[Delayed] Supplementary Information to Consolidated Financial Results

(January 1, 2026 – June 30, 2026)

ISEKI & CO., LTD.

August 7, 2026

Index

ISEKI
ISEKI & CO., LTD.

1. Outline of Financial Results for the Second Quarter Fiscal Year Ending December 31, 2026

2. Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2026

Key Points

ISEKI
ISEKI & CO., LTD.

Financial Results for the First Half of the Fiscal Year Ending December 31, 2026 [YoY change]

PL Higher sales, operating profit, and ordinary profit
Operating margin reached 5.5% [+1.2%]

BS Collection of receivables progressed, and interest-bearing liabilities were reduced
Total assets increased due to investments in production optimization under Project Z and other initiatives. Investments progressed as planned

- **Profitability has steadily improved through the implementation of Project Z measures, comprising fundamental structural reforms and growth strategies in Japan and overseas.**
- **The 2027 target of an operating margin of 5% or higher is now well within reach.**

1. Outline of Financial Results for the Second Quarter Fiscal Year Ending December 31, 2026

Outline of Consolidated Financial Results:
Higher Sales, Operating Profit, and Ordinary Profit

ISEKI
ISEKI & CO., LTD.

(JPY bn, unless otherwise noted) (January 1, 2026 to June 30, 2026)	FY2024/12 1H Actual	FY2025/12 1H Actual	FY2026/12 1H Actual	YoY Change	
				Amount	%
Net Sales	91.1	100.8	**101.9**	**+1.0**	**+1.0%**
(Domestic)	54.8	65.8	**63.9**	**(1.9)**	**-2.9%**
(Overseas)	36.2	35.0	**38.0**	**+2.9**	**+8.5%**
Gross Profit	26.9	29.3	**32.1**	**+2.7**	**+9.3%**
Gross Profit Margin (%)	29.5%	29.1%	**31.5%**	**+2.4%**	**–**
Operating Profit	2.2	4.3	**5.5**	**+1.2**	**+28.0%**
Operating Margin (%)	2.4%	4.3%	**5.5%**	**+1.2%**	**–**
Ordinary Profit	2.4	3.7	**5.2**	**+1.4**	**+37.1%**
Profit (Loss) Attributable to Owners of Parent	(0.6)	3.2	**3.1**	**(0.1)**	**-5.1%**

Average Exchange Rate (JPY)						
	US$	151.7	149.7	**157.7**	**+8.0**	**–**
	Euro	172.1	162.5	**184.7**	**+22.2**	**–**

Main factors of YoY changes

Domestic Sales: Sales decreased despite strong orders, as production could not keep pace for certain products

Sales of farming implements and maintenance revenues continued to grow

Overseas Sales: Sales expanded in Europe, a key focus of the growth strategy

Operating Profit: The operating margin improved due to the positive effects of Project Z and price revisions

Ordinary Profit: The increase in ordinary profit was further boosted by an improvement in foreign exchange gains (losses).

Profit: Absence of gain on sale of non-current assets

Main factors of YoY change in profit (Positive: profit improvement, JPY bn)	
Increase in operating profit	+¥1.2
Improvement in foreign exchange gains (losses)	+¥0.2
Absence of gain on sale of non-current assets	¥(1.0)

Domestic Sales:
Sales Decreased despite Strong Orders, as Production Could Not Keep Pace for Certain Products

(JPY bn, %) (January 1, 2026 to June 30, 2026)			FY2024/12 1H Actual	FY2025/12 1H Actual	FY2026/12 1H Actual	YoY Change	
						Amount	%
Agricultural Machinery Related	Agricultural Machinery	Cultivating & Mowing Machinery	12.3	14.6	**13.9**	**(0.7)**	**-5.1%**
		Planting Machinery	4.4	5.6	**5.2**	**(0.4)**	**-8.4%**
		Harvesting & Processing Machinery	4.4	7.3	**4.3**	**(3.0)**	**-40.7%**
		Subtotal	21.2	27.7	**23.5**	**(4.2)**	**-15.2%**
	Maintenance	Spare Parts	7.6	8.3	**9.0**	**+0.7**	**+8.9%**
		Repair Fees	2.9	3.0	**3.3**	**+0.2**	**+9.6%**
		Subtotal	10.5	11.4	**12.4**	**+1.0**	**+9.1%**
	Farming Implements		11.2	14.1	**14.8**	**+0.6**	**+4.8%**
Total			42.9	53.3	**50.8**	**(2.5)**	**-4.7%**
Construction of Facilities			1.3	2.3	**1.8**	**(0.5)**	**-21.8%**
Others			10.5	10.1	**11.2**	**+1.1**	**+11.0%**
Total			54.8	65.8	**63.9**	**(1.9)**	**-2.9%**
Ratio of Revenue from Maintenance (%)			19.3%	17.3%	**19.5%**	**+2.2%**	**–**

