[Delayed] Supplementary Information to Consolidated Financial Results

(January 1, 2026 – September 30, 2026)

ISEKI & CO., LTD.

November 13, 2026

Key Points

● Financial Results for the Third Quarter of the Fiscal Year Ending December 31, 2026 [YoY change]

Net sales:
Lower sales
(Net sales exceeding the internal target)

Domestic: Orders for agricultural machinery remained strong. However, production was unable to keep pace with orders, particularly for combine harvesters.

Overseas: Europe remained firm. North America was on a recovery trend.

Gross profit margin:
Improved by 2.1pt

Previous fiscal year: 30.0% ->
Current fiscal year: 32.1%
The positive effects of Project Z emerged.

Operating profit:
Higher profit (108.6%)

Previous fiscal year: ¥5.9 billion ->
Current fiscal year: ¥6.5 billion
Operating margin reached 4.6% (improved by 0.4 pt).

Order backlog for combine harvesters (unit basis)
Increased by approx. four months

Sales and profit recognition was delayed, with most expected to be recognized from the next fiscal year onward.

● Full-year forecast of the financial results for the fiscal year ending December 31, 2026

No revision

	Current FY forecast	YoY	
Net sales:	¥180.0 bn	-¥5.7 bn	(96.9%)
Operating profit:	¥6.0 bn	+¥1.7 bn	(142.0%)
Dividend per share:	¥45	+¥5	

● Topics

- **Improving share liquidity and broadening the shareholder base through a secondary offering of shares**
  Enhancing shareholder returns and improving capital efficiency through the repurchase of treasury shares
- **Commencement of a feasibility study with FPS-Machines B.V. ("FPS"), a Dutch company, on electric tractors for Europe**
- **Sale of the former Kumamoto Plant site (Gain on transfer: approximately ¥6.1 billion, scheduled for 1Q 2027)**

Index

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

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

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

Outline of Consolidated Financial Results:
Lower Sales as Well as Higher Operating Profit and Ordinary Profit

(JPY bn, unless otherwise noted) (January 1, 2026 to September 30, 2026)	FY2024/12 3Q Actual	FY2025/12 3Q Actual	FY2026/12 3Q Actual	YoY Change	
				Amount	%
Net Sales	128.5	143.7	**142.2**	**(1.5)**	**-1.0%**
(Domestic)	83.6	98.1	**94.3**	**(3.8)**	**-3.9%**
(Overseas)	44.9	45.5	**47.8**	**+2.2**	**+5.0%**
Gross Profit	38.8	43.1	**45.6**	**+2.4**	**+5.8%**
Gross Profit Margin (%)	30.3%	30.0%	**32.1%**	**+2.1%**	**–**
Operating Profit	3.1	5.9	**6.5**	**+0.5**	**+8.6%**
Operating Margin (%)	2.4%	4.2%	**4.6%**	**+0.4%**	**–**
Ordinary Profit	2.9	5.3	**5.6**	**+0.2**	**+4.8%**
Profit (Loss) Attributable to Owners of Parent	(0.5)	4.1	**4.0**	**(0.0)**	**-1.8%**

Average Exchange Rate (JPY)	US$	150.5	148.9	**158.8**	**+9.9**	**–**
	Euro	159.7	165.4	**184.2**	**+18.8**	**–**

Main factors of YoY changes

Domestic Sales:	Orders for agricultural machinery remained strong However, production was unable to keep pace with orders (Particularly combine harvesters, the impact of production transfer and the Kumamoto Earthquake) Order backlog increased (approximately four additional months for combine harvesters)
Overseas Sales:	Overseas sales increased and, Europe remained firm, while North America was on a recovery trend
Operating Profit:	Operating profit increased, and the gross profit margin improved The positive effects of Project Z emerged
Ordinary Profit:	The increase in ordinary profit was limited by temporary expenses for syndicated loans, etc.
Profit:	The gain on sale of non-current assets recorded in the previous fiscal year did not recur Income taxes – deferred (expense) decreased

