

Financial Results for the Second Quarter
Fiscal Year Ending December 31, 2024

Investor Relations Presentation Materials



ISEKI & CO., LTD.
August 22, 2024



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1 . Outline of Financial Results for the Second Quarter Fiscal Year Ending December 31, 2024

Key Points

<Second Quarter Financial Results>

Both sales and operating income decreased despite overseas growth

Results were higher than last year's 2Q on a quarterly basis

Overseas: Continued growth in Europe
Net sales reaching a new record high

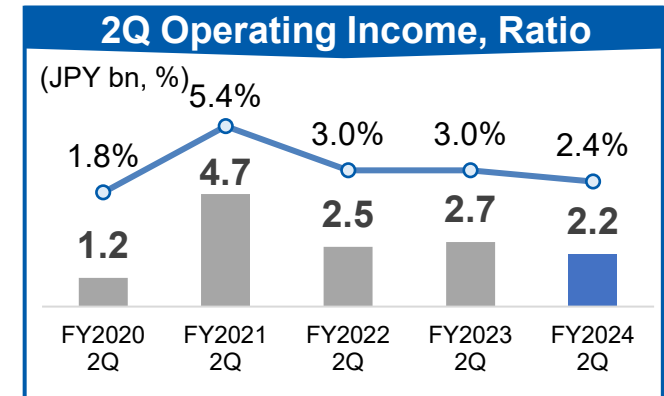
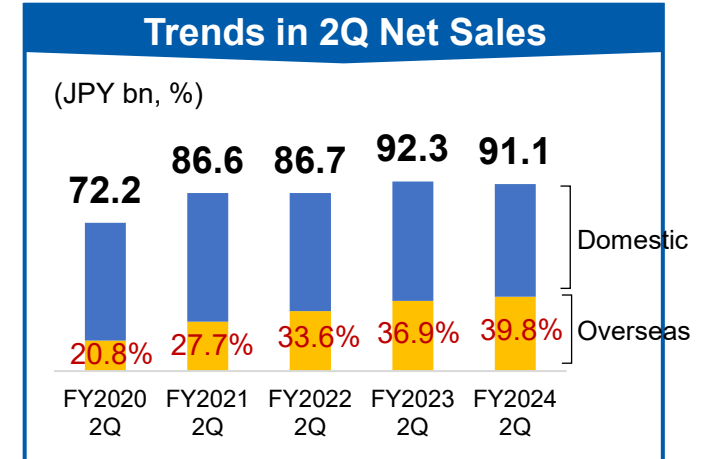
Domestic: Sales mainly of agricultural machinery decreased

Earnings: Decline in operating income due to lower sales and production
Bottom line in the red due to impairment losses associated with structural reforms

Quarterly: Operating income remained in the black despite lower sales and lower operating income in 1Q
Higher sales and higher operating income in 2Q

<Full-year Forecast>

No revision to forecast announced on July 18



(JPY bn)

	Quarterly	FY23/12	FY24/12	Change
1Q	Net sales	45.8	43.9	(1.9)
	Operating income	1.6	0.7	(0.9)
2Q	Net sales	46.5	47.1	0.6
	Operating income	1.0	1.4	0.4

Outline of Consolidated Business Performance

(JPY bn,%) (January 1, 2024 to June 30, 2024)	FY2020/12	FY2021/12	FY2022/12	FY2023/12	FY2024/12	YoY Change	
	2Q Actual	2Q Actual	2Q Actual	2Q Actual	2Q Actual		
Net Sales	72.2	86.6	86.7	92.3	91.1	(1.2)	
(Domestic)	57.2	62.6	57.5	58.2	54.8	(3.4)	
(Overseas)	14.9	24.0	29.1	34.1	36.2	2.1	
Gross Profit	21.4	25.7	25.1	27.2	26.9	(0.3)	
Gross Profit Margin	29.7%	29.8%	29.0%	29.5%	29.5%	0%	
Operating Income	1.2	4.7	2.5	2.7	2.2	(0.5)	
Operating Margin	1.8%	5.4%	3.0%	3.0%	2.4%	(0.6)%	
Ordinary Income	1.0	5.5	3.3	3.0	2.4	(0.5)	
Profit (Loss) Attributable to Owners of Parent	0.9	4.1	2.5	1.9	(0.6)	(2.5)	
Average Exchange Rate (JPY)	US\$	108.5	106.8	119.2	133.6	150.3	16.7
	Euro	119.7	129.1	131.6	143.8	162.0	18.2

Domestic Sales

(JPY bn)		FY2020/12	FY2021/12	FY2022/12	FY2023/12	FY2024/12	YoY Change	
		2Q Actual	2Q Actual	2Q Actual	2Q Actual	2Q Actual		
Agricultural Machinery Related	Agricultural Machinery	Cultivating & Mowing Machinery	13.3	14.7	14.3	12.9	12.3	(0.5)
		Planting Machinery	5.5	6.4	5.5	5.1	4.4	(0.6)
		Harvesting & Processing Machinery	4.3	4.8	5.4	5.7	4.4	(1.3)
		Subtotal	23.1	25.9	25.3	23.8	21.2	(2.6)
		Farming Implements	10.6	13.5	10.9	11.0	11.2	0.1
		Spare Parts	7.1	7.2	7.2	7.5	7.6	0.1
		Repair Fees	2.7	2.8	2.8	2.8	2.9	0.0
		Subtotal	20.6	23.6	21.0	21.4	21.7	0.3
	Total		43.8	49.6	46.3	45.2	42.9	(2.2)
	Construction of Facilities		3.0	1.9	1.2	2.4	1.3	(1.0)
Others		10.3	11.0	9.8	10.5	10.5	0.0	
Total		57.2	62.6	57.5	58.2	54.8	(3.4)	

Main factors of YoY changes

- Decreases mainly in agricultural machinery and construction of facilities

Agricultural machinery:

The YoY increase in April-June could not offset the decrease in January-March

Farming implements/spare parts/repair fees:

Strong performance continued

Construction of facilities:

Sales declined due to the absence of large facility projects in the period

Overseas Sales

(JPY bn)	FY2020/12 2Q Actual	FY2021/12 2Q Actual	FY2022/12 2Q Actual	FY2023/12 2Q Actual	FY2024/12 2Q Actual	YoY Change
North America	5.0	7.8	8.4	7.4	6.3	(1.1)
Europe	6.4	10.8	14.2	21.0	26.2	5.1
Asia	3.4	5.1	6.1	4.6	3.1	(1.4)
Others	0.1	0.2	0.3	0.9	0.5	(0.3)
Total sales	14.9	24.0	29.1	34.1	36.2	2.1

Overseas sales ratio	20.8%	27.7%	33.6%	36.9%	39.8%	2.9%
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Main factors of YoY changes

- **Net sales reaching a new record high**

North America:

Adjustment phase continued in compact tractors market, which led to decreased sales

Europe:

Increased sales of purchased products and solid capture of demand for landscaping products led to sales growth

Asia:

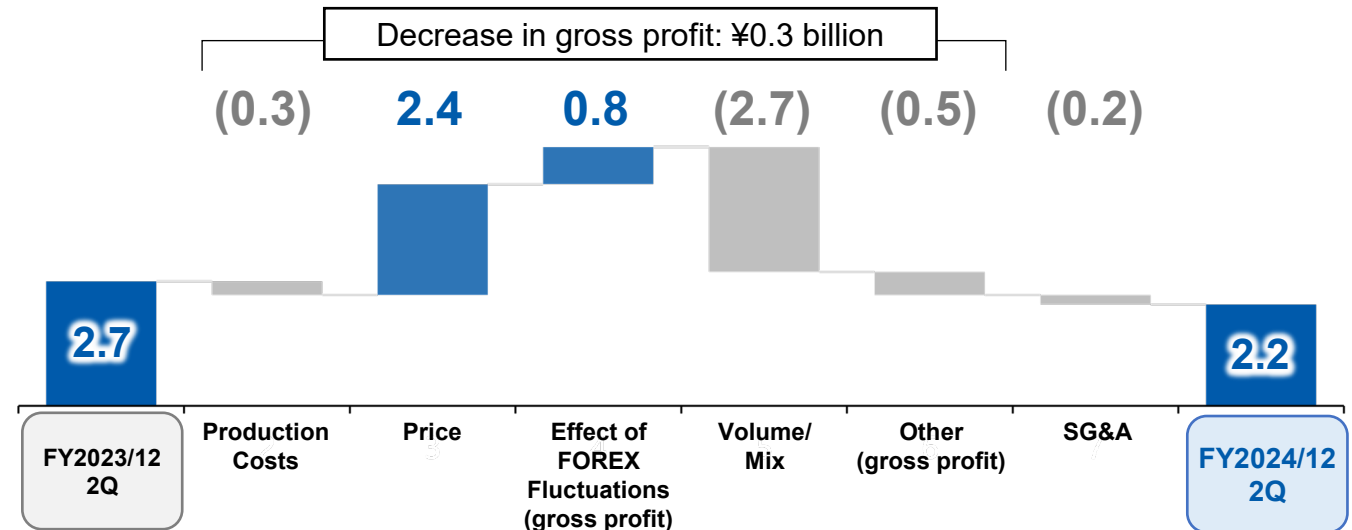
Weakening demand in ASEAN and Korea led to a decline in orders and a decrease in sales