Main factors of YoY changes

Agricultural machinery:	Production capacity temporarily declined due to the reorganization of production sites
Farming implements:	Rice-farming implements continued to grow
Maintenance revenues:	Maintenance revenues were a stable source of revenue, and sales increased steadily

► (Reference)
Revision of ISEKI's agricultural machinery prices

Timing	Revision rate
Jun. 2022	About 3%
Apr. 2023	About 5%
Mar. 2024	About 3%
Jul. 2025	About 7%
Aug. 2026	About 4.6%

Overseas Sales:
Sales Expanded in Europe, a Key Focus of the Overseas Growth Strategy

(JPY bn, %) (January 1, 2026 to June 30, 2026)	FY2024/12 1H Actual	FY2025/12 1H Actual	FY2026/12 1H Actual	YoY Change	
				Amount	%
Europe	26.2	25.1	**29.2**	**+4.0**	**+16.1%**
North America	6.3	5.5	**5.3**	**(0.2)**	**-4.7%**
Asia	3.1	4.0	**3.1**	**(0.8)**	**-21.8%**
Others	0.5	0.2	**0.2**	**+0.0**	**+18.1%**
Total	36.2	35.0	**38.0**	**+2.9**	**+8.5%**

Overseas Sales Ratio	39.8%	34.7%	**37.3%**	**+2.6%**	**–**

Main factors of YoY changes

Europe: Sales expanded on a local currency basis
Net sales increased further due to foreign exchange fluctuations

North America: Sales decreased due to supply delays for certain products, while orders from OEM partners were on a recovery trend

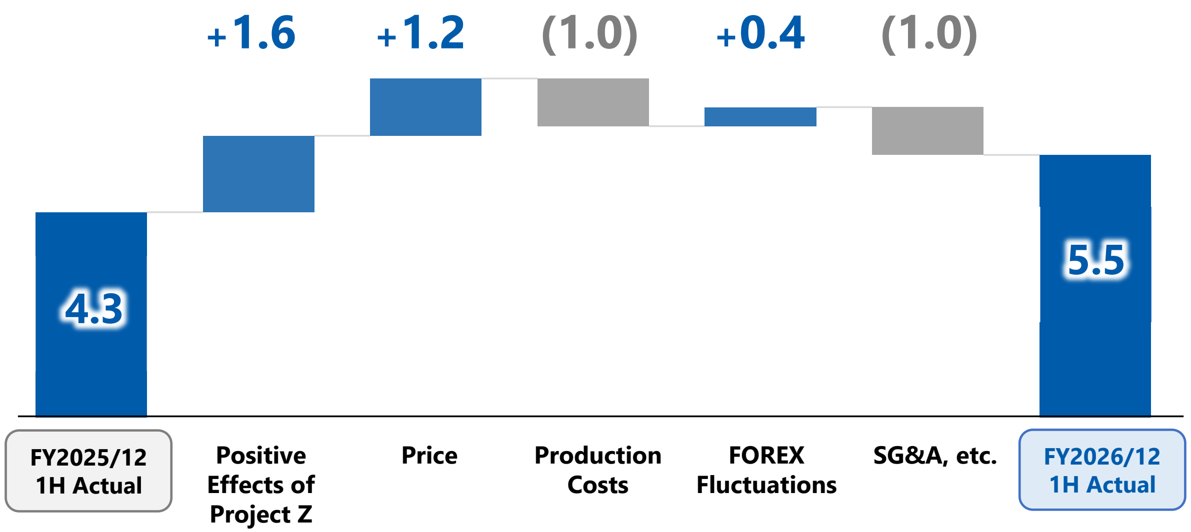
Asia: Sales of professional rice farming implements in South Korea remained solid
Sales in Thailand remained sluggish due to the economic downturn
Government tenders continued in Indonesia