Main factors of YoY change in profit (Positive: profit improvement, JPY bn)	
Increase in operating profit	+¥0.5 bn
Temporary expenses for syndicated loans	¥(0.2) bn
Absence of gain on sale of non-current assets recorded in the previous fiscal year	¥(1.0) bn
Decrease in deferred income tax expense	+¥1.2 bn

Domestic Sales:

Orders for Agricultural Machinery Remained Strong; However, Production was Unable to Keep Pace with Orders

(JPY bn, unless otherwise noted) (January 1, 2026 to September 30, 2026)			FY2024/12 3Q Actual	FY2025/12 3Q Actual	FY2026/12 3Q Actual	YoY Change	
						Amount	%
Agricultural Machinery Related	Agricultural Machinery	Cultivating & Mowing Machinery	16.0	18.5	**18.7**	**+0.1**	**+1.1%**
		Planting Machinery	5.1	6.5	**6.3**	**(0.1)**	**-2.4%**
		Harvesting & Processing Machinery	11.1	14.1	**8.8**	**(5.3)**	**-37.6%**
		Subtotal	32.3	39.3	**34.0**	**(5.2)**	**-13.5%**
	Maintenance	Spare Parts	12.7	13.3	**14.6**	**+1.2**	**+9.3%**
		Repair Fees	4.6	5.0	**5.3**	**+0.3**	**+7.3%**
		Subtotal	17.3	18.3	**19.9**	**+1.6**	**+8.8%**
	Farming Implements		15.7	20.8	**21.2**	**+0.3**	**+1.7%**
	Total		65.5	78.5	**75.2**	**(3.3)**	**-4.2%**
Construction of Facilities			2.8	5.2	**3.9**	**(1.3)**	**-25.4%**
Others			15.3	14.3	**15.1**	**+0.8**	**+5.9%**
Total			83.6	98.1	**94.3**	**(3.8)**	**-3.9%**

Ratio of Revenue from Maintenance (%)	20.8%	18.7%	**21.2%**	**+2.5%**	**–**

Main factors of YoY changes

Agricultural machinery:	Tractors and rice transplanters remained firm, while net sales of combine harvesters decreased due to the impact of production transfer and the Kumamoto Earthquake (P.15: Outlook for Combine Harvesters)
Maintenance revenues:	Maintenance revenues were a stable source of revenue, and sales expanded steadily
Farming implements:	Net sales of rice-farming implements grew
Construction of Facilities:	The completion of large facility projects in the previous fiscal year did not recur
Others:	Revenue from rice cleaning and sales of agricultural materials and other items remained firm

► (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:
Europe Remained Firm, While North America was on a Recovery Trend

(JPY bn, unless otherwise noted) (January 1, 2026 to September 30, 2026)	FY2024/12 3Q Actual	FY2025/12 3Q Actual	FY2026/12 3Q Actual	YoY Change	
				Amount	%
Europe	31.2	31.3	**34.7**	**+3.4**	**+11.0%**
North America	9.1	7.6	**8.7**	**+1.1**	**+15.1%**
Asia	4.0	6.2	**3.8**	**(2.4)**	**-38.6%**
Others	0.5	0.3	**0.4**	**+0.1**	**+33.3%**
Total	44.9	45.5	**47.8**	**+2.2**	**+5.0%**

Overseas Sales Ratio	35.0%	31.7%	**33.7%**	**+2.0%**	**–**

Main factors of YoY changes

Europe:	Sales continued to grow, driven mainly by robotic mowers in France and ISEKI's products in Germany New products (purchased products) are scheduled for launch in Germany in 2027
North America:	Although the market remained sluggish, orders from AGCO were on a recovery trend
Asia:	In South Korea, production could not keep up with orders for large-sized combine harvesters Sales in Thailand remained sluggish due to the continued economic downturn Sales in Indonesia are expected to recover in 4Q

Operating Profit:

