

ISEKI Group

At a glance

2025 100th anniversary of the founding

Integrated manufacturer specializing in agricultural machinery

Establishing the standard of Japanese agricultural machinery

- Saving of labor and improvement of productivity through automation of agriculture
- Accumulated technologies in association with many invention

(P5–6)

Accelerating overseas expansion

(Overseas net sales)

2013 15.5% → 2022 32.4%

(P16, 39–42)

Three strengths that form our foundation

- ① Technological capabilities
- ② Innovation based on collaboration
- ③ Support capabilities to offer farm business proposals

(P31–34)

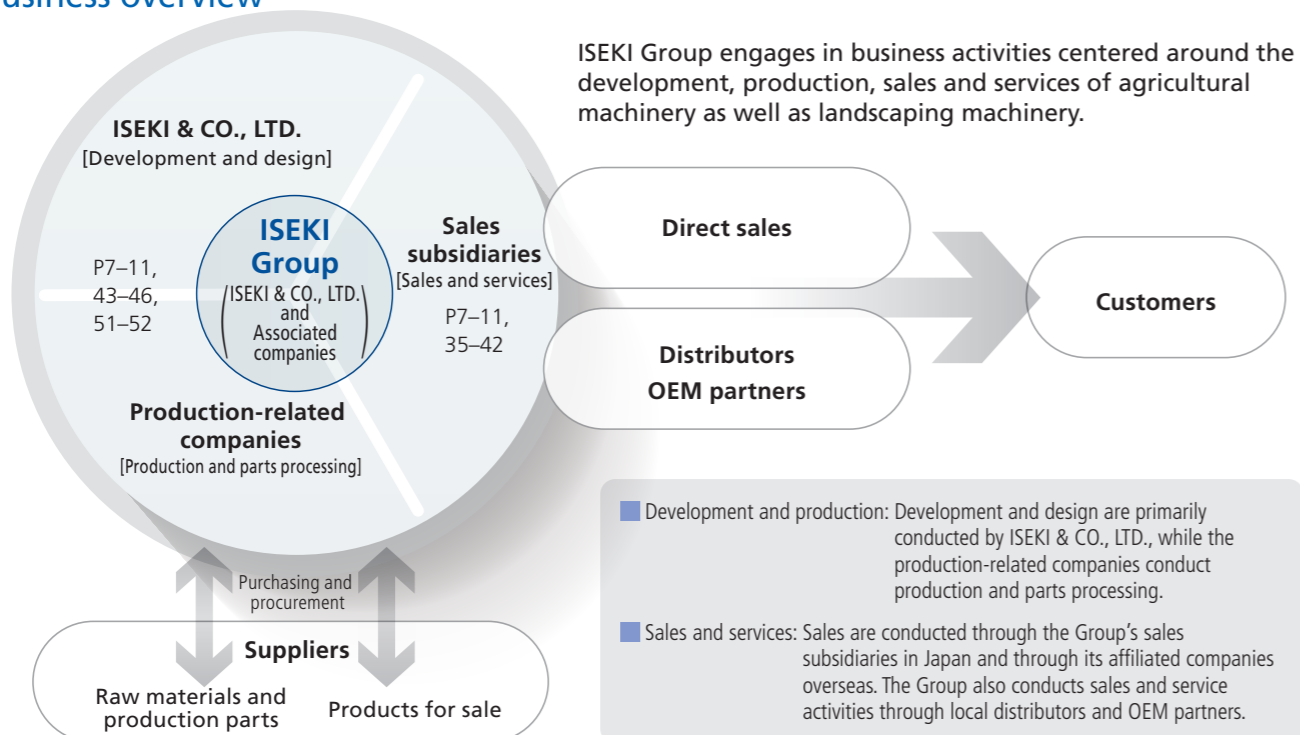
SDGs to be realized by ISEKI Group through its business

Toward the realization of a sustainable society

- Supporting the enhancement of resilience in agriculture
- Landscaping for comfortable villages and towns
- Environmental preservation for a recycling-oriented society