Operating Profit:
Operating Margin Improved due to Positive Effects of Project Z and Price Revisions

Operating Margin: 5.5% [YoY Change: +1.2%]

(JPY bn, %) (January 1, 2026 to June 30, 2026)	FY2025/12 1H Actual	FY2026/12 1H Actual	YoY Change	
			Amount	%
Net Sales	100.8	**101.9**	**+1.0**	**+1.0%**
Gross Profit	29.3	**32.1**	**+2.7**	**+9.3%**
Gross Profit Margin	29.1%	**31.5%**	**+2.4%**	**–**
SG&A Expenses	25.0	**26.5**	**+1.5**	**+6.1%**
Personnel Expenses	14.1	**14.8**	**+0.7**	**+5.0%**
Other Expenses	10.8	**11.6**	**+0.8**	**+7.5%**
Operating Profit	4.3	**5.5**	**+1.2**	**+28.0%**
Operating Margin	4.3%	**5.5%**	**+1.2%**	**–**

[Breakdown of YoY change (+¥1.2 billion)]



[Effect of FOREX fluctuations (JPY bn)]

Net Sales	Cost of Sales	SG&A Expenses	Operating Profit
+3.6	+2.5	+0.7	+0.4

[Positive effects of Project Z (JPY bn)]

(YoY Change)	Full-year Forecast	1H Actual
Operating Profit	+2.8	+1.6

Balance Sheet:
Collection of Receivables Progressed, and Interest-bearing Liabilities Were Reduced

ISEKI
ISEKI & CO., LTD.

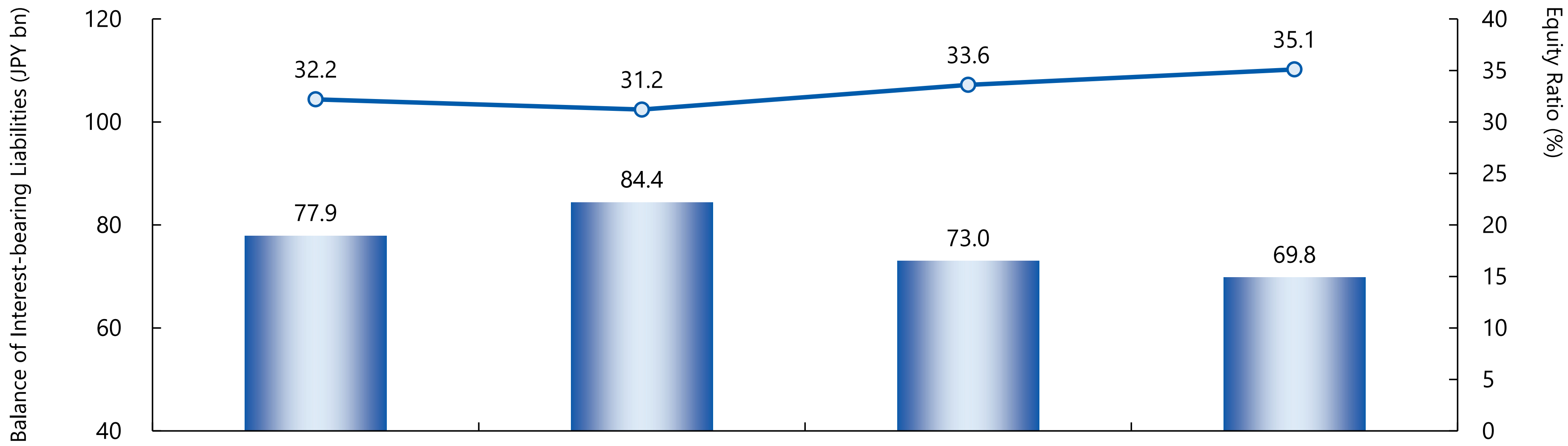
Total assets increased due to investments in production optimization under Project Z and other initiatives. Investments progressed as planned.

Inventories increased slightly due to the effect of foreign exchange fluctuations at overseas subsidiaries.

