

Financial and non-financial data

Consolidated financial summary (Millions of yen)

	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)	102nd FY (Dec. 2025)
Results of Operations													
Domestic sales	122,508	121,041	123,136	122,812			117,717	115,907	117,396	112,638	113,060	113,031	129,452
Overseas sales	22,701	32,055	35,245	33,143			32,181	33,397	40,795	53,991	56,855	55,394	56,318
Net sales	145,210	153,097	158,382	155,955			149,899	149,304	158,192	166,629	169,916	168,425	185,770
Gross profit	40,711	44,852	46,206	45,945			44,507	43,476	46,841	49,890	50,359	50,648	55,666
Operating income	460	2,469	3,953	3,179			2,745	2,084	4,147	3,534	2,253	1,920	4,225
Ordinary income	947	1,635	4,250	2,629			1,108	1,702	4,687	3,762	2,092	1,577	4,119
Profit (loss) attributable to owners of parent	(1,465)	858	2,807	1,090			723	(5,641)	3,196	4,119	29	(3,022)	2,757
Financial Position (at the end of the fiscal year)													
Cash and deposits	8,788	13,936	7,981	7,475			8,404	10,787	14,850	10,749	9,901	8,200	12,891
Notes and accounts receivable – trade	24,895	24,911	25,113	23,327			19,675	21,780	21,537	27,574	26,917	25,435	26,494
Inventories	47,816	49,316	53,406	53,719			54,179	51,847	49,871	65,331	72,842	66,937	57,742
Other	5,271	4,769	5,249	7,269			4,900	5,564	4,843	5,758	5,660	5,045	5,303
Total current assets	86,771	92,934	91,751	91,791			87,159	89,979	91,103	109,414	115,322	105,618	102,431
Property, plant and equipment	96,911	96,466	95,592	96,842			98,346	86,287	84,962	83,919	84,553	81,396	83,645
Intangible assets	1,134	1,062	1,025	1,082			1,288	1,967	2,290	2,309	2,489	2,975	3,970
Investments and other assets	16,331	12,893	12,978	11,440			10,717	9,193	9,328	10,848	14,737	16,141	19,428
Total non-current assets	114,377	110,422	109,596	109,365			110,352	97,449	96,581	97,076	101,780	100,513	107,044
Total assets	201,149	203,356	201,348	201,156			197,511	187,428	187,684	206,491	217,102	206,132	209,475
Notes and accounts payable – trade	40,004	42,421	40,673	39,736			37,752	36,872	39,279	45,500	41,734	25,254	26,923
Short-term loans payable (including current portion of long-term loans payable)	33,030	33,593	35,220	42,877			39,351	37,460	30,210	40,291	40,642	44,844	38,097
Other	14,482	13,433	13,750	12,979			12,630	11,814	11,852	12,397	13,088	23,079	31,901
Total current liabilities	87,518	89,447	89,644	95,593			89,735	86,147	81,342	98,189	95,465	93,178	96,922
Long-term loans payable	23,703	27,788	24,354	20,571			21,525	24,114	24,728	20,811	29,167	23,266	16,898
Net defined benefit liability	4,806	4,491	3,312	4,063			3,059	3,144	2,912	3,244	6,207	5,795	4,809
Deferred tax liabilities for land revaluation	6,074	5,790	5,780	5,780			5,759	4,097	4,097	4,097	4,097	4,003	4,122
Other	10,946	8,687	7,339	6,188			8,180	7,504	8,042	7,802	7,948	8,050	8,294
Total non-current liabilities	45,532	46,757	40,787	36,603			38,524	38,861	39,780	35,956	47,420	41,116	34,124
Total liabilities	133,050	136,205	130,432	132,197			128,259	125,009	121,123	134,146	142,886	134,294	131,046
Shareholders' equity	49,325	49,842	52,330	52,746			52,840	50,346	53,567	57,023	56,367	52,653	54,973
Accumulated other comprehensive income	17,055	15,588	16,833	14,454			14,641	10,310	11,201	10,978	12,955	14,914	18,814
Subscription rights to shares and non-controlling interests	1,718	1,720	1,752	1,759			1,770	1,762	1,792	4,342	4,892	4,269	4,639
Total net assets	68,099	67,151	70,916	68,959			69,252	62,419	66,561	72,345	74,215	71,837	78,428
Total liabilities and net assets	201,149	203,356	201,348	201,156			197,511	187,428	187,684	206,491	217,102	206,132	209,475
Cash flows													
Cash flows from operating activities	10,830	8,283	3,308	7,616			10,509	9,694	14,233	(3,375)	(2,459)	8,825	23,456
Cash flows from investing activities	(5,757)	(5,736)	(5,273)	(9,944)			(7,104)	(5,167)	(2,039)	(2,984)	(5,416)	(5,843)	(4,442)
Free cash flows	5,072	2,547	(1,965)	(2,327)			3,404	4,526	12,194	(6,360)	(7,875)	2,982	19,013
Cash flows from financing activities	(2,943)	2,621	(4,294)	1,970			(2,396)	(2,179)	(8,338)	2,033	6,722	(5,099)	(15,132)
Net increase (decrease) in cash and cash equivalents	2,190	5,147	(6,113)	(408)			981	2,383	4,048	(4,101)	(848)	(1,700)	4,125
Information Per Share (Yen)*2													
Net assets	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	3,260.9
Profit (loss)	(64.9)	38.0	124.3	48.3			32.0	(249.6)	141.4	182.1	1.3	(133.6)	121.9
Cash dividends	15.0	15.0	30.0	30.0			30.0	—	30.0	30.0	30.0	30.0	40.0
Management Indicators													
Equity ratio (%)	33.0	32.2	34.4	33.4			34.2	32.4	34.5	32.9	31.9	32.8	35.2
ROE (%)*3	(2.2)	1.3	4.2	1.6			1.1	(8.8)	5.1	6.2	0.0	(4.4)	3.9
CCC (days)*4	89.9	82.6	99.3	101.0			104.8	104.9	84.4	122.4	152.8	184.3	138.5
D/E ratio (times)*5	0.97	1.03	0.94	1.01			1.00	1.11	0.93	0.94	1.04	1.05	0.79