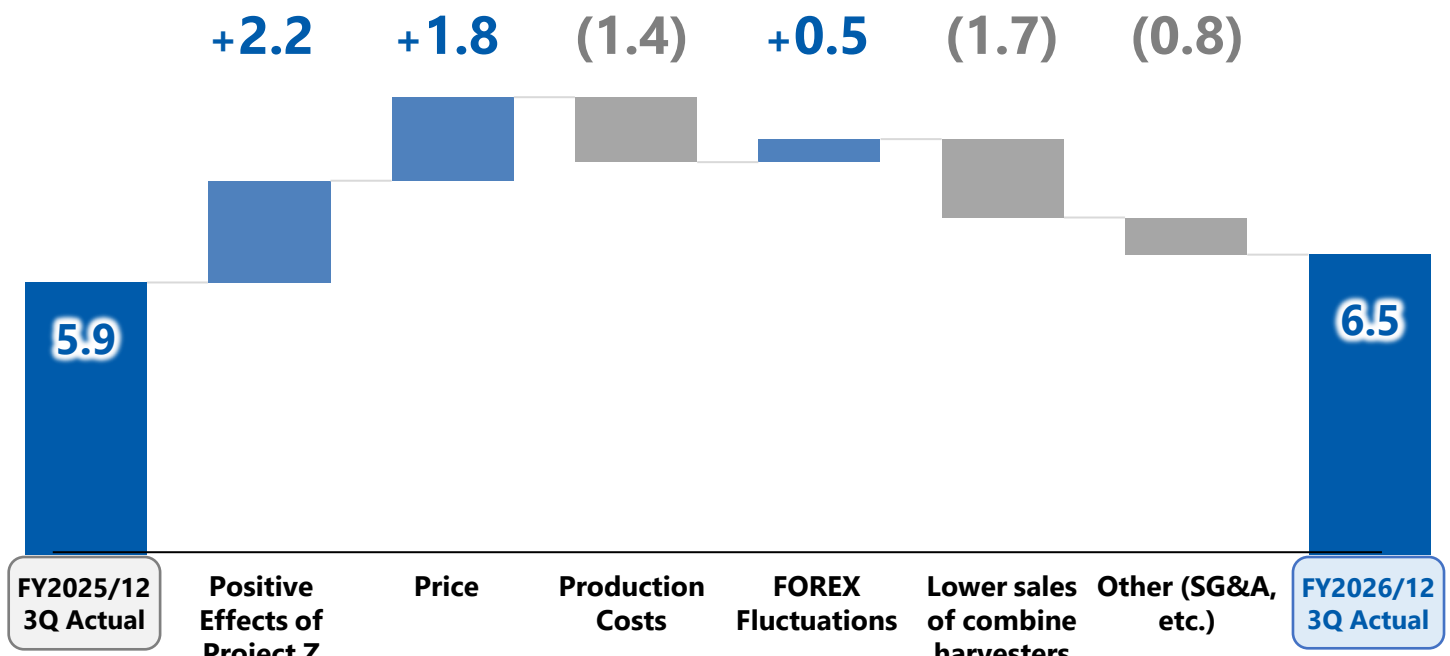
The Positive Effects of Project Z Emerged, and the Operating Margin Improved While Operating Profit Increased

ISEKI
ISEKI & CO., LTD.

Operating Margin: 4.6% [YoY Change: +0.4%]

(JPY bn, unless otherwise noted) (January 1, 2026 to September 30, 2026)	FY2025/12 3Q Actual	FY2026/12 3Q Actual	YoY Change	
			Amount	%
Net Sales	143.7	**142.2**	**(1.5)**	**-1.0%**
Gross Profit	43.1	**45.6**	**+2.4**	**+5.8%**
Gross Profit Margin	30.0%	**32.1%**	**+2.1%**	**–**
SG&A Expenses	37.1	**39.1**	**+1.9**	**+5.3%**
Personnel Expenses	21.1	**22.0**	**+0.8**	**+4.2%**
Other Expenses	15.9	**17.0**	**+1.0**	**+6.8%**
Operating Profit	5.9	**6.5**	**+0.5**	**+8.6%**
Operating Margin	4.2%	**4.6%**	**+0.4%**	**–**

