

Human resource strategies

Enhancing employee engagement on a foundation of human capital management to build an execution-driven organization

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The ISEKI Group believes that human resources are the foundation for creating corporate value. We promote human capital management that aims to maximize knowledge, capabilities, and experience and improve corporate value over the medium to long term by developing workplace environments and frameworks that enable each and every employee to take on challenges and continue to grow.

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 reform our corporate culture by further promoting diversity, including through the activities of the Subcommittee for the Promotion of the Advancement of Women.

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. Based on the Well-Being Survey for all employees of the Group, which began in the previous fiscal year, the Company newly established the Well-Being Promotion Team, which is responsible for identifying issues and planning and promoting improvement measures. Under a cross-divisional system, the entire organization is working to create a better workplace environment.

The ISEKI Group, which celebrated its 100th anniversary in 2025, has already started a new 100-year journey. 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 where each and every employee can work with pride and purpose.

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.

We will maximize each individual's abilities and develop human resources with a spirit of challenge to bring about change.

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.

Various measures for human resources development

The ISEKI Group promotes diversity as part of its management strategy. As our businesses become more globalized and technological innovations progress, we believe that it is important to create an environment in which diverse human resources can demonstrate their capabilities to the maximum extent. Regardless of gender, nationality, or recruitment category, the Company provides appropriate treatment according to ability and motivation, and actively creates opportunities for employees to play active roles, thereby supporting employees’ career development.

Regarding strengthening mid-career recruitment

In order to strengthen our organizational capabilities, we have diversified our recruitment system since 2023.

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 April 2026.

Utilization of group human resources

In order to flexibly respond to changes in the business environment and realize sustainable growth, the ISEKI Group positions human resources of the entire Group as important management resources. By promoting personnel exchanges that make use of the expertise and experience of each company and placing the right person in the right place, we aim to improve the competitiveness of the entire organization and create new value.

Career and learning broadened through transfer Tetsuaki Ueda, Purchasing Department, ISEKI & Co., Ltd.

I previously worked at ISEKI-Shigenobu MFG. Co., Ltd., but transferred to the Purchasing Department of ISEKI & Co., Ltd. in 2025, where I am now engaged in my work. The duties of the Purchasing Department are different from those of the Company in the past, and cover a wide range of areas, including support for production activities at each manufacturing plant, response to the law on ensuring proper transactions involving small and medium-sized enterprises, and accounting operations in general. I still have a lot to learn, and I struggle every day. There have been some difficult situations in the midst of optimizing production, which is one of the measures of Project Z, but we are tackling our business with a forward-looking approach to everything.

Recruitment of Global Human Resources

Regardless of nationality, they are active in various fields, including development, production, and sales, in accordance with their aptitudes and aspirations.

Global Human Resources Hyejueong Chon, Agricultural Technology Department, ISEKI & Co., Ltd.

It has been about 8 years since I came to Japan during my university days, and after joining the Company, I have been engaged in the design and development of vegetable transplanters. In the past, I sometimes felt a language barrier, but thanks to the people in my workplace who listened to my words patiently, I was able to proceed with my work without delays. What I feel is that it is important to communicate well and not be too conscious of differences.

Through participation in the Subcommittee for the Promotion of the Advancement of Women, we aim to create a workplace where everyone can discover their abilities and fully demonstrate them, regardless of gender, nationality, ideology, etc.

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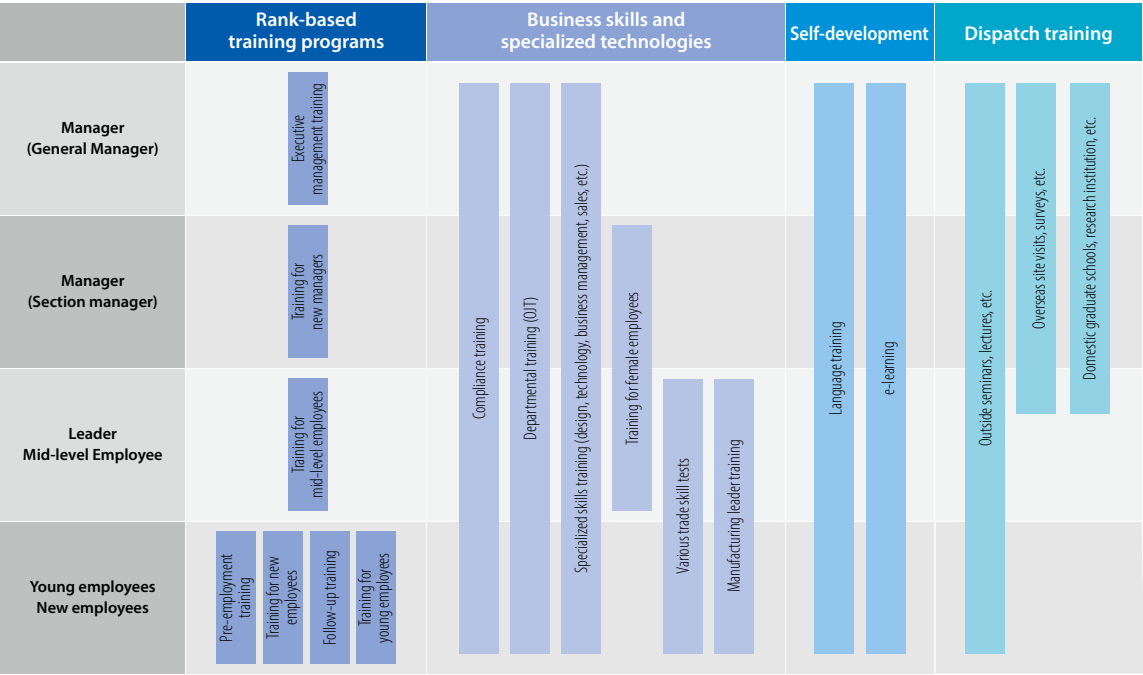
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Regarding the education system

