

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.

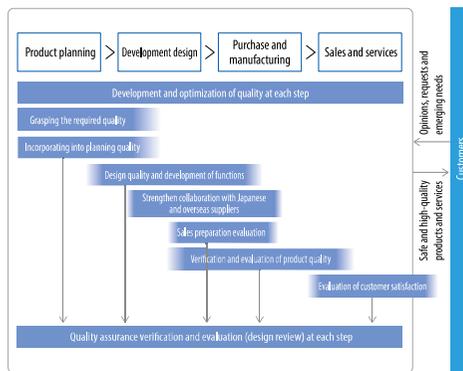
Product development reflecting the voices of customers

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

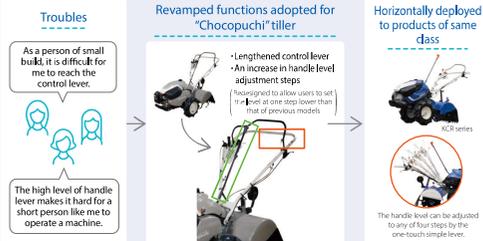


Standardization of functions created from voices of female farmers

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.

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



Initiatives to ensure safe use

To ensure customers' safe and comfortable machine operation, ISEKI Group works to develop products with enhanced security and safety features.

In the service support, ISEKI Group provides operating instructions upon delivery of purchased products. In addition, we provide regular inspection and maintenance services to reduce mechanical trouble during season and support customers' planned farm work.

In recent years, ISEKI Group has upgraded service maintenance facilities to respond to larger-sized machinery associated with an increase in size of farm business, striving to provide quick maintenance services.



The BF series of tractors equipped with safety features such as a seat belt reminder to urge an operator to fasten the seat belt and a sensing function to detect the operator's leaving off the seat and stop the power take-off (PTO)



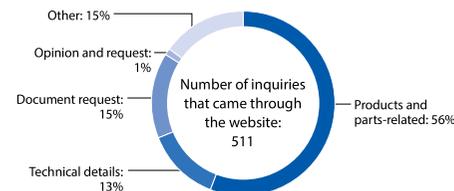
ISEKI Kyushu's Miyakonjo Service Workshop, where a facility for large-scale maintenance has been installed

Responses to and support for customers

We strive to respond to inquiries, queries, and comments 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 FY2023, the number of inquiries that came through the Company's website was 511. 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 (FY2023)



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 young designers

In the training focusing on the integrated system for automating rice farming, young designers learn not only models they are responsible for but also 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 addition to encouraging them to obtain certified qualifications. ISEKI works to improve the Group-wide technological and service capabilities 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
Number of recalls	2	0	4	1	1

^{*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)

Customer satisfaction surveys

To offer products and services of higher quality, we conduct customer satisfaction surveys targeting customers in Japan. The CS Enhancement Working Group promotes the activity. The survey results are reported to the ESG Committee, fed back to relevant departments, and utilized for the development of products and services.