*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 assets

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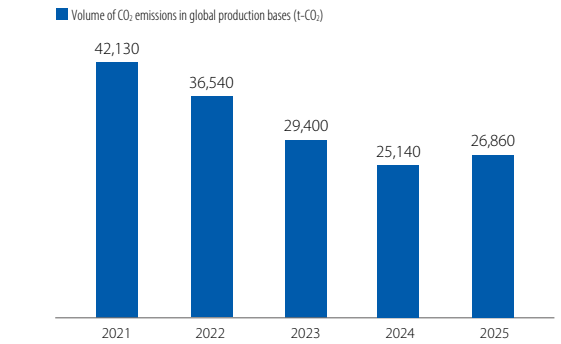
Company information / Stock information

Financial and non-financial data

Non-financial highlights (FY2025)

Volume of energy-generated CO₂ emissions in production Environment

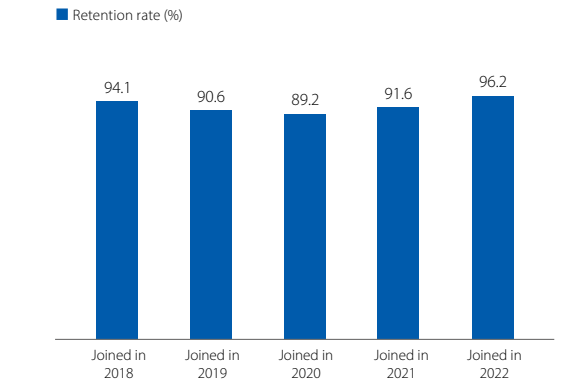
We are working to reduce CO₂ emission volumes in our production activities to create a decarbonized society.



*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 CO₂ emission factor for domestic electricity is revised every year based on values published by the Ministry of the Environment.

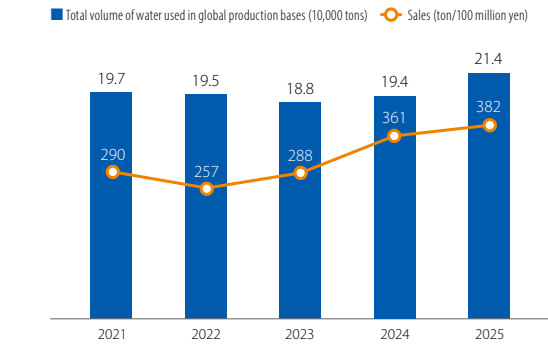
Retention rate in three years from joining non-consolidated Human resources

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



Volume of water used in production Environment

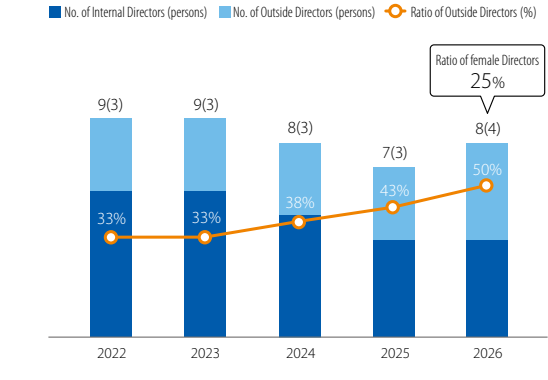
We are working to reduce volume of water used in production to mitigate environmental burdens.