Aiming to achieve Project Z, which promotes fundamental structural reforms and growth strategies, ISEKI Group has clarified the roles and responsibilities of each level, and has systematically developed training and educational programs for each level and job type.

Through a variety of programs, including new employee training, position-specific training for young employees, mid-level employees, and managers, as well as language training, we are working to improve the knowledge, skills, and abilities of each employee.

In addition, we promote training focused on specialized fields. Through these initiatives, efforts are being made to strengthen the human resources base that supports the enhancement of the entire organization's ability to generate results and achieve sustainable growth.



Data related to human capital

Indicators related to human capital (2025)*1

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
15.2%	72.8%*2	76.2%	74.0%	1.88%

*1 ISEKI & Co., Ltd. (non-consolidated)
*2 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.

Initiatives to realize work-life balance

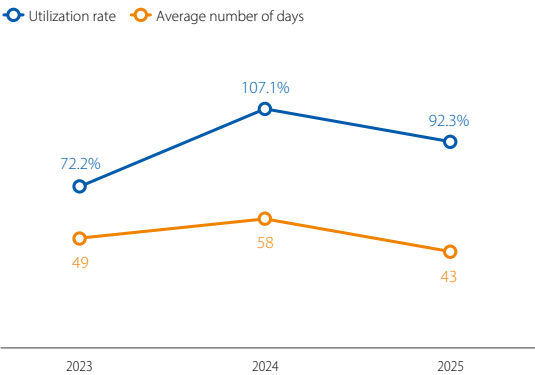
ISEKI Group is promoting various measures and improving the environment for employees to allow them to adopt diverse workstyles that suit their stages of life.

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

	2023	2024	2025
Utilization rate	72.2%	107.1%	92.3%
Average number of days	49	58	43

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



Initiatives to promote the advancement of women

Subcommittee for the Promotion of the Advancement of Women

At the Company, efforts are being made to promote the active participation of women, centered on the “Subcommittee for the Promotion of the Advancement of Women,” in which female employees themselves take the initiative in identifying issues and considering solutions for the advancement of women.

In addition to supporting the career development of female employees, the Company is also promoting measures from the perspectives of both raising awareness and developing systems, with the aim of creating a workplace environment in which all employees can continue to work with peace of mind.

Ratio of female managers

2020	2021	2022	2023	2024	2025	2030 (target)
3.7%	4.2%	4.1%	4.6%	4.0%	5.0%	7.0% or more

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

**VOICE** Member of the Subcommittee for the Promotion of the Advancement of Women **Risa Okabe**, Secretariat, ISEKI & Co., Ltd.

Through the activities of the subcommittee, I was able to broaden my perspective on working styles and careers. A variety of issues have come to light, including concerns about the unconscious bias and harassment of managers, doubts about women's own career aspirations, and the perception that even with a system in place, it is difficult to make use of it. From these and other issues, I am keenly aware of the significance of initiatives to promote changes in awareness and behavior, in addition to improving the system.

Currently, we are creating an environment in which employees can use the system with peace of mind, including training managers and planning lectures on career development, as well as making the childcare and nursing care leave system visible and compiling case studies.

While the promotion of active participation by women is the starting point, we will continue to steadily build on what we can do to create a workplace where all employees, including female employees, can take an active role over the long term while envisioning their own careers.



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. At manufacturing companies, it strives to raise safety awareness through measures such as conducting safety patrols and providing simulated experiences of industrial accidents at training facilities. Through these efforts, we are striving to reduce the disaster risk toward “zero accidents at work.”

Additionally, work-related accidents that have occurred in the ISEKI Group are confirmed monthly, and communicated across to each group company to prevent recurrence.