Operating Income

- Gross profit decreased (lower sales and production, mainly of domestic agricultural machinery)
- SG&A expenses increased (effect of FOREX fluctuations)

(JPY bn, %)	FY2023/12 2Q Actual	FY2024/12 2Q Actual	YoY Change
Net Sales	92.3	91.1	(1.2)
Gross Profit	27.2	26.9	(0.3)
Gross Profit Margin	29.5%	29.5%	0.0%
SG&A Expenses	24.5	24.7	0.1
Personnel Expenses	13.7	13.9	0.1
Other Expenses	10.7	10.7	0.0
Operating Income	2.7	2.2	(0.5)
Operating Margin	3.0%	2.4%	(0.6)%

[Breakdown of YoY Change]



[Effect of FOREX Fluctuations (JPY bn)]

Net Sales	Cost of Sales	SG&A Expenses	Operating Income
2.7	(1.9)	(0.4)	0.4

Ordinary Income & Profit

- As impairment losses associated with Project Z structural reforms were recognized, the profit lines below income before income taxes decreased to a larger extent than operating income

(JPY bn)	FY2020/12 2Q Actual	FY2021/12 2Q Actual	FY2022/12 2Q Actual	FY2023/12 2Q Actual	FY2024/12 2Q Actual	YoY Change
Operating Income	1.2	4.7	2.5	2.7	2.2	(0.5)
Balance of Financial Income	(0.3)	(0.3)	(0.3)	(0.8)	(0.7)	0.1
Other Non-operating Income	0.1	1.1	1.0	1.1	1.0	(0.1)
Ordinary Income	1.0	5.5	3.3	3.0	2.4	(0.5)
Extraordinary Income	0.6	0.0	0.0	0.0	0.0	0.0
Extraordinary Losses	(0.1)	(0.1)	(0.2)	(0.1)	(2.3)	(2.2)
Income Before Income Taxes	1.6	5.4	3.1	2.9	0.2	(2.7)
Income Taxes - Deferred	(0.6)	(1.2)	(0.6)	(0.9)	(0.8)	0.1
Profit (loss) Attributable to Owners of Parent	0.9	4.1	2.5	1.9	(0.6)	(2.5)

Breakdown of YoY change in extraordinary income/losses	(JPY bn)
Impairment losses on non-current assets	(2.1)

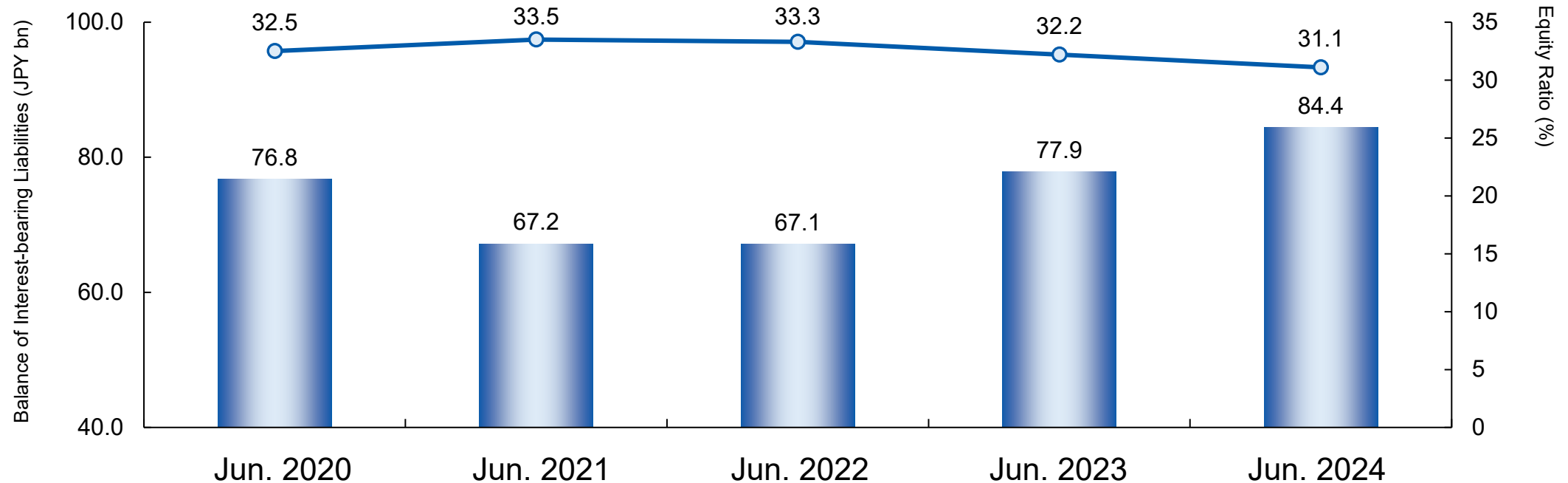
Balance Sheet

- Inventories increased by ¥1.8 billion YoY, but remained flat excluding the impact of FOREX fluctuations
- Property, plant and equipment decreased due to the recording of impairment losses associated with structural reforms

(JPY bn)	As of Jun. 30, 2023	As of Dec. 31, 2023	As of Jun. 30, 2024	YoY Change	Change from Dec. 31, 2023		As of Jun. 30, 2023	As of Dec. 31, 2023	As of Jun. 30, 2024	YoY Change	Change from Dec. 31, 2023
Cash & Deposits	8.8	9.9	10.8	2.0	0.9	Accounts Payable – Trade	43.1	41.7	28.2	(14.8)	(13.4)
Accounts Receivable – Trade	38.3	26.9	37.8	(0.5)	10.9	Interest-bearing Liabilities	77.9	76.9	84.4	6.4	7.4
Inventories	69.1	72.8	70.9	1.8	(1.8)	(Loans Payable)	71.0	69.8	76.8	5.8	7.0
(Impact of FOREX fluctuations)	-	-	-	1.8	2.1	Other Liabilities	22.3	24.2	36.4	14.0	12.1
Other Current Assets	3.8	5.6	3.6	(0.1)	(1.9)						
Total Current Assets	120.1	115.3	123.3	3.1	8.0	Total Liabilities	143.4	142.8	149.0	5.5	6.1
Property, Plant and Equipment	84.4	84.5	82.0	(2.3)	(2.4)	Net Assets	75.1	74.2	75.1	0.0	0.9
Intangible Assets	2.4	2.4	2.7	0.3	0.2	(Retained Earnings)	22.3	20.4	19.4	(2.9)	(1.0)
Investments and Other Assets	11.5	14.7	16.0	4.4	1.3						
Total Non-current Assets	98.4	101.7	100.8	2.4	(0.9)						
Total Assets	218.6	217.1	224.2	5.6	7.1	Total Liabilities and Net Assets	218.6	217.1	224.2	5.6	7.1

Equity Ratio / Interest-bearing Liabilities

- Proceed with lowering interest-bearing liabilities by reducing inventory



	Jun. 2020	Jun. 2021	Jun. 2022	Jun. 2023	Jun. 2024
Loans payable, corporate bonds	68.6	59.4	60.1	71.0	76.8
Lease obligations	8.2	7.7	6.9	6.9	7.5
Total	76.8	67.2	67.1	77.9	84.4
D/E ratio	1.11	1.00	0.97	1.04	1.12

Note: D/E Ratio=Interest bearing liabilities (incl. Lease obligations) / Net assets

Cash Flows

- Cash flows from operating activities improved YoY due to changes in inventories