*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

No. of Directors / Ratio of Outside Directors Governance

From FY2026, the ratio of Outside Directors and the ratio of female Directors became respectively 50% and 25%.



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	2025 Results
Water (quality) / Air/Soil	Reduction of used volume of chemical substances subject to PRTR law (per net sales) (Compared with 2023) [Japan]	+7.0%
	Reduction of volume of water used (per net sales) (Compared with 2014) [Global]	−13.1%
Resource efficiency & safety	Reduction of total material input (per net sales) (Compared with 2013) [Japan]	−38.5%
	Reduction of CO ₂ emissions (Scope 1 & 2) (Total) (Compared with 2014) [Global]	−49.7%
Climate	Initiatives to reduce CO ₂ emissions (Scope 3)	*1
Waste	Reduction of final volume of waste (per net sales) (Compared with 2013) [Japan]	−63.8%
Food	“Toward improved agricultural productivity” Percentage of invention proposals related to advanced technologies [non-consolidated]	64.0%

[] indicates the scope of KPI.
[Japan] Domestic manufacturing sites [Global] Global production bases [Non-consolidated] 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, 2025)

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: 5,199

Stock information (as of December 31, 2025)

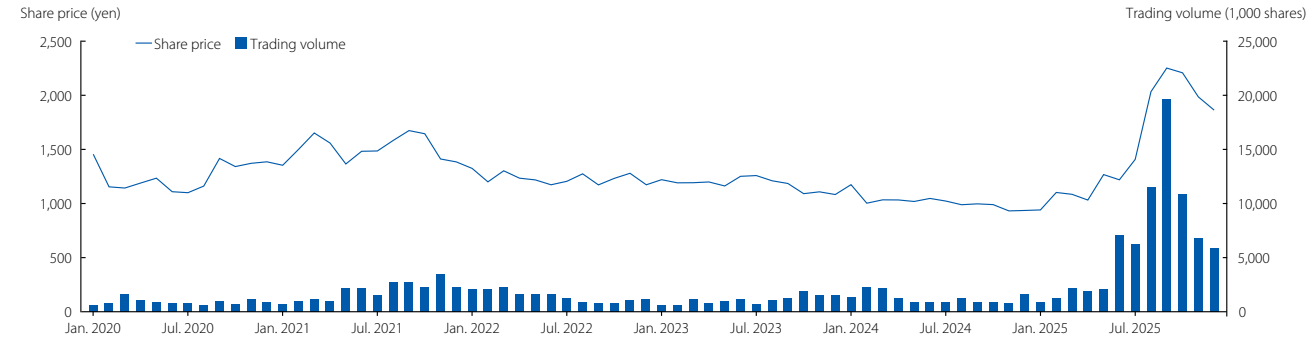
Company code: 6310
Total number of authorized shares: 69,000,000 shares
Shares issued and outstanding: 22,873,515 shares (excluding treasury stock of 111,478 shares)
Number of shares per trading unit: 100 shares
Number of shareholders: 19,087
Stock Exchange on which its shares are listed: Prime Market 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

Major shareholders (top 10)

Name of major shareholder	Number of shares held (shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,730,000	7.56
Mizuho Bank, Ltd.	1,070,800	4.68
Iseki kabushiki hoyukai (Company's Stockholding Co-op.)	1,017,422	4.45
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)	755,900	3.30
The Iyo Bank, Ltd.	580,042	2.54
Custody Bank of Japan, Ltd. (Trust Account)	527,300	2.31
Sompo Japan Insurance Inc.	434,500	1.90
Nomura Securities Co.,Ltd.	413,907	1.81

(Notes) 1. Shareholding ratios are calculated after the deduction of treasury stock.
2. The treasury stock does not include 245,400 shares of the Company held by Custody Bank of Japan, Ltd. (Trust Account) as trust property of a stock delivery trust for officers.
3. The shares held by Custody Bank of Japan, Ltd. (Trust Account) include 245,400 shares held through the stock delivery trust for officers.

Share price trends



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