[Breakdown of YoY change (+¥0.5 billion)]



[Effect of FOREX fluctuations (JPY bn)]

Net Sales	Cost of Sales	SG&A Expenses	Operating Profit
+3.8	+2.5	+0.8	+0.5

[Positive effects of Project Z (JPY bn)]

(YoY Change)	Full-year Forecast	3Q Actual
Operating Profit	+2.8	+2.2

P.16: Progress of Project Z

Balance Sheet:

Financial Soundness was Maintained While Steadily Executing Investments in Production Optimization

Inventories: Inventories of production parts and other materials increased temporarily but will be reduced toward the end of the fiscal year.

Interest-bearing liabilities: Although funding for production optimization increased, working capital decreased. The D/E ratio remained stable (from 0.97x to 0.95x).

(JPY bn)	As of Sep. 30 2024	As of Sep. 30 2025	As of Sep. 30 2026	YoY Change		As of Sep. 30 2024	As of Sep. 30 2025	As of Sep. 30 2026	YoY Change
Cash & Deposits	7.6	10.1	**7.0**	**(3.1)**	Accounts Payable-Trade	23.3	25.7	**26.8**	**+1.1**
Accounts Receivable-Trade	35.0	40.3	**33.3**	**(7.0)**	Interest-bearing Liabilities	84.7	75.2	**80.7**	**+5.4**
Inventories	68.0	58.2	**62.8**	**+4.5**	[Loans Payable]	[77.1]	[68.3]	**[73.3]**	**[+4.9]**
Other Current Assets	3.7	4.3	**6.4**	**+2.1**	Accounts Payable-Other	9.7	12.0	**12.3**	**+0.2**
					Other Liabilities	22.1	25.2	**24.6**	**(0.5)**
Total Current Assets	114.4	113.1	**109.6**	**(3.4)**	Total Liabilities	139.9	138.2	**144.5**	**+6.3**
Property, Plant and Equipment	81.4	81.3	**88.8**	**+7.5**	Net assets	74.1	77.9	**85.0**	**+7.0**
Intangible Assets	2.6	3.2	**5.0**	**+1.7**					
Investments and Other Assets	15.5	18.4	**26.0**	**+7.5**	[Retained Earnings]	[19.4]	[20.5]	**[22.3]**	**[+1.8]**
Total Non-current Assets	99.6	103.0	**119.9**	**+16.8**					
Total Assets	214.1	216.2	**229.5**	**+13.3**	Total Liabilities and Net Assets	214.1	216.2	**229.5**	**+13.3**
					(Equity ratio)	32.3%	34.0%	34.9%	+0.9%
					(D/E ratio)	1.14 times	0.97 times	0.95 times	(0.02) times

Cash Flows

Cash flow will deteriorate temporarily next spring due to an increase in inventories of purchased farming implements for sale and other factors. Efforts will be made to reduce inventories from 4Q through next spring.

(JPY bn) (January 1, 2026 to June 30, 2026)	FY2024/12 3Q Actual	FY2025/12 3Q Actual	FY2026/12 3Q Actual	YoY Change
Cash Flows from Operating Activities	**(4.5)**	**5.0**	**(10.1)**	**(15.1)**
Profit Before Income Taxes	0.6	6.2	**5.0**	(1.2)
Depreciation	4.0	3.8	**4.1**	+0.2
Impairment Losses	2.2	0.0	**0.4**	+0.3
Decrease (Increase) in Trade Receivables	(7.9)	(15.7)	**(6.9)**	+8.8
Decrease (Increase) in Inventories	5.1	10.2	**(5.5)**	(15.7)
Increase (Decrease) in Trade Payables	(18.5)	0.8	**0.0**	(0.7)
Increase (Decrease) in Accounts Payable-Other	9.2	1.7	**(0.7)**	(2.4)
Other, Net	0.6	(2.1)	**(6.5)**	(4.3)
Cash Flows from Investing Activities	**(4.3)**	**(2.7)**	**(12.1)**	**(9.3)**
Purchase of Property, Plant and Equipment and Intangible Assets	(4.3)	(4.6)	**(12.1)**	(7.5)
Proceeds from Sale of Property, Plant and Equipment and Intangible Assets	0.3	1.8	**0.3**	(1.4)
Free Cash Flow	**(8.9)**	**2.2**	**(22.3)**	**(24.5)**
Cash Flows from Financing Activities	**6.1**	**(1.2)**	**16.2**	**+17.4**
Net Increase (Decrease) in Cash and Cash Equivalents	**(2.4)**	**1.2**	**(6.0)**	**(7.2)**