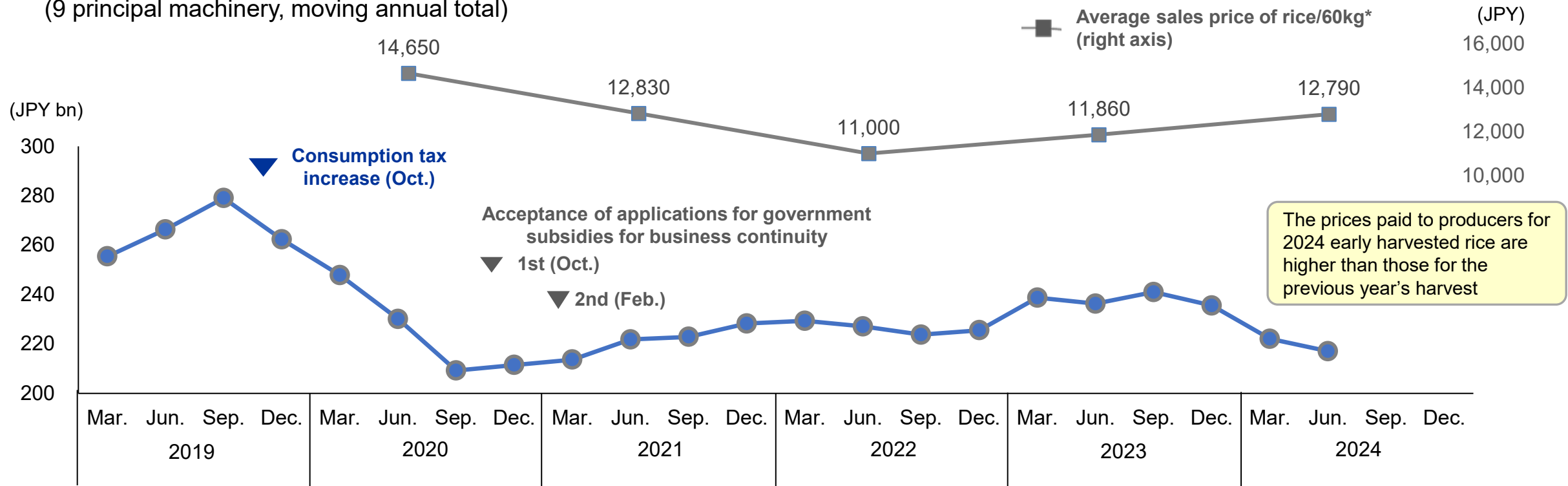
(JPY bn)	FY2020/12 2Q Actual	FY2021/12 2Q Actual	FY2022/12 2Q Actual	FY2023/12 2Q Actual	FY2024/12 2Q Actual	YoY Change
Cash flows from operating activities	(3.0)	7.4	(2.0)	(7.5)	(1.1)	6.4
Profit before income taxes	1.6	5.4	3.1	2.9	0.2	(2.7)
Depreciation	4.1	3.1	3.0	2.8	2.7	0.0
Impairment losses	0.0	0.0	0.1	0.0	2.2	2.1
Decrease (increase) in trade receivables	(10.5)	(10.2)	(12.2)	(10.2)	(10.3)	(0.1)
Decrease (increase) in inventories	(2.4)	4.4	(2.2)	(2.5)	4.0	6.5
Increase (decrease) in trade payables	3.5	4.0	4.4	(3.2)	(14.2)	(11.0)
Increase (decrease) in accounts payable – other	(0.2)	0.0	(0.2)	(0.1)	11.4	11.5
Other, net	0.7	0.5	1.9	2.8	2.8	0.0
Cash flows from investing activities	(4.6)	(1.3)	(3.3)	(3.0)	(3.1)	0.0
Purchase of property, plant and equipment and intangible assets	(4.9)	(2.5)	(3.1)	(3.0)	(3.1)	(0.1)
Free Cash Flow	(7.7)	6.1	(5.4)	(10.6)	(4.2)	6.3
Cash flows from financing activities	6.6	(2.9)	3.2	8.0	4.9	(3.1)
Net increase (decrease) in cash and cash equivalents	(1.0)	3.2	(1.8)	(2.1)	0.7	2.9

2. Domestic and Overseas Markets

Domestic Agricultural Machinery Market Trends

- As early shipments were made ahead of price revisions by respective companies in the first half of 2023, inventory adjustments have dragged down shipments in the industry recently. Demand is expected to recover to a certain extent in the second half of the year due in part to rising rice prices

■ Agricultural machinery demand (shipments in the industry)
(9 principal machinery, moving annual total)



*9 principal machinery: Tractors, combine harvesters, rice transplanters, tillers, drying machines, rice huskers, binders, harvesters, treatment

Source: Estimated by ISEKI from statistics provided by the Japan Agricultural Machinery Manufacturers Association

*Average sales price of rice: From Agricultural Retail Price Survey by the Ministry of Agriculture, Forestry and Fisheries
Approximate figures for non-glutinous rice (grade 1 brand names) in June 2024

January to June

1. Domestic Distributors

Amount of agricultural machinery products (Jan. to Jun. 2024)

- Sales: YoY -8%, From year before last -15%

2. Sales and Service Activities

- The BF series continued to perform well (increase particularly in machinery with straight-travel assistance specs)
- Jan.-Mar. saw a reactionary decline following price revisions, but Apr.-Jun. showed signs of recovery (Apr.-Jun.: 12% compared to the previous year)
- (Reference) Revision of ISEKI's agricultural machinery prices

Timing	Price increase
Jun. 2022	About 3%
Apr. 2023	About 5%
Mar. 2024	About 3%

Future Expansion, etc.

- Step up promotion with a focus on combine harvesters anticipating the peak demand season, such as the new FM series combine harvester and the HFR series combine harvester with reduced functions and lower prices, in addition to the BF series mid-sized tractor with continuing strong performance
- Target customers in the large-sized, advanced, environmentally friendly, and dry field markets, which are growing
 - Strengthen large-scale promotion of the “All Japan series” of large-sized machinery together with imported farming implements, etc.
 - Strengthen promotion of environmentally friendly smart agriculture
- Anticipate a recovery in demand in response to rising rice prices



BF series mid-sized tractor



New FM series combine harvester

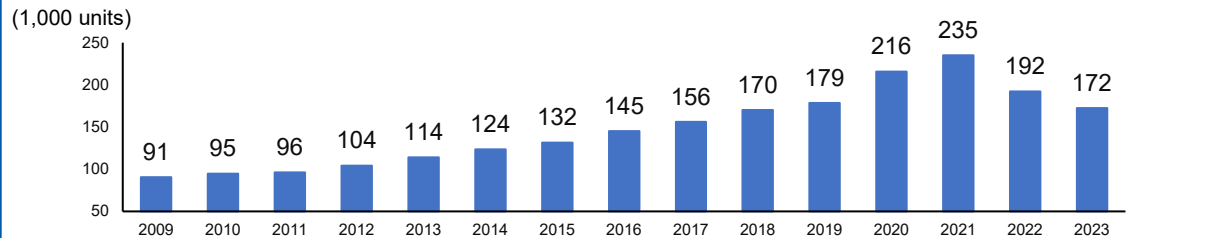


Low cost HFR series combine harvester

North America

1. Compact tractor market

<Market trends>



• Jan.-Jun. 2024: YoY -14%

(Source: Statistics provided by AEM)

2. Situation of AGCO (OEM partner)

- Unit sales (Jan.-Jun. 2024) YoY -7%
- AGCO's sales decreased YoY as the market adjustment phase has continued from the second half of 2022

3. Status of ISEKI

- AGCO is further strengthening sales promotion measures to achieve recovery
- Forecasting sales expansion due to the effect of new products scheduled to be launched in the second half of the fiscal year

Europe

1. Market trends

- In the first half of the year, the industry's inventory levels increased due to slowing purchasing appetite caused by inflation, etc. Although inflationary pressure is expected to gradually ease, the market is expected to enter a period of inventory adjustment toward the end of the fiscal year

2. Local sales

- Unit sales (Jan.-Jun. 2024)
 - Local distributors: YoY 11%
- Continued strong sales of both tractors and ride-on mowers

3. Status of ISEKI

- Strengthened sales and services system with ISEKI France and ISEKI Germany at the core, expanded the product lineup, and promoted sales amid concerns over cooling demand
- Aim to further expand the European business by converting PREMIUM TURF-CARE LIMITED into a consolidated subsidiary (in 2025) to have management resources shared among European subsidiaries and leveraging synergies

ASEAN

1. Market trends

- <Thailand> Slow sales of machinery, particularly for rice agriculture, due to financial institutions restricting loans in response to falling farmers' income. Sales of some machinery for dry field agriculture were strong
- <Indonesia> Announcement of budget for government tenders at the beginning of this year (YoY -100 units)

2. Local sales

- Unit sales (Jan.-Jun. 2024)
Thailand IST (Tractor): YoY significant decrease

3. Status at ISEKI

- <Thailand>
 - Continue enhancing corporate sales to customers such as sugar factories, launch new products (small-sized construction machinery and ride-on mowers), and strengthen sales of used machinery
- <Indonesia>
 - Promote government tenders and regular sales (rice cultivation, palm, etc.). Launch new products

East Asia

1. Market trends

- <Korea> The rice agriculture market contracted mainly due to soaring raw material prices and falling rice consumption. Sales of machinery for dry fields increased due to government support for crop conversion
- <China> Food security policies continued, and subsidies remained high. The decline in demand following the establishment of emission standards came to a halt. A policy to promote the retirement and replacement of old agricultural machinery was announced to stimulate demand in response to economic slowdown

2. Local sales

- Unit sales (Jan.-Jun. 2024)
 - China (Dongfeng ISEKI): Ride-on rice transplanters YoY 24%
Tractors and combine harvesters YoY 44%

3. Status at ISEKI

- <Korea>
 - Aim at an early elimination of local inventories and a recovery of orders by providing sales support to local distributors. Launch high value-added products (advanced technology, etc.)
- <China>
 - Enhance differentiation in terms of functionality, focusing on ride-on rice transplanters and tractors