(JPY bn)	As of Jun. 30, 2024	As of Jun. 30, 2025	As of Jun. 30, 2026	YoY Change		As of Jun. 30, 2024	As of Jun. 30, 2025	As of Jun. 30, 2026	YoY Change
Cash & Deposits	10.8	9.9	**7.1**	**(2.8)**	Accounts Payable-Trade	28.2	25.6	**28.0**	**+2.3**
Accounts Receivable-Trade	37.8	40.8	**35.5**	**(5.2)**	Interest-bearing Liabilities	84.4	73.0	**69.8**	**(3.2)**
Inventories	70.9	56.7	**57.6**	**+0.9**	[Loans Payable]	[76.8]	[66.0]	**[62.4]**	**[(3.5)]**
Other Current Assets	3.6	4.0	**5.5**	**+1.4**	Accounts Payable-Other	11.9	12.5	**14.1**	**+1.6**
					Other Liabilities	24.4	24.8	**28.3**	**+3.4**
Total Current Assets	123.3	111.6	**105.8**	**(5.7)**	Total Liabilities	149.0	136.2	**140.3**	**+4.1**
Property, Plant and Equipment	82.0	80.6	**89.2**	**+8.5**	Net assets	75.1	75.3	**83.5**	**+8.2**
Intangible Assets	2.7	2.8	**4.6**	**+1.7**					
Investments and Other Assets	16.0	16.3	**24.1**	**+7.8**	[Retained Earnings]	[19.4]	[19.6]	**[21.4]**	**[+1.7]**
Total Non-current Assets	100.8	99.8	**118.0**	**+18.1**					
Total Assets	224.2	211.5	**223.9**	**+12.3**	Total Liabilities and Net Assets	224.2	211.5	**223.9**	**+12.3**

Equity Ratio / Interest-bearing Liabilities:
D/E Ratio Remained Below 1.0

・ Interest-bearing liabilities continued to decline, and the D/E ratio remained below 1.0.



	Jun. 2023	Jun. 2024	Jun. 2025	Jun. 2026
Loans Payable and Bonds	71.0	76.8	66.0	62.4
Lease Obligations	6.9	7.5	7.0	7.3
Total Interest-bearing Liabilities	77.9	84.4	73.0	69.8
D/E Ratio	1.04	1.12	0.97	0.84

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

Cash Flows:
Full-year Cash Flows from Operating Activities Expected to Turn Positive