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

ISEKI
ISEKI & CO., LTD.

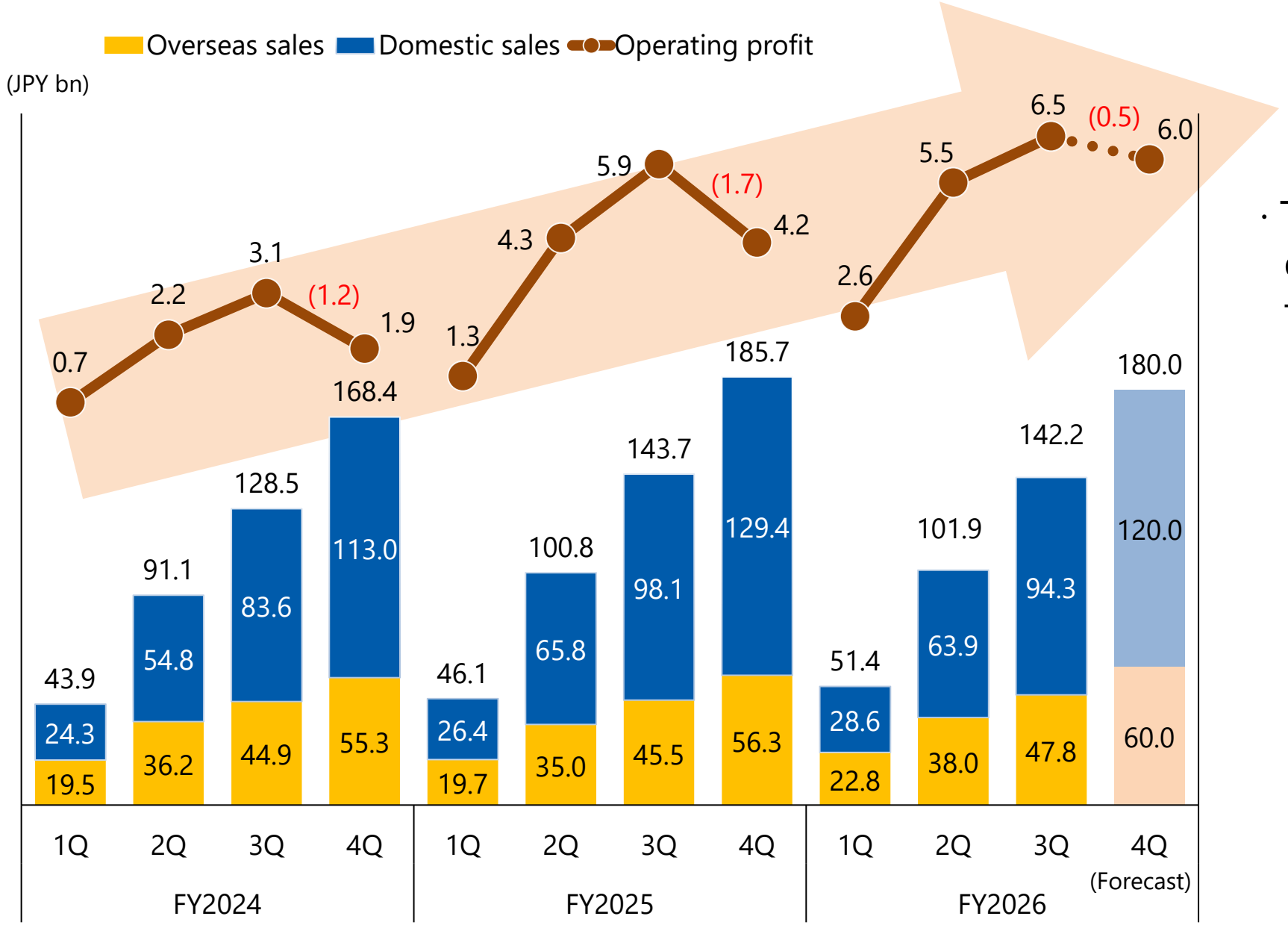
・No revision

(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 as of the previous announcement (August 7, 2026) (Assumed exchange rates for 2H: JPY 150.0/US$ and JPY 175.0/Euro)

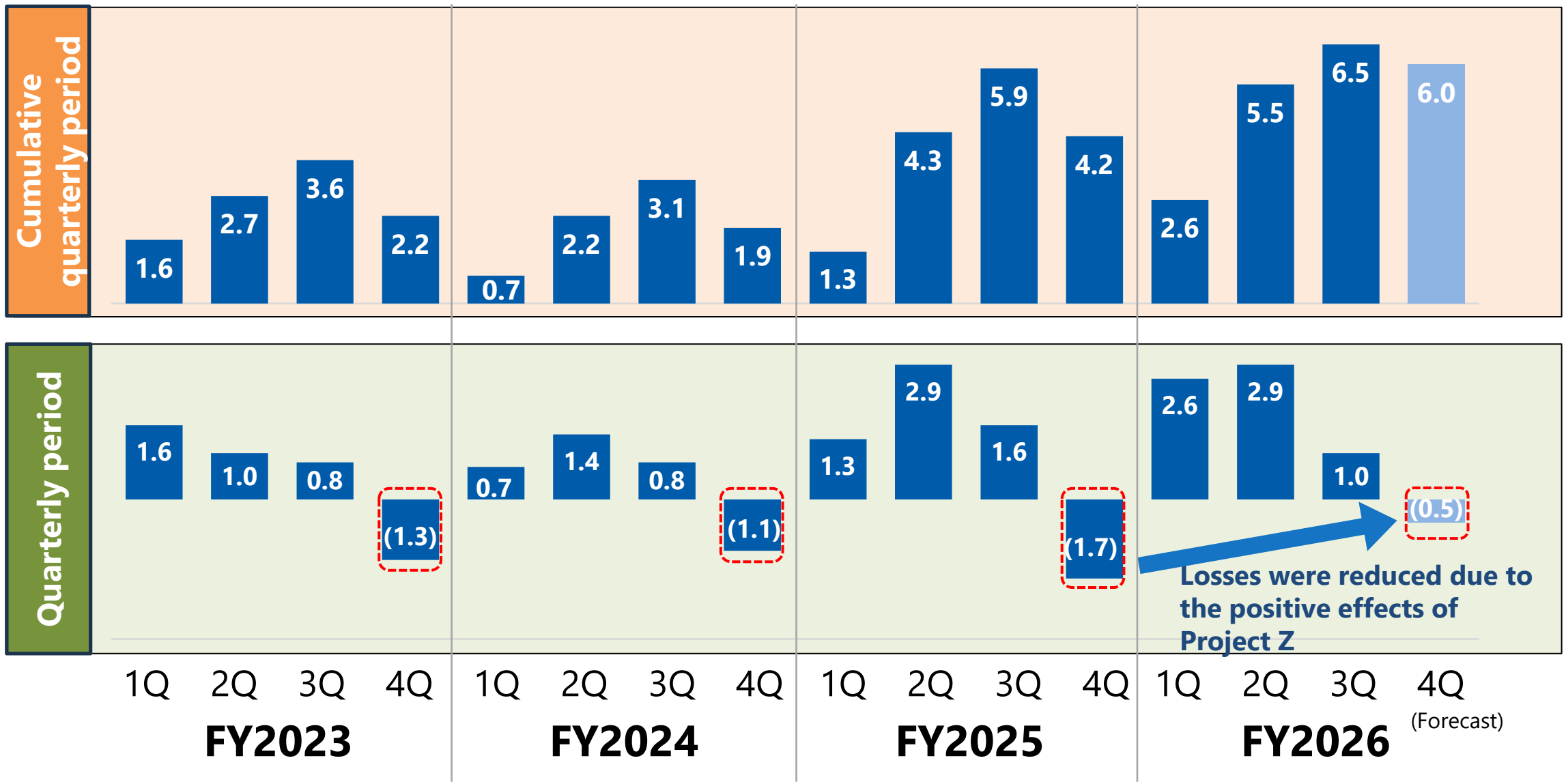
Trends in Consolidated Financial Results:
The Positive Effects of Project Z Emerged, and Profit is Expected to Increase for the Full Year