3. Performance Forecast for the Fiscal Year Ending December 31, 2024

Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2024

- No revision to the forecast announced on July 18, 2024

(JPY bn, %)	FY2020/12	FY2021/12	FY2022/12		FY2023/12		FY2024/12			YoY Change
	Actual	Actual	Actual	%	Actual	%	Initial forecast*	7/18 forecast	%	
Net Sales	149.3	158.1	166.6	100.0	169.9	100.0	170.0	170.0	100.0	0.0
(Domestic)	115.9	117.3	112.6	67.6	113.0	66.5	115.0	115.0	67.6	1.9
(Overseas)	33.3	40.7	53.9	32.4	56.8	33.5	55.0	55.0	32.4	(1.8)
Operating Income	2.0	4.1	3.5	2.1	2.2	1.3	2.0	2.0	1.2	(0.2)
Ordinary Income	1.7	4.6	3.7	2.3	2.0	1.2	1.0	1.0	0.6	(1.0)
Profit (loss) Attributable to Owners of Parent	(5.6)	3.1	4.1	2.5	0.0	0.0	0.4	(3.1)	-	(3.1)
Average Exchange Rate (JPY)	US\$	107.0	109.0	131.3	139.4		140.0	147.6		8.2
	Euro	121.5	129.8	136.9	148.6		150.0	161.1		12.5
Year-end Dividend (JPY)	0	30	30		30		30	30		-

* Initial forecast for FY2024/12: The forecast announced on February 14, 2024

4 . Progress of Project Z & Topics

Outline of Project Z

■ “Project Z” measures announced on July 18, 2024.

URL : https://www.iseki.co.jp/global/cms/upload/pdf/ir/zplan_2024.8_e.pdf

Sweeping comprehensive business structural reforms

[Short-term focused measures] · [Fundamental structural reforms]

Smart & Sharp

Address demand and build up capabilities.

- (1) Improve profitability
- (2) Enhance asset efficiency
- (3) Allocate cash for growth

Goals for 2027

Operating margin
5% or higher

ROE 8% or higher

DOE 2% or higher

**PBR
1 or
higher**

[Growth strategy]

Growth

Leverage ISEKI technology to realize on a global scale

- Automation & labor savings
- Reduced impact on the environment for agriculture and landscaping.

2030

- Overseas: Expand net sales to approximately 1.5 times of 2023 net sales
- Domestic: Focus on growth areas and strengthen profitable businesses

[Short-term focused measures]

[Fundamental structural reforms]

[Growth strategy]

Vision

To be a
Solution
Provider
for
Agriculture
&
Landscape

Outline of Project Z

<Themes forming the axis>

<Measures & Progress>

Fundamental structural reforms

Optimize production

Re-allocation of production sites and models

Optimize development

Selection and concentration of development resources

Deepen domestic sales

Reduction of non-operational work and inventories

Common

Transformation into a strong business structure

Growth strategy

Overseas

Focusing management resources on growth segments

Domestic

■ **Reorganization of production sites**

✓ Consolidation of production assembly at ISEKI M&D (Matsuyama)

■ **Reduction & shift in development resources**

✓ Consolidation of 30% of models and types has progressed to the implementation phase, with selection of consolidation targets partially complete

■ **Building a base for strategic growth**

✓ Decision to integrate sales companies over a wide area

■ **Optimization of employee composition and investing in human capital**

■ **Cost reductions**

■ **Development of region-specific strategies**

✓ Expansion of European landscape improvement market

■ **Focusing on growth areas**

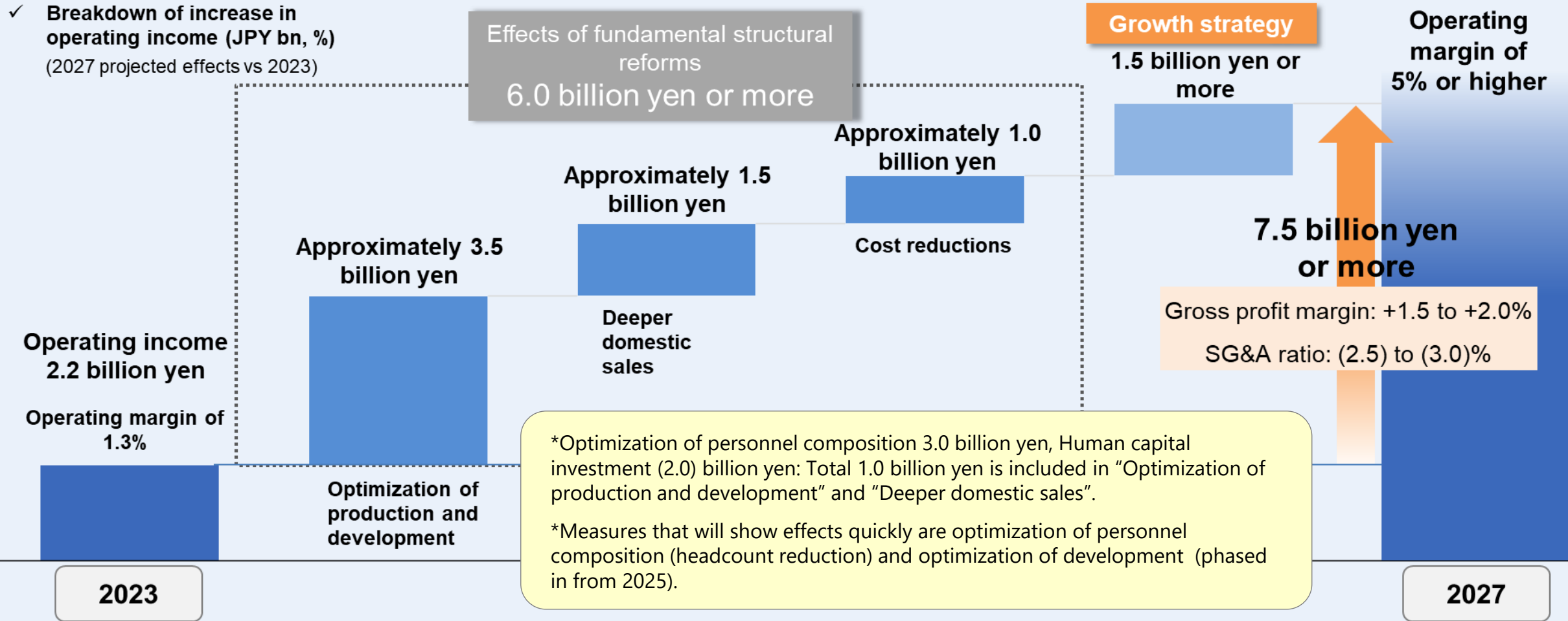
✓ Expansion of profitable businesses

✓ Provision of valuable agricultural solutions

Outline of Project Z

Goal: a consolidated operating margin of 5% or higher in 2027

- Generate increases in operating income of 7.5 billion yen or more through fundamental structural reforms and growth strategy
- Steadily implement measures focusing on domestic and overseas growth areas and other measures

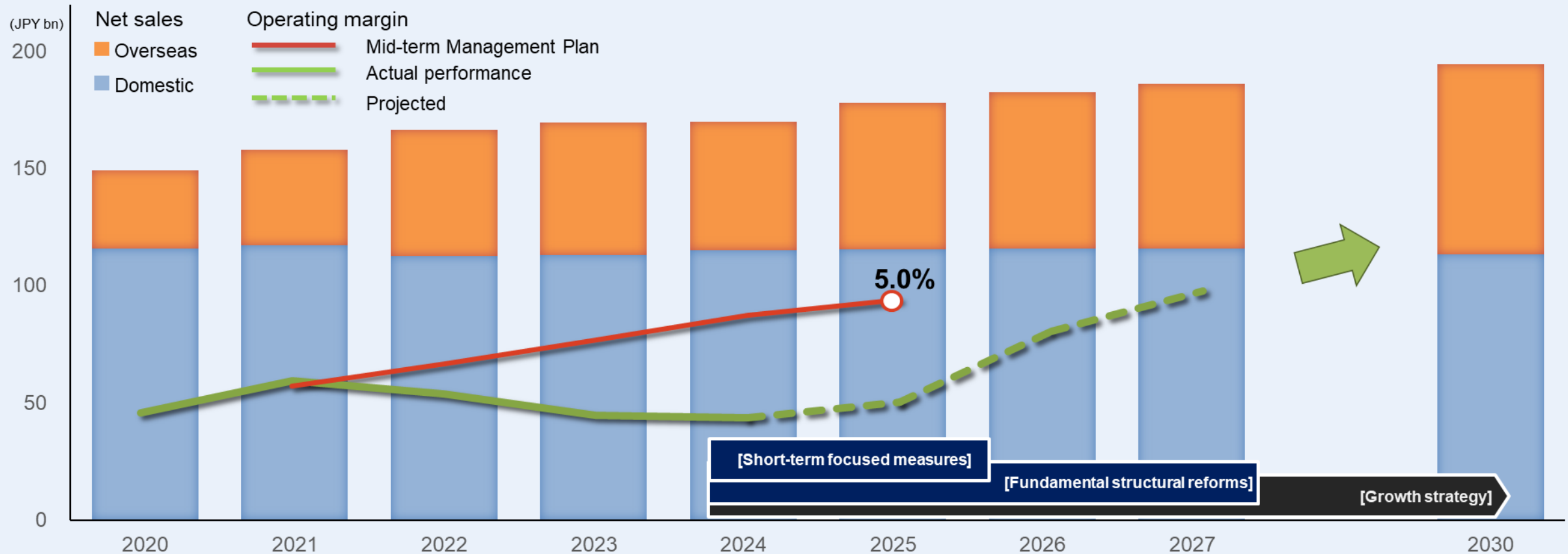


Outline of Project Z

The path to growth

- Extraordinary losses will be recorded in the fiscal year ending December 31, 2024, owing to implementation of the difficult fundamental structural reforms as part of the short-term focused measures
- The goal is to achieve an operating margin of at least 5% in 2027 through the implementation of the various Project Z measures