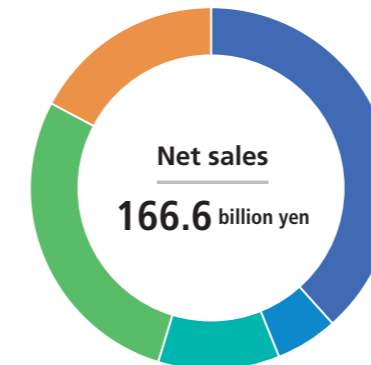


Business overview



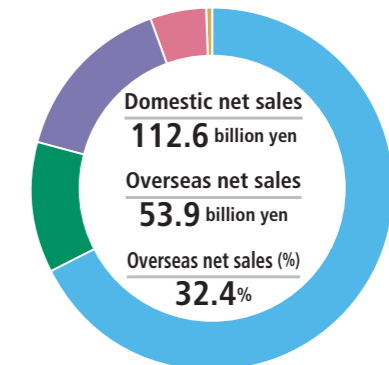
Net sales

By product



Cultivating and mowing machinery	63.9 billion yen	(38.4%)
Planting machinery	9.3 billion yen	(5.6%)
Harvesting and processing machinery	17.9 billion yen	(10.8%)
Implements, spare parts and repair fees	46.9 billion yen	(28.2%)
Other agriculture-related business	28.3 billion yen	(17.0%)

By region



Japan	112.6 billion yen
North America	19.5 billion yen
Europe	25.1 billion yen
Asia	8.6 billion yen
Other	0.6 billion yen

Overview of products and services

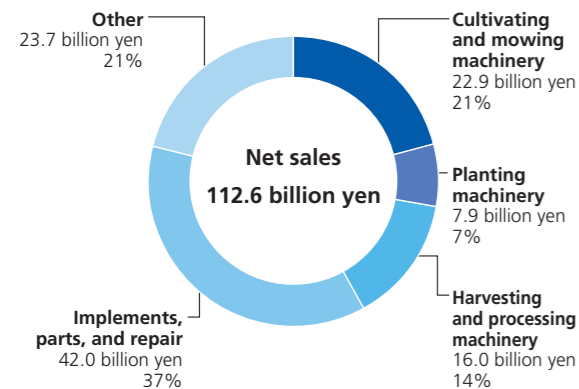
We engage in a variety of businesses that include development, production and sale of and post-sales services for cultivating and mowing machinery such as tractors and riding lawn mowers, planting machinery such as rice transplanters and vegetable transplanters, and harvesting and processing machinery such as combine harvesters for agricultural use by agricultural producers, hobby farmers, etc. in Japan and other Asian countries, as well as for landscape developers, hobby farmers, general consumers, etc. in Europe and North America. We also sell OEM products such as implements and parts.

	Main Products	Main sales region
Cultivating and mowing machinery Tractors ▶	Tractors, riding lawn mowers, tillers, multipurpose vehicles, high-clearance multipurpose vehicles, etc.	Japan and Asia (for agricultural use) Europe and North America (for landscaping)
Planting machinery Rice transplanters ▶	Rice transplanters, vegetable transplanters, etc.	Japan and Asia (for agricultural use)
Harvesting and processing machinery Combine harvesters ▶	Combine harvesters, binders, rice hullers, measuring and sorting machinery, rice graders, etc.	Japan and Asia (for agricultural use)
Implements, spare parts and repair fees Implements ▶	Parts for repairing products of Japanese and foreign implements manufacturers, etc., repair, maintenance, etc.	Japan, Asia, Europe, and North America
Other agriculture-related business Solution culture facility ▶	Facility construction, agricultural materials, coin rice milling business, rice cooking business, etc.	Japan

ISEKI Group

We conduct business with priority on “Japan,” “Asia,” “Europe,” and “North America.”

Japan



Manned monitoring-based robot transplanters which promote high expectations for further laborsaving

Through sales subsidiaries, we not only sell and provide services related to agricultural machinery to customers but also collect voices and needs of customers to reflect them in our product development and other activities.

Sales route

- 11 sales subsidiaries

Agricultural machinery products (for agricultural use)

As an integrated manufacturer specializing in agricultural machinery, we have established an integrated system for automating farming of rice, field crops, vegetables, etc. and we also have a broad range of product lineup including products for hobby farmers.

