.

ISEKI's Spirit: Founder's Philosophy

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

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

Purpose > 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"

Vision > Long-term Vision

To be a "Solution Provider for Agriculture & Landscape"

Solution Provider for Agriculture & Landscape

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

Value > Important Values

Spirit

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

Front runner

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

Quality

We will always make premium quality products with passion.

Solution

We constantly take action for solutions to customer issues.

Innovation

We create innovations with advanced technologies and provide new value.

Global

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

Future

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

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Key Points of ISEKI Report 2026

ISEKI Report consists of the three pillars of ISEKI Group’s value creation: “ISEKI Group’s value creation,” “Management strategies to improve corporate value,” and “Management foundation to support sustainable growth.” We have been striving to enhance and improve the content based on opinions on our ISEKI Reports received from stakeholders and insights obtained through daily engagement activities.

| Point | 1

Start of a new management structure

Effective March 27, 2026, Shiro Tomiyasu (formerly Representative Director, President & Executive Officer) was appointed Representative Director, Chairman & Executive Officer, and Hajime Odagiri (formerly Representative Director & Senior Corporate Executive Officer) was appointed Representative Director, President & Executive Officer, launching a new management structure for the next 100 years. In the top management interview, new Chairman Tomiyasu and new President Odagiri describe their aspirations and initiatives going forward.

➤ P5-10 Interview with our President

| Point | 2

Executing strategies to achieve our long-term vision

To realize our long-term vision of becoming a “Solution Provider for Agriculture & Landscape,” we are implementing “Project Z,” a business structural reform without exceptions. This section introduces the measures and progress of Project Z’s fundamental structural reforms and growth strategies.

➤ P11-12 Progress of “Project Z”

➤ P41-44 Overseas Market Strategies

➤ P37-40 Domestic Market Strategies

➤ P45-50 Product/Development Strategies

| Point | 3

Initiatives to strengthen management foundation

This section introduces initiatives related to corporate governance for improving corporate value, through a roundtable discussion among Outside Directors and descriptions such as the evaluation of the Board of Directors’ effectiveness.

➤ P65-68 Roundtable Discussion with Outside Directors

➤ P69-74 Corporate Governance

Publication of “ISEKI Report 2026”

The Company has published ISEKI Reports since 2019, for the purpose of having constructive dialogue with stakeholders.

This report depicts our growth story aimed at realizing our long-term vision of becoming a “Solution Provider for Agriculture & Landscape.”

We hope this report will help deepen mutual understanding with all our stakeholders and contribute to further enhancing our corporate value.

We also affirm that this report was prepared in good faith through the involvement of management and the cooperation of related departments, and that its content is accurate.

Kazuya Tani

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



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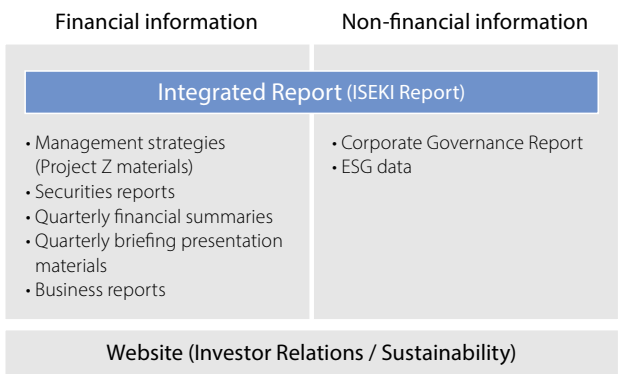
Editing policy
This report has been published with the aim of communicating our initiatives for medium- to long-term improvement of the corporate value of ISEKI Group to a wide range of stakeholders including shareholders and investors from both financial and non-financial aspects.

Covered period
From January through December 2025.
The report also includes some information from and after January 2026.

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

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

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



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

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

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