Changes in net sales and operating margin



PTC Limited to become a consolidated subsidiary



Making PTC Limited, our local distributor in the UK, a consolidated subsidiary by way of additional acquisition of shares

- PTC Limited will be made a consolidated subsidiary effective from 2025, with which we will have established the system for the next phase of growth of our business in Europe
- Initiatives include improving efficiency through consolidating inventory management within Europe, and facilitating innovation through the exchange of diverse human resources

History

2017: Established PTC Limited (shareholding ratio of the Company: 44.5%)



Growth of sales/service network and business performance
Increased presence in the UK

2025: PTC Limited to become a consolidated subsidiary of the Company (shareholding ratio of the Company: 100%)

With the consolidation

- ✓ Expansion of sales territory and enhancement of product lineup
- ✓ Higher efficiency owing to consolidated inventory management across Europe
- ✓ Generating innovation through the exchange of diverse human resources

Effects

◆ Increase in operating income in 2027
0.4 billion yen
(compared to 2023)

*Included in the 1.0 billion yen increase in overseas operating income in 2027

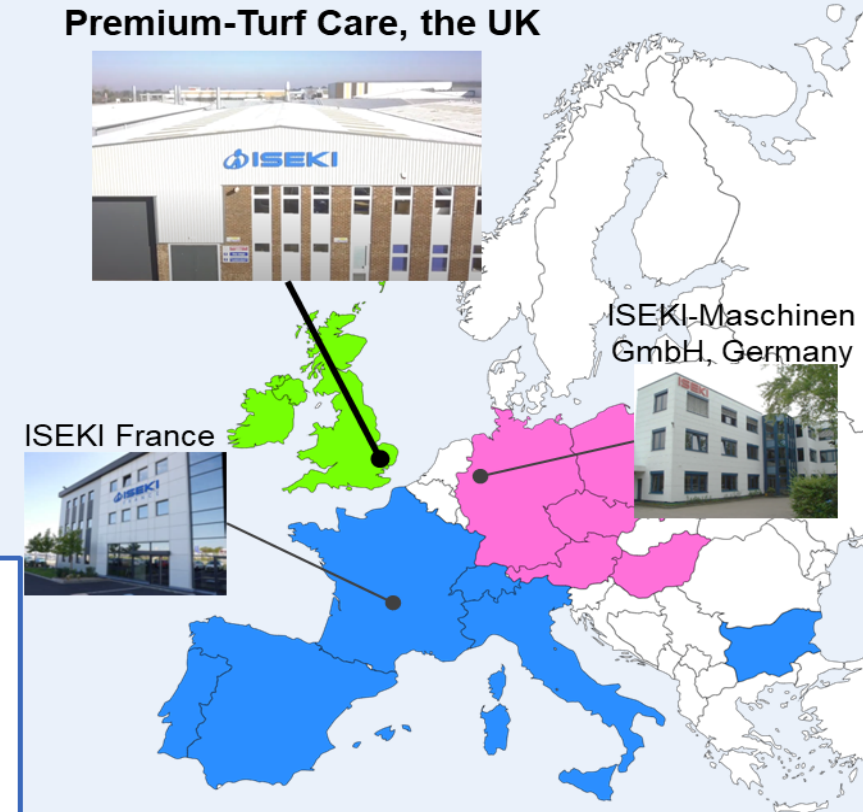
Premium-Turf Care, the UK



ISEKI France



ISEKI-Maschinen GmbH, Germany




*Shaded areas: sales territories of each subsidiary

■ Strengthen collaboration in domestic small agricultural machinery development and production

Background/Purpose

- February 2017: Basic agreement on expanding collaboration in the field of domestic small agricultural machinery development and production
- July 2024: Providing mutual OEM services for domestic small agricultural machinery products for mountainous areas and small-scale plots, which show the declining trend in demand, to further strengthen collaboration



**Aim to contribute to labor-saving in agriculture
and ensure stable market supply**

From 2025, we will progressively launch small tractors, rice transplanters, combine harvesters, and other machinery through joint development and mutual OEM supply

Received the “2024 Development Award” from The Japanese Society of Agricultural Machinery and Food Engineers

<Award details> **Development of ride-on potato transplanter (1 row)**

Realizing high efficiency of vegetable farming

[Response to market needs]

- Designed to be able to ride from between ridges only during transplanting, reducing labor
- Designed to load a large amount of seed potatoes, improving work efficiency



Ride-on potato transplanter PVH103-90JLLXQ

Issuance of “ISEKI Report 2024”

■ Issuance of an integrated report “ISEKI Report 2024”



Contents

- ISEKI Group’s value creation aims
- Business strategies for value creation
- Foundation for sustainable growth, etc.

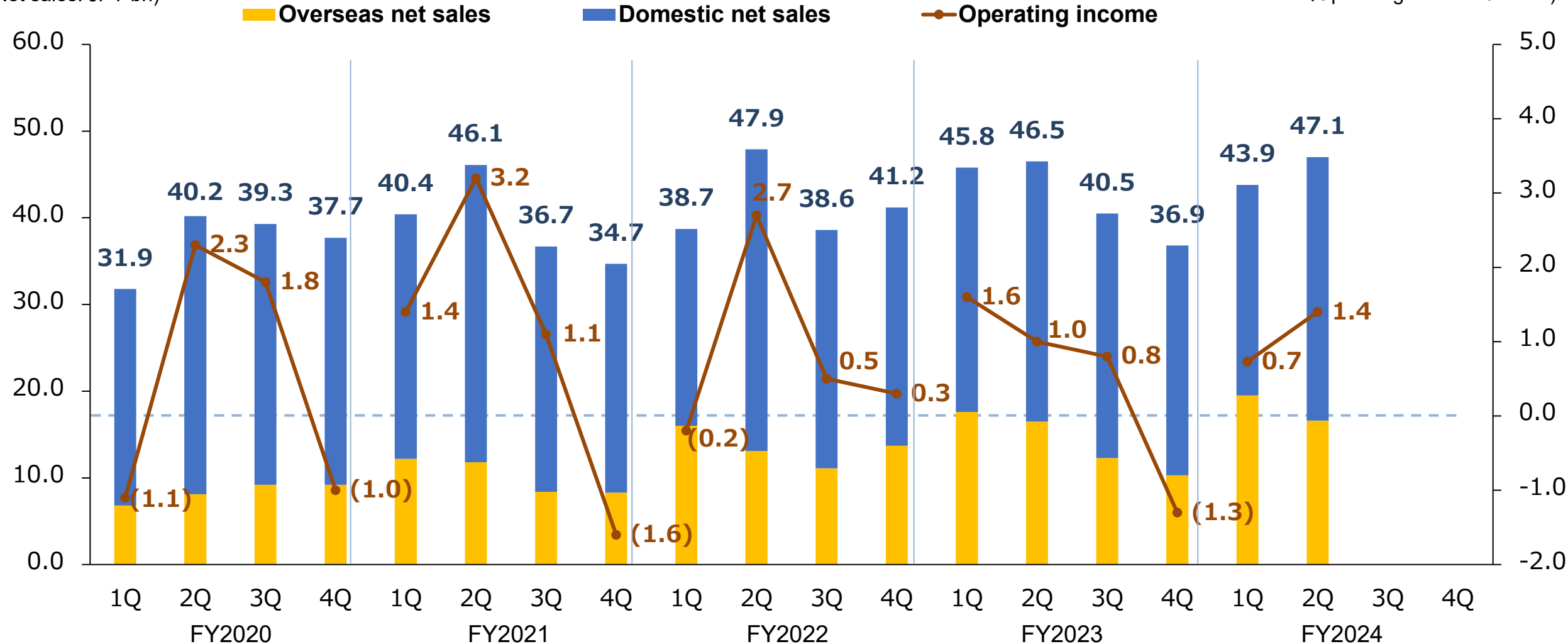
- Website for the ISEKI Report : <https://www.iseki.co.jp/global/english/ir/iseki-report/>
- ESG data (Japanese) : <https://www.iseki.co.jp/sustainability/esg-data/>