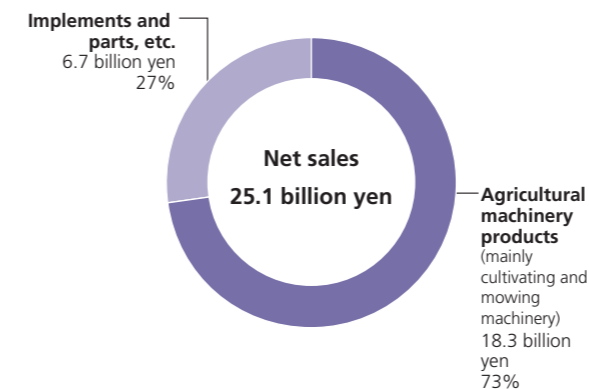
Implements, parts and repair fees

A greater emphasis has been placed on the maintenance system (readiness of parts and for repair) following the increase in size of farm business. We have placed a focus on ancillary services such as implements, parts, and repair as a stable revenue base not too much dependent on market trends.

Other

We handle construction of facilities such as agricultural facilities and solar power-based plant factories, agricultural materials such as fertilizers, food/kitchen-related products, etc.

Europe



Riding lawn mowers used for maintenance, etc. of parks and fields

We started business in the 1960s. Since then, the sales area has expanded to cover the entire Europe.

We offer ISEKI-brand compact and high-performance products in line with market needs mainly for landscaping use.

Sales route (major agents)

- France: ISEKI France (consolidated subsidiary)
- Germany: ISEKI Germany (consolidated subsidiary)
- U.K.: ISEKI UK & IRELAND

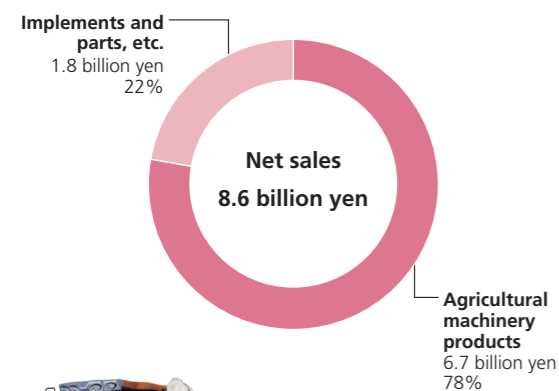
Agricultural machinery products (for landscaping)

We offer ISEKI-brand products, mainly compact tractors used for landscaping, such as mowing lawns in parks and road cleaning, as well as riding lawn mowers and tractors for agricultural use.

Other products

We purchase and sell electric- and gasoline-powered lawn-mowing products which have a high synergy effect with our products.

Asia



Combine harvesters for South Korea

Tractors locally manufactured in China

We sell rice farming-related and other machinery nurtured through our business in Japan in each of the ASEAN, East Asian (South Korea and Taiwan), and Chinese markets.

ASEAN market

In the ASEAN market where future growth is expected, we conduct sales and services into neighboring countries with IST, our consolidated subsidiary, playing a central role.

Sales route

- IST (consolidated subsidiary)

East Asia (South Korea and Taiwan)

In response to their increased needs for advanced technologies and large-scale agricultural machinery, we provide large-sized, high-performance rice-farming machinery, etc. that is in active use in Japan through local sales agents.

Sales route

- South Korea: Local sales agents
- Taiwan: Local sales agents

Chinese market

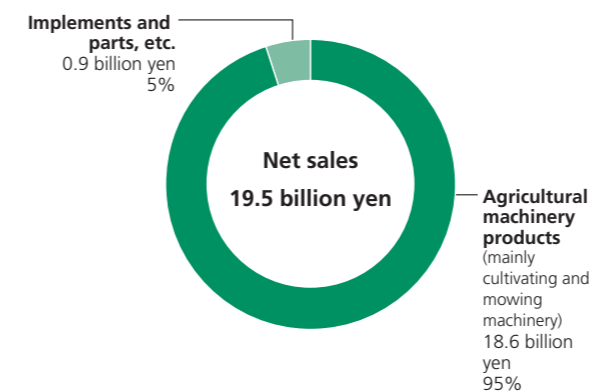
We locally manufacture and sell tractors, rice transplanters, combine harvesters, etc. which are adapted to operation in rice paddies. We also sell agricultural machinery equipped with latest technologies and manufactured in Japan.

Sales route

- Dongfeng Iseki (equity-method subsidiary)

*Local net sales of Dongfeng Iseki are not included in our consolidated financial statements.

North America



Used for hauling with a front loader



Used for mowing with a mower

We supply Massey Ferguson-brand products on an OEM basis through our business partnership with AGCO Corporation, a major global manufacturer of agricultural machinery.