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

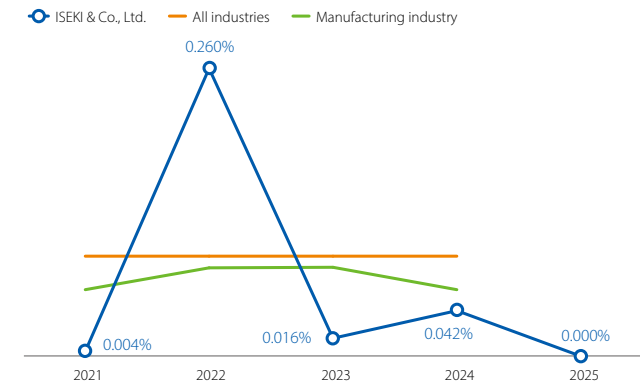
Provision of safety education

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

2021	2022	2023	2024	2025
0.004%	0.260%	0.016%	0.042%	0.000%

* 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.



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Promotion of health & productivity management

ISEKI Group issued a Health & Productivity Management Declaration in 2021, and since 2023 has been taking part as a member company in the Health & Productivity Management Alliance, where it strives 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 beyond the 100th anniversary of its founding in 2025, ISEKI Group has 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 live healthy and fulfilling lives.

October 25, 2021

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

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)	September 2024 (result)	December 2025 (result)
Overall satisfaction rate	51.6%	53.1%	52.3%
Items with high satisfaction rate	Workstyle, interpersonal relationships	Interpersonal relationships, corporate culture, workstyle	Management policy, interpersonal relationships
Issues	Wage system, personnel system	Wage system, personnel system	Wage system, personnel system

Initiatives based on the survey results

According to the results of the engagement survey, in addition to "interpersonal relationships" and "corporate culture," "management policy" was recently cited as an item with high satisfaction, while the wage system and personnel system were recognized as ongoing issues.

Based on these results, the Company implemented a revision of its personnel system centered on the concept of "evaluating challenges and results," with the aim of improving engagement. In addition, in order to provide opportunities for employees to think about their own careers and workstyles, we have introduced a career design sheet and are working to support career development through dialogue with superiors.

In the future, in conjunction with the establishment of the revised personnel system, and in conjunction with well-being measures, the Company will increase the motivation and satisfaction of each employee, leading to further improvement in engagement.

About Well-being

The ISEKI Group places importance on enabling each and every employee to continue working in a stable condition, both physically and mentally, and is working to improve well-being.

A well-being survey is conducted for the entire Group to understand the actual conditions of employees' workstyles and workplace environments, and the results are shared within the Company. In addition, the Company strives to foster an understanding of well-being through training for officers and executives and issuance of the Well-Being Declaration.

The Company is also developing a system for considering future measures, centered on Well-being Promotion Activity Members elected across divisions. Through these initiatives, we are working to create a workplace environment in which employees can continue to work with peace of mind and demonstrate their capabilities in a forward-looking manner.

**VOICE**

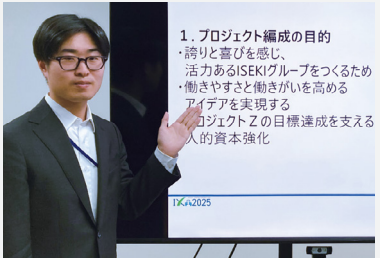
Well-being Promotion Activity member Ryo Umemura, Public & Investor Relations Section, ISEKI & Co., Ltd.

I joined ISEKI & Co., Ltd. as a new graduate in April 2025, and was assigned to the Public & Investor Relations Section.

The reason I ran to become a Well-being Promotion Activity member was because I thought that I would be able share my honest feelings on my daily duties and workplace environment as a first-year new graduate and express my opinions from the unique perspective of a young person.

In addition, as someone who will work in the Public & Investor Relations Section going forward, I thought that deepening my understanding of how people and organizations should be and how to make it easier to work would lead to my own growth.

I would like to contribute as much as possible to create an environment in which each and every employee can work with a positive attitude through our "well-being" initiatives, and I would also like to communicate these initiatives both inside and outside the Company.



1. プロジェクト編成の目的
・誇りと喜びを感じ、
活力あるISEKIグループをつくるため
・働きやすさと働きがい高める
アイデアを実現する
プロジェクトZの目標達成を変える
人的資本強化

1/6/2025

Introduced a personnel system that "evaluates challenges and results"

On the occasion of the 100th anniversary of the Company's foundation, the Company revised its personnel system to build a foundation for the new 100 years, based on the slogan "Your essential partner." In this revision, we aim to create an environment in which each and every employee can play a leading role. In addition to updating the existing personnel system, we are working to strengthen the compliance system and create an environment in which employees can work economically with greater peace of mind.

In this system revision, emphasis was placed on linking the policies set out in Project Z with the goals and daily actions of each employee. We aim to improve the execution capabilities of the entire organization by reviewing each system of evaluation, grading, and compensation, and transforming it into a system in which the roles played and results achieved are better reflected in compensation.

Through these revisions to the system, we aim to create a situation in which employees can understand the roles and achievements expected of them and engage in their duties while reflecting on their own actions. In the future, the Company will promote the establishment and appropriate operation of the system based on the concept of "evaluating challenges and results," and will link the accumulation of these actions to the growth of the Company. At the same time, the Company will further deepen ties with employees and strengthen the management foundation that supports sustainable growth.

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."

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