5. Appendix

(Reference) Trends in Consolidated Financial Results (Quarterly)

(Net sales: JPY bn)

(Operating income: JPY bn)



Company Outline

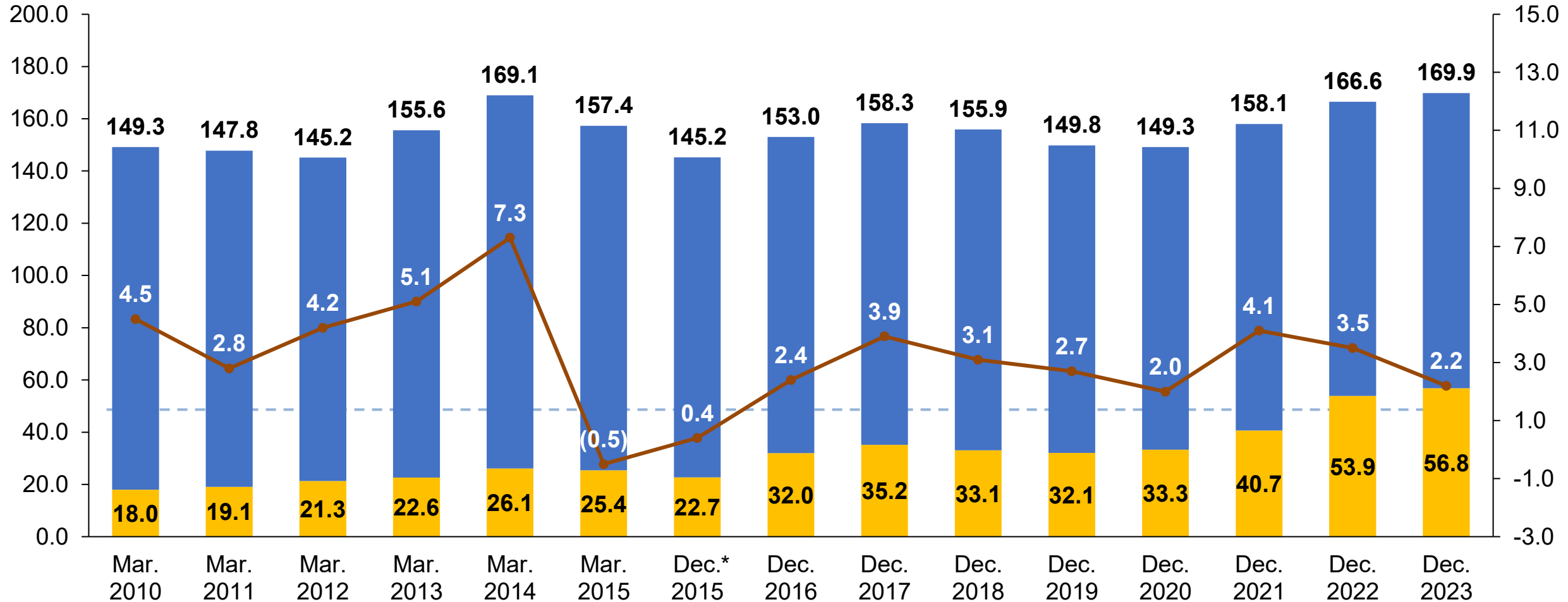
• Company name	ISEKI & CO., LTD.
• Founded	August 1926
• Location of head office	700 Umaki-cho, Matsuyama-shi, Ehime
• Capital	23,344 million yen
• Net sales	169,916 million yen (FY2023)
• Number of employees	5,457 (consolidated)
• Principal business	Manufacture and sale of agricultural machinery and garden tractors, agricultural facilities, and sale of agriculture-related products
• Group	20 consolidated subsidiaries, 1 entity accounted for using equity method
• Factories	5 sites in Japan, 3 sites overseas (1 in Indonesia, 2 in China [joint management])
• Sales network	Domestic: 11 sales subsidiaries, etc. Overseas: Sales through ISEKI Europe, ISEKI France, ISEKI Germany (Europe), OEM supply to AGCO (North America), Dongfeng ISEKI Agricultural Machinery Co., Ltd. (China), IST Farm Machinery (Thailand), and other local distributors
• Exchange listing	Prime Market on the Tokyo Stock Exchange
• Securities code	6310
• Total number of shares issued	22,872,034 shares (excluding 112,959 shares of treasury stock)
• Number of shares per unit	100 shares

Trends in Consolidated Financial Results

(Net sales: JPY bn)

(Operating income: JPY bn)

Overseas sales Domestic sales Operating income



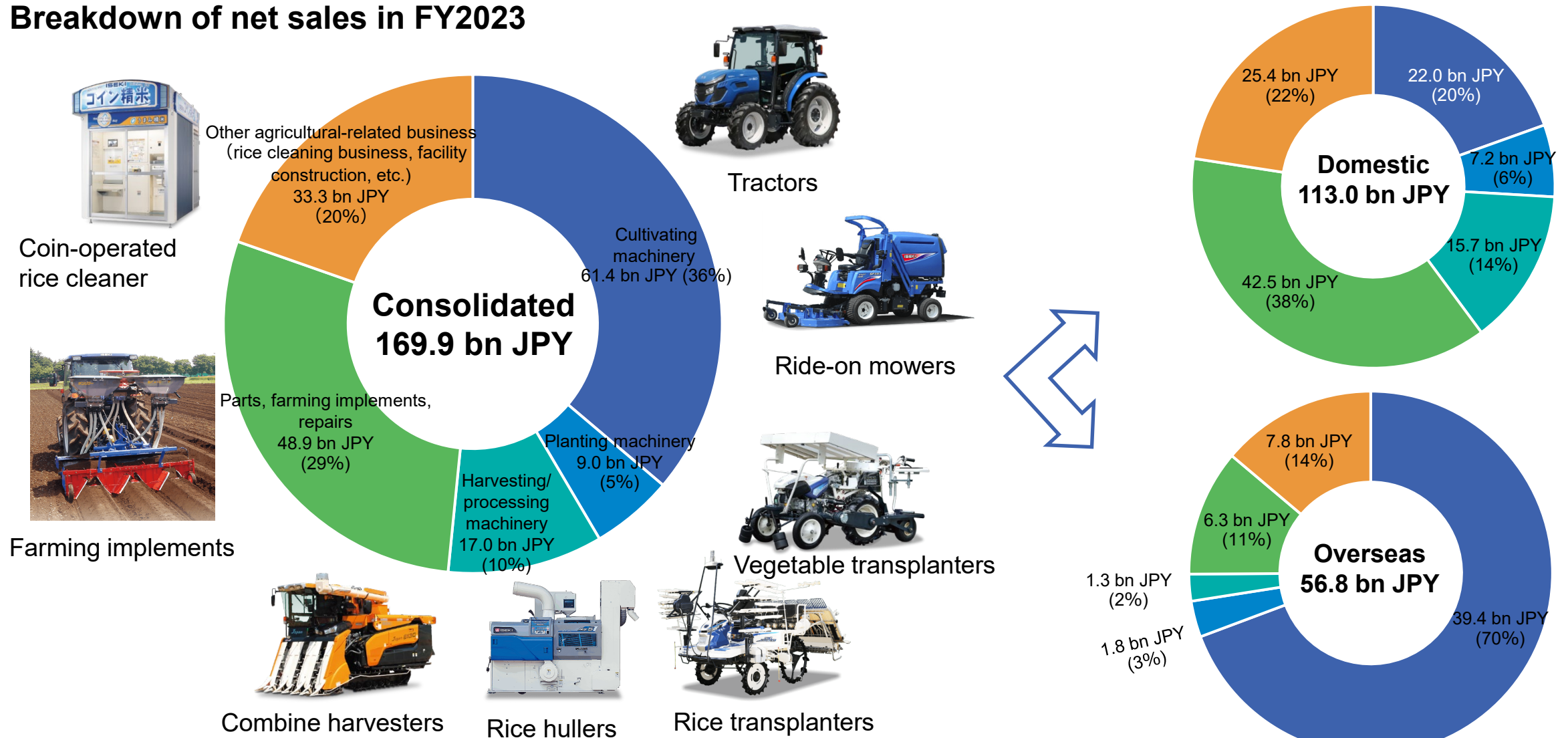
* FY2015 is a nine-month period due to the change of the fiscal year end.