Sales route

- U.S. and Canada: AGCO Corporation (OEM)

Agricultural machinery products: Compact tractors

We sell our products, mainly sub-compact tractors for private users, in entire North America, including Canada.

We contribute to the improvement of quality of private lives through landscape, as our compact tractors equipped with a front loader, backhoe, mower, etc. are used for park management and development as well as hauling of such materials as feeds for horses.

ISEKI Group

number of employees (consolidated)

5,454

Development and manufacturing department	1,660
Sales department	3,445
Other division	349

(As of December 31, 2022)

Japan: Main associated companies/sales subsidiaries

Associated companies

ISEKI-Matsuyama MFG. Co., Ltd. ◆
 ISEKI-Kumamoto MFG. Co., Ltd. ◆
 ISEKI-Niigata MFG. Co., Ltd. ◆
 ISEKI-Shigenobu MFG. Co., Ltd. ◆
 ISEKI-Minamiyoshida MFG. Co., Ltd. ^{(*)1} ◆
 ISEKI AGRI Co., Ltd.
 ISEKI Logistics Co., Ltd.
 ISEKI TLS Co., Ltd.
 Kita-Nihon Shodo K.K.

Sales subsidiaries

ISEKI Hokkaido Co., Ltd. ■
 ISEKI Tohoku Co., Ltd. ■
 ISEKI Kanto Koshinetsu Co., Ltd. ■
 Gunma ISEKI Sales Co., Ltd.
 Ishikawa Shokai Co., Ltd. ^{(*)1}
 ISEKI Kansai Chubu Co., Ltd. ■
 Mie ISEKI Sales Co., Ltd.
 Nara Iseki Sales Co., Ltd. ^{(*)1}
 Nishioka Shokai Co., Ltd. ^{(*)1}
 ISEKI ChuShikoku Co., Ltd. ■
 ISEKI Kyushu Co., Ltd. ■

We leverage group-wide strengths at home and abroad to engage in the business.
 Our products are used in more than 100 countries and regions around the world.

Overseas: Main associated companies/strategic partners

[Associated companies]

Belgium N.V. Iseki Europe S.A. (ISEKI Europe) ^{(*)1}
France ISEKI France S.A.S. (ISEKI France)
Germany Iseki-Maschinen GmbH (ISEKI Germany)
U.K. PREMIUM TURF-CARE LTD. (ISEKI UK & IRELAND) ^{(*)1}
Thailand IST Farm Machinery Co., Ltd. (IST)
Indonesia PT. ISEKI INDONESIA (ISEKI INDONESIA) ◆
China Dongfeng Iseki Agricultural Machinery Co., Ltd. (Dongfeng Iseki) ◆ ^(*)1, 2)

[Strategic partners]

U.S. AGCO Corporation of AGCO Group ^{(*)3} (AGCO)
India Tractors and Farm Equipment Limited (TAFE) (business alliance)

◆ Production sites

■ Wide-area sales companies (our investment ratio: 100%)

^{*}1: Non-consolidated subsidiaries^{*}2: Equity-method subsidiary ^{*}3: OEM customer

Production sites/main machine types produced

Associated companies (location)	ISEKI-Matsuyama MFG. Co., Ltd. (Japan)	ISEKI-Kumamoto MFG. Co., Ltd. (Japan)	ISEKI-Niigata MFG. Co., Ltd. (Japan)	ISEKI-Shigenobu MFG. Co., Ltd. (Japan)	PT. ISEKI INDONESIA (Indonesia)	Dongfeng Iseki Agricultural Machinery Xiangyang Factory and Changzhou Factory (China)
Main machine types produced	Tractors, riding lawn mowers, high-clearance multipurpose vehicles, and diesel engines	Combine harvesters, and carrot harvesting machinery	Rice transplanters, vegetable transplanters, and rice hullers, binders	Tillers, multipurpose vehicles, and implements (rotaries, mowers, etc.)	Tractors and riding lawn mowers	Tractors, rice transplanters, combine harvesters, high-clearance multipurpose vehicles, and vegetable transplanters
Main destination for shipment	Japan, Asia, Europe, and North America	Japan and Asia	Japan and Asia	Japan, Asia, Europe, and North America	North America, Asia, and Europe	Asia