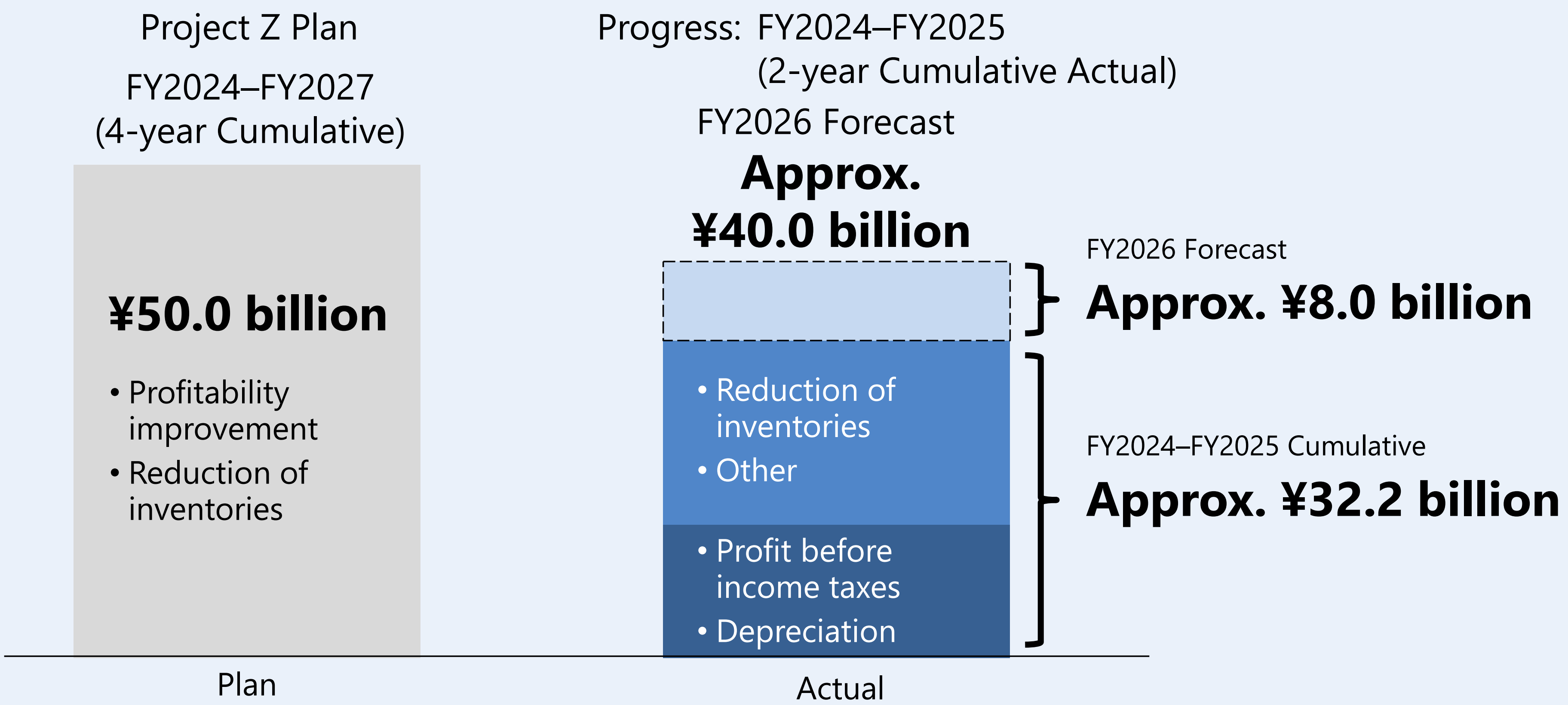
ISEKI
ISEKI & CO., LTD.

(JPY bn) (January 1, 2026 to June 30, 2026)	FY2023/12 1H Actual	FY2024/12 1H Actual	FY2025/12 1H Actual	FY2026/12 1H Actual	YoY Change
Cash Flows from Operating Activities	**(7.5)**	**(1.1)**	**4.5**	**(2.6)**	**(7.1)**
Profit Before Income Taxes	2.9	0.2	4.7	**4.8**	+0.1
Depreciation	2.8	2.7	2.5	**2.6**	+0.1
Impairment Losses	0.0	2.2	0.0	**0.2**	+0.1
Decrease (Increase) in Trade Receivables	(10.2)	(10.3)	(16.3)	**(8.9)**	+7.3
Decrease (Increase) in Inventories	(2.5)	4.0	11.1	**0.3**	(10.8)
Increase (Decrease) in Trade Payables	(3.2)	(14.2)	0.8	**0.9**	+0.0
Increase (Decrease) in Accounts Payable-Other	(0.1)	11.4	2.2	**1.0**	(1.1)
Other, Net	2.8	2.8	(0.8)	**(3.7)**	(2.9)
Cash Flows from Investing Activities	**(3.0)**	**(3.1)**	**(0.7)**	**(8.8)**	**(8.1)**
Purchase of Property, Plant and Equipment and Intangible Assets	(3.0)	(3.1)	(2.4)	**(8.8)**	(6.4)
Proceeds from Sale of Property, Plant and Equipment and Intangible Assets	0.1	0.3	1.7	**0.2**	(1.5)
Free Cash Flow	**(10.6)**	**(4.2)**	**3.7**	**(11.5)**	**(15.3)**
Cash Flows from Financing Activities	**8.0**	**4.9**	**(3.0)**	**5.3**	**8.4**
Net Increase (Decrease) in Cash and Cash Equivalents	**(2.1)**	**0.7**	**1.0**	**(5.9)**	**(6.9)**

Progress of Cash Flows from Operating Activities

- Cash flows from operating activities improved significantly in FY2024 and FY2025, with approximately an additional ¥8.0 billion expected to be generated in FY2026.
- Against the four-year cumulative target of ¥50.0 billion, approximately ¥40.0 billion in cash flows from operating activities is expected to be generated over the three years through FY2026.

Cash flows from operating activities



Project Z:
Overall Progress

- Effects for 2026 are emerging as planned, with progress being made toward the 2027 target.
  - Fundamental structural reforms have generally progressed as planned, with the effects of measures emerging progressively.
  - Under the growth strategy, results have steadily expanded in the European business and in the domestic large-sized and advanced machinery fields.

* Positive effects of Project Z on 1H operating profit (YoY)

Project Z	¥1.6 bn
Structural reforms	¥0.6 bn
Growth strategy	¥1.0 bn

	Core themes		Achievements through FY2026 2Q and progress toward FY2027
Fundamental structural reforms	**Optimize production**	■ **Reorganization of production sites**	• The transfer of combine harvester and hydraulic equipment production was implemented as planned, with mass production being launched progressively. • Capital investment and organizational development are continuing to consolidate the models produced.
Fundamental structural reforms	**Optimize development**	■ **Product margin improvement** ■ **Development efficiency improvement**	• The effects of product margin improvements are progressing in line with the revised plan. We will continue our efforts to achieve the level envisaged in the initial plan. • The reduction of models and types is progressing as planned.
Fundamental structural reforms	**Deepen domestic sales**	■ **Building a base for strategic growth**	• Sales and logistics reforms are being promoted to generate synergies from the integration of ISEKI Japan. • The reduction in inventories has progressed beyond the plan.
Fundamental structural reforms	**Transformation to a robust corporate structure**	■ **Optimization of employee composition and investing in human capital** ■ **Cost reduction**	• An appropriate workforce level has been maintained while investment in human capital has been expanded. • Expenses have been maintained at the planned level.
Growth strategy	**Concentrate management resources on growth segments**	**Overseas** ■ **Development of region-specific strategies**	• Sales in the European business continued to expand, and initiatives to generate synergies through collaboration among the three subsidiaries have commenced. • New markets are being developed in ASEAN.
Growth strategy	**Concentrate management resources on growth segments**	**Domestic** ■ **Focus on growth areas**	• Sales targets were achieved in the large-sized and advanced machinery fields, while sales expansion of mowing products is being promoted. • New large-sized tractors, combine harvesters, and rice transplanters will be launched.

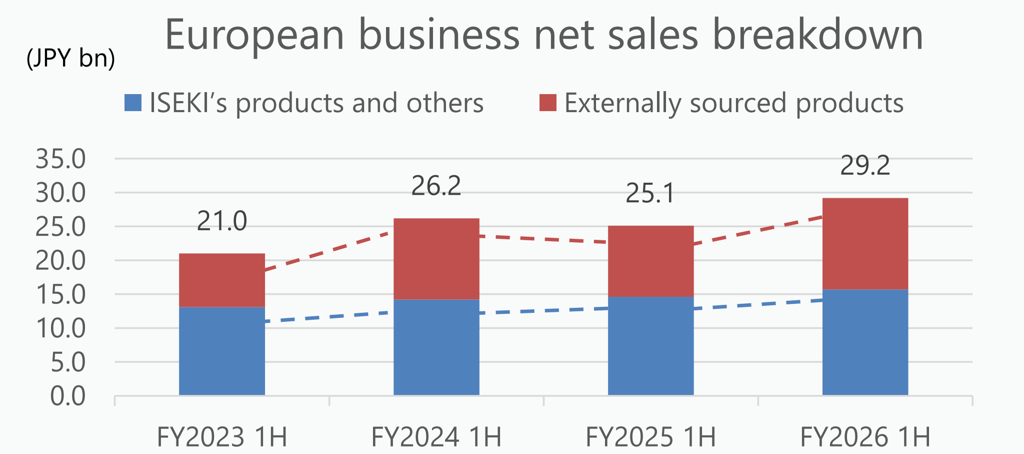
Project Z:
Progress of Growth Strategy

- The growth strategy is progressing steadily.
- The high-margin European business and domestic large-sized machinery are achieving steady growth.

European business

In the high-margin European business, net sales reached a record high.
In addition to steady sales of ISEKI's products, the benefits of expanding the lineup of externally sourced products materialized.

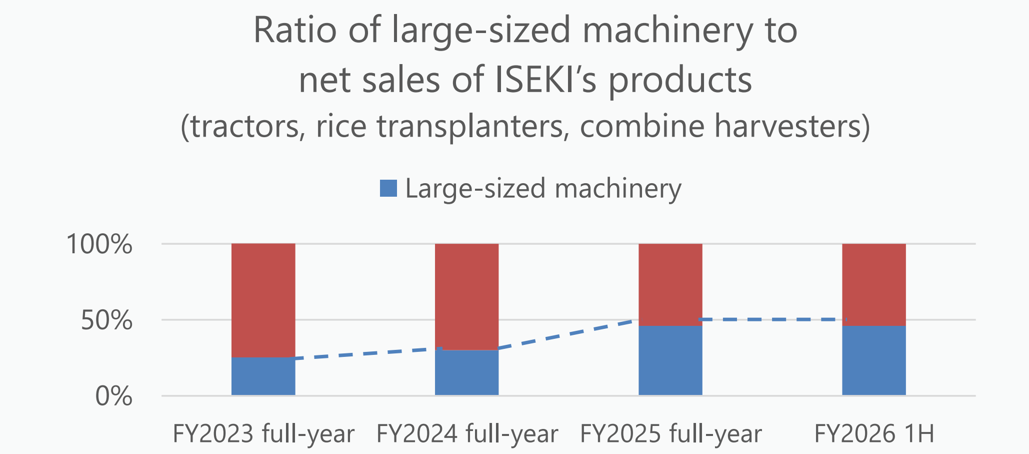
We will further strengthen collaboration among the three European subsidiaries to generate synergies and achieve further sales growth.



Large-sized machinery

Despite a temporary decline in production capacity associated with the reorganization of production sites, the large-sized machinery sales ratio remained at a high level of over 40%.
In the second half, new large-sized flagship models in the "JAPAN Series," including tractors, rice transplanters, and combine harvesters, will be launched.

As large-sized machinery generates significant demand for maintenance and inspections after sale, we will seek further sales expansion with a view to increasing future maintenance revenues.



2. Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2026

Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2026:
No Revisions

ISEKI & CO., LTD.

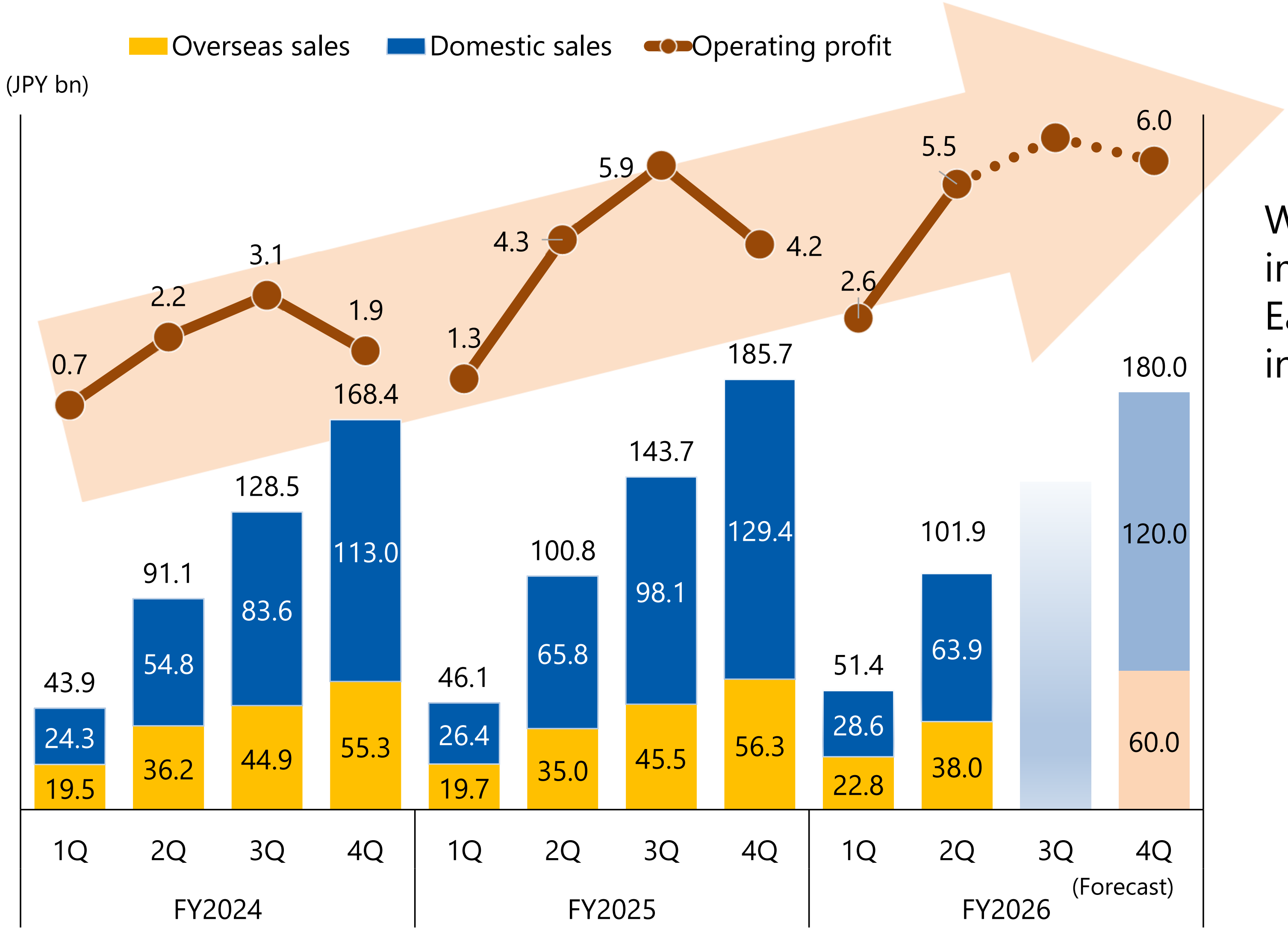
Exchange rate assumptions were revised in light of recent fluctuations, but the impact is limited.

(JPY bn, %)		FY2023/12 Actual	FY2024/12 Actual	FY2025/12 Actual	FY2026/12 Forecast	YoY Change
Net Sales		169.9	168.4	185.7	**180.0**	**(5.7)**
(Domestic)		113.0	113.0	129.4	**120.0**	**(9.4)**
(Overseas)		56.8	55.3	56.3	**60.0**	**+3.6**
Operating Profit		2.2	1.9	4.2	**6.0**	**+1.7**
Operating Margin		1.3%	1.1%	2.3%	**3.3%**	**+1.0%**
Ordinary Profit		2.0	1.5	4.1	**4.9**	**+0.7**
Profit (Loss) Attributable to Owners of Parent		0.0	(3.0)	2.7	**3.0**	**+0.2**
Average Exchange Rate (JPY)	US$	139.7	151.7	149.9	**153.4** *2	**+3.5**
	Euro	156.6	164.8	169.1	**180.2** *2	**+11.1**
ROE (%)		0.0%	-4.4%	3.9% (2.4%)*1	**4.0%**	**+0.1%**
Year-end Dividend Per Share (JPY)		30	30	40	**45**	**+5**

*1 The figure in parentheses excludes a gain on sale of non-current assets of ¥1.0 billion.

*2 Full-year average exchange rates used in the current forecast (Assumed exchange rates for 2H: JPY 150.0/US$ and JPY 175.0/Euro)

Trends in Consolidated Financial Results:
Strong Performance Continued through 1H



We are currently assessing the impact of the 2026 Kumamoto Earthquake on the ISEKI Group, including its suppliers.

Notes on the Future Forecast

ISEKI
ISEKI & CO., LTD.

- The objective of this presentation document is to provide information and never intends to induce any action.
- The document was created by ISEKI with currently available information, and it involves potential risks and uncertainties. The forecast may not be consistent with actual results depending on fluctuation of the economic situation and market trends.
- In using this information, investors are expected to depend on their own judgment. ISEKI is not liable for any losses incurred by investment decision made utilizing the business forecast or targets given in this document.
- These documents have been translated for reference purposes only. In the event of any discrepancy between these translated documents and their Japanese originals, the originals shall prevail.

Solution Provider
for Agriculture & Landscape

食から日本を考える。
NIPPON FOOD SHIFT