Outline of Products and Services

Category	Principle products and services	Principle sales regions			
		Japan	Asia	Europe	North America
Products	Products developed and produced mainly by the ISEKI Group				
Cultivating machinery	Tractors, ride-on mowers, tillers, multipurpose vehicles, high-clearance multipurpose vehicles, etc. 	○	○	○	○
Planting machinery	Rice transplanters, vegetable transplanters, etc. 	○	○	—	—
Harvesting and processing machinery	Combine harvesters, binders, vegetable harvesting machinery, rice hullers, rice graders, measuring and sorting machinery, etc. 	○	○	—	—
Revenue from farming implements, spare parts, and repairs	Products of domestic and overseas farming implement makers, etc. (Partially developed and produced by the Iseki Group) Spare parts, repair and maintenance, etc. 	○	Some	Some	Mainly parts
Other agriculture-related	Facility construction (agricultural facilities, etc.), agricultural materials (fertilizers, etc.), coin-operated rice cleaning business, rice cooking business, other purchased products (Europe: small-sized mowers, etc.), etc. 	○	Some	○	—

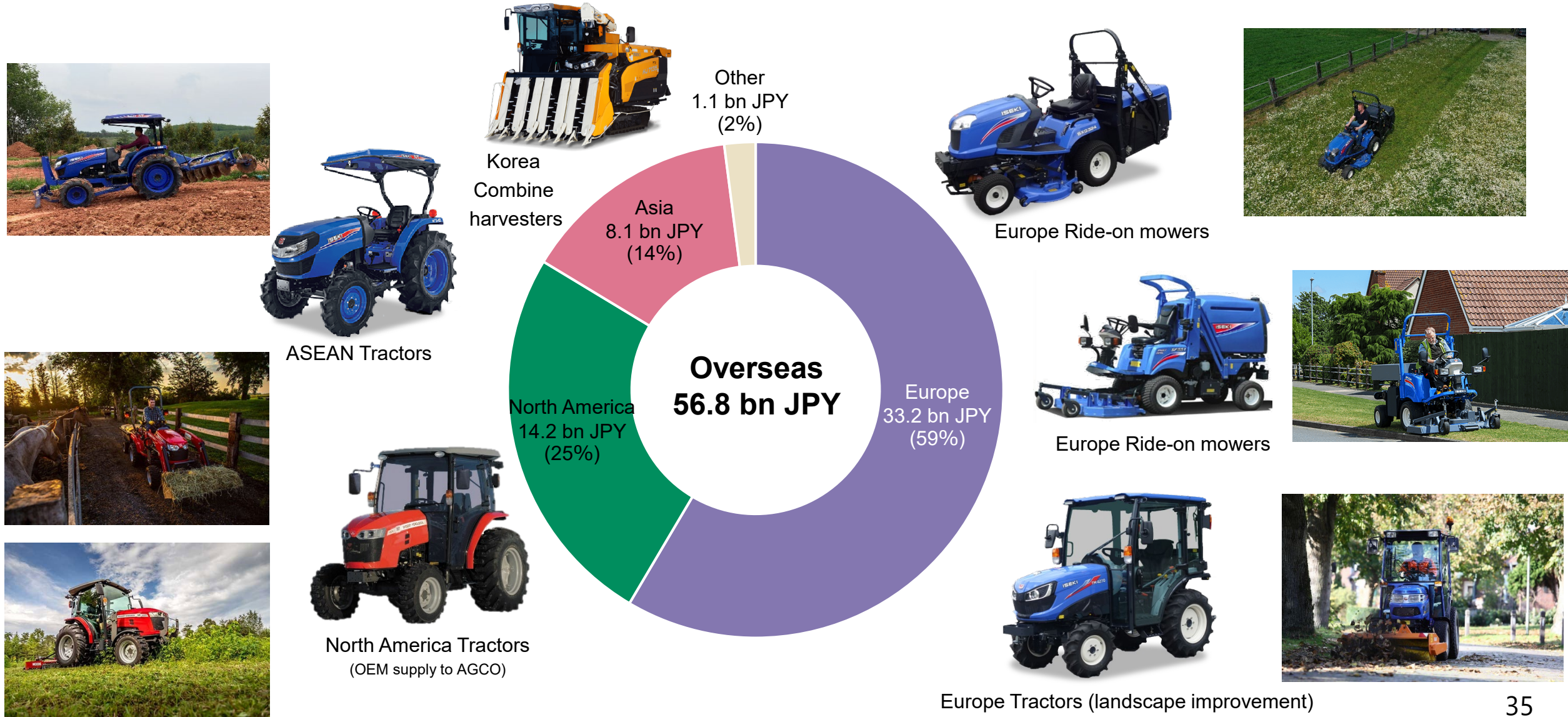
Breakdown of Net Sales by Product

Breakdown of net sales in FY2023



Breakdown of Net Sales by Overseas Region

Breakdown of net sales in FY2023



ASEAN Tractors



North America Tractors
(OEM supply to AGCO)



Korea
Combine
harvesters

Other
1.1 bn JPY
(2%)



Europe Ride-on mowers



Europe Ride-on mowers



Europe Tractors (landscape improvement)



Principal Domestic Business and Manufacture Locations

*As of August 2024



ISEKI-Niigata MFG. Co., Ltd.

Capital 90 million JPY

ISEKI M&D (Kumamoto) Co., Ltd.



Development & Production Division
(Engineering Department)



Tsukubamirai Office

- Dream Agricultural Research Institute
- ISEKI Global Training Center
- Technical Support Department



総合農業
総合研究所

Tokyo Headquarters

Head Office, ISEKI & CO., LTD.

ISEKI M&D (Matsuyama) Co., Ltd.

Capital 90 million JPY

- ISEKI Technical Training Center

ISEKI-Shigenobu MFG. Co., Ltd.

ISEKI-Minamiyoshida MFG. Co., Ltd. (non-consolidated)



Domestic Sales Network

11 sales subsidiaries

*Underlined are ISEKI's wholly-owned subsidiaries (6 companies)

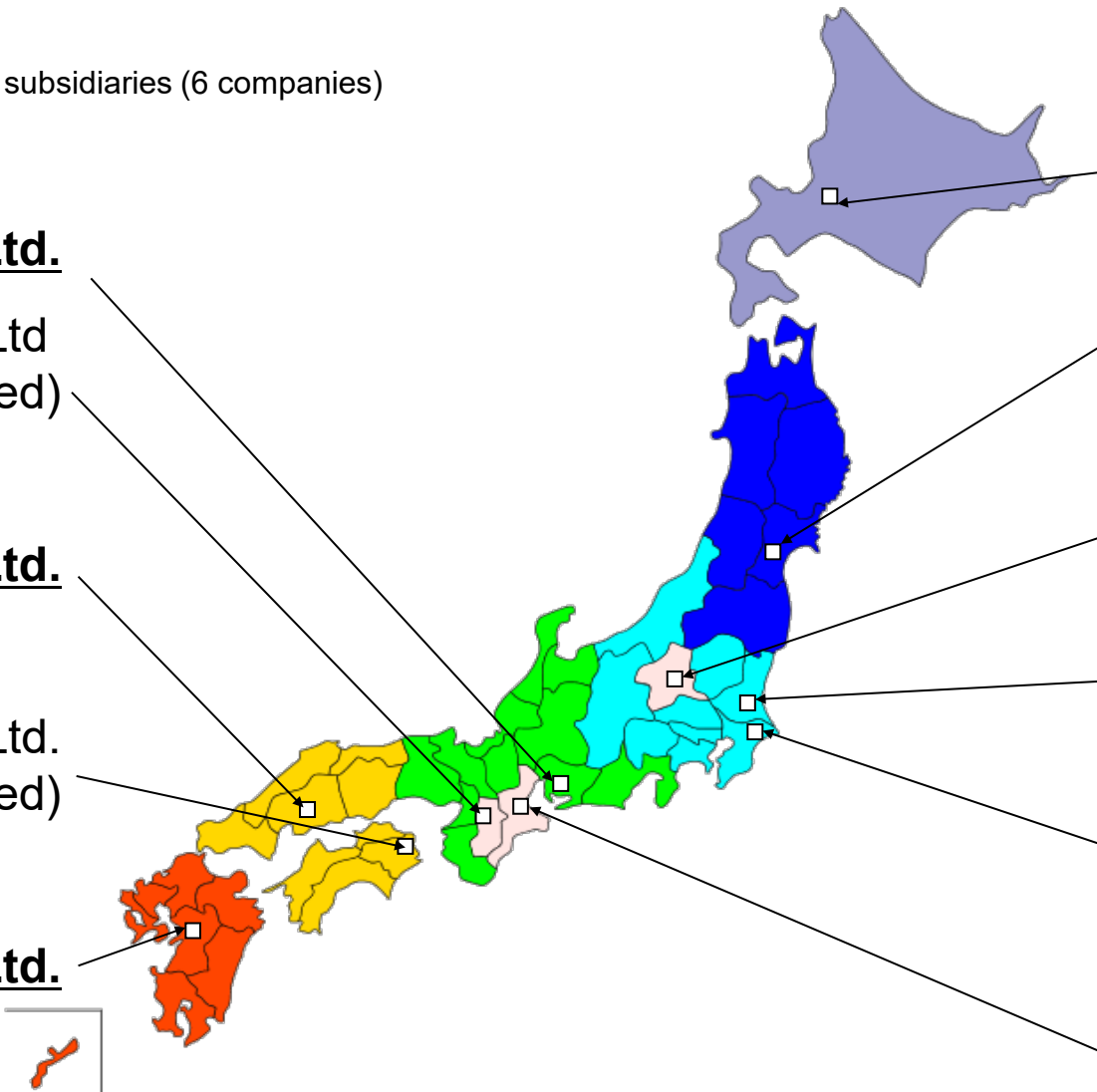
ISEKI Kansai Chubu Co., Ltd.

Nara ISEKI Sales Co., Ltd
(non-consolidated)

ISEKI ChuShikoku Co., Ltd.

Nishioka Shokai Co., Ltd.
(non-consolidated)

ISEKI Kyushu Co., Ltd.



ISEKI Hokkaido Co., Ltd.

ISEKI Tohoku Co., Ltd.

Gunma ISEKI Sales Co., Ltd.

ISEKI Kanto Koshinetsu Co., Ltd.

Ishikawa Shokai Co., Ltd.
(non-consolidated)

Mie ISEKI Sales Co., Ltd.

Overseas Manufacturing and Sales Sites



Overseas: Main associated companies/strategic partners

[Associated companies]

France	ISEKI France S.A.S. (ISEKI France)
Germany	ISEKI Europe GmbH (ISEKI Europe) 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

*1: Non-consolidated subsidiaries

*2: Equity-method subsidiary *3: OEM customer

Global Expansion: Europe

Contribute to creation of clean towns that are pleasant to live in

- ✓ Since the 1960s, when ISEKI started its business, ISEKI has been contributing to the creation of pleasant and clean communities by expanding its sales area to all European regions and establishing the ISEKI brand.
- ✓ The Company provides ride-on mowers used to cut grass in parks and small-sized, highly performance tractors to clean roads and remove snow, primarily to landscape maintenance workers mainly contracted by municipalities.
- ✓ ISEKI France, a consolidated subsidiary, achieved record net sales and operating income in FY2023 as a result of focusing on the provision of high added-value products and services.

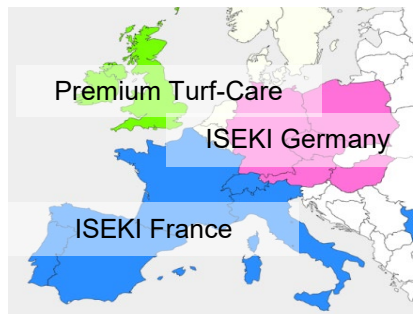
■ Products handled

Category	Details	Main users
Products (non-agriculture) (mainly cultivating machinery)	(mainly for landscaping) Compact tractors, ride-on mowers, tillers, etc.	Landscapers, small-scale farmers, hobby farmers
Other products*	Farming implements, parts, etc.	

*Purchase and sale of electric and gasoline-powered mowing products and other products that have high synergy effects with ISEKI's products.

■ Main sales channels

France: ISEKI France (consolidated subsidiary)
 Germany: ISEKI Germany (consolidated subsidiary)
 UK: Premium Turf-Care Ltd. (non-consolidated)
 Belgium and Netherlands: Van der Haeghe, etc.



-Topic-

ISEKI sold electric ride-on mowers on a limited basis in 2022 and conducted a monitoring survey aimed at full-scale sales. ISEKI continues efforts aimed at mass production.



Global Expansion: North America

Contribute to a fulfilling private life

- ✓ AGCO, a major global agricultural machinery manufacturer, is ISEKI's business partner. ISEKI supplies AGCO's Massey Ferguson brand products on an OEM basis.
- ✓ The products are highly rated by local users, mainly non-professional users, who utilize them for a wide variety of tasks, including light civil engineering work, garden maintenance, and snow removal in cold regions.
- ✓ Demand for compact tractors has grown rapidly over the past decade, especially during the COVID-19 pandemic, when strong demand was seen due to suburban migration and other lifestyle changes. Although the market entered an adjustment phase in 2022, it remains large.



-History of product supply-

- 1977 Began tractor exports (FMC: OEM)
- 1991 Began OEM supply to MF (Massey Ferguson)
- 1994 Began OEM supply to AGCO

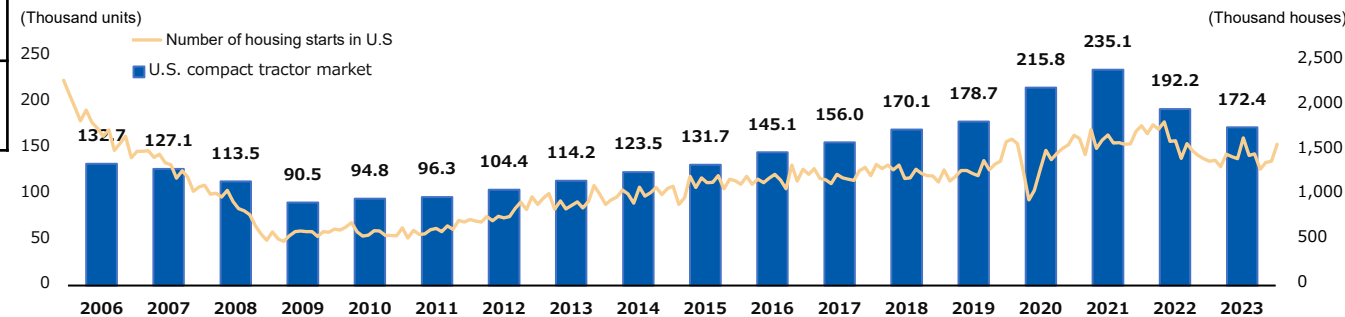
■ Products handled

Category	Details	Main users
Products (non-agriculture) (mainly cultivating machinery)	Compact and sub-compact tractors, etc.	Farmers, hobby farmers, landscapers, light civil engineering contractors
Other products	Farming implements, parts, etc.	

■ Main sales channels

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

■ Trends in North American compact tractor market and housing starts



Source: Association of Equipment Manufacturers (AEM), United States Census Bureau (USCB)

Global Expansion: Asia

Contribute to food production and reducing the burden on agricultural producers

In the ASEAN, East Asia (Korea and Taiwan), and Chinese markets, ISEKI focuses on machinery for rice cultivation developed in Japan.

- ✓ In ASEAN, ISEKI is developing products and services for neighboring countries, with IST, now a consolidated subsidiary, at the core. In addition to tractors, mainly used for agriculture, ISEKI also provides rice transplanters, combine harvesters, and other machinery for rice cultivation.
- ✓ In East Asia, the need for advanced-technology and large-sized agricultural machinery is growing. ISEKI provides large-sized, high performance, mainstay ISEKI brand products (tractors, rice transplanters, combine harvesters, etc.) through local distributors.
- ✓ In China, ISEKI products (tractors, rice transplanters, combine harvesters, and other machinery for rice cultivation) for agriculture are used. In addition to ISEKI brand products, ISEKI is configuring products that better meet local needs by developing local brands.



■ Products handled and main sales channels

Country/region	Category		Details	Main users	Sales channel
ASEAN	Products (agriculture) (mainly agricultural machinery)	Cultivating Planting Harvesting & processing	Tractors Rice transplanters (walking type & ride-on type) All-purpose combine harvesters etc.	Farmers Contractors	Thailand: IST (consolidated subsidiary) *IST Farm Machinery Co., Ltd.
	Other products		Farming implements, parts, etc.		
East Asia (Korea and Taiwan)	Products (agriculture) (mainly agricultural machinery)	Cultivating Planting Harvesting & processing	Tractors, high clearance multipurpose vehicles Rice transplanters, vegetable transplanters Auto-threshing combine harvesters etc.	Farmers Contractors	Local distributors
China	Products (agriculture) (mainly agricultural machinery)	Cultivating Planting Harvesting & processing	Tractors Rice transplanters (walking type & ride-on type) Combine harvesters (auto-threshing, all-purpose) etc.	Farmers Contractors	Dongfeng ISEKI (accounted for using equity method) *Dongfeng ISEKI Agricultural Machinery Co., Ltd.

The number of ISEKI's registered patents by field is proof that it has been making proactive efforts to develop, launch, and implement new technology.

■ Number of patents by field in Japan

2nd place in field of “Other Special Machinery”

Year	2000-2006	2007-2014	2016-2017	2018	2019	2020-2023
Statistical number	Number of publications by field		Number of registrations by field			
Field	Agricultural and fishery products	Other special machinery				
Place	1st		2nd	1st	2nd	

*Until 2016, the Japan Patent Office Annual Report contained the number of patents published by field in Japan (results for the previous two years), but since 2017 it has contained the number of patents registered by field in Japan (results for the previous year)

Source: Japan Patent Office Annual Report, 2023 Edition (Japan Patent Office)

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