- The positive effects of Project Z emerged, reducing the tendency toward negative profit in 4Q.

(Reference) Trends in Consolidated Operating Profit

(JPY bn)



Outlook for Combine Harvesters:
Sales are Expected to Recover as Full-scale Production Begins

ISEKI
ISEKI & CO., LTD.

2024-2025

Project Z: Reorganization of production sites
A decision was made to transfer production from Kumamoto to Matsuyama (July 18, 2024).

Increased production
We aimed to build up inventory for 2026 in anticipation of the production transfer period.

Sales increased due to strong demand
Sales exceeded the increase in production, preventing inventory buildup.

2026

Announced a forecast of lower domestic sales
Took into account the production transfer period.

Production transfer period (Jan.–May)
Resumption of production (From Jun.)
Project Z is progressing as planned.
Recognized challenges in achieving stable production.

Impact of the 2026 Kumamoto Earthquake
A supplier was affected by the earthquake.
Faced shortages in the procurement of certain parts.

As a result, production fell short of the plan.

Increase in order backlog
Despite strong orders for large-sized products, production was unable to keep pace with orders.
Order backlog increased by approximately four months compared with the previous fiscal year.

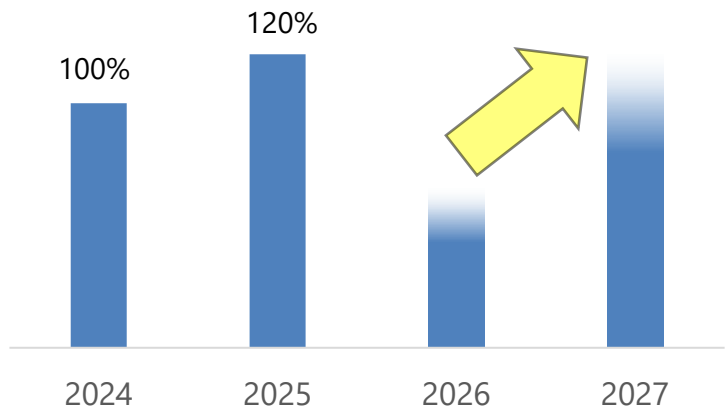
2027

Full-scale production of combine harvesters (resumption)
Production volume is expected to recover to normal annual levels.

Sales are expected to recover, supported by the order backlog
Deliveries will be made and revenue will be recognized in stages during 2027.

Combine harvester sales trend (amount)

***Percentage relative to 2024 (2024 = 100%)**



Progress of Project Z:

The Effects of Measures are Steadily Emerging and Will Increase to over ¥7.5 Billion in 2027

ISEKI
ISEKI & CO., LTD.

	Measures	Positive effects on operating profit (vs. 2023) 2026 3Q cumulative	Positive effects on operating profit (vs. 2023) 2026 4Q cumulative forecast	2026 achievements	2027 outlook and supporting factors	Positive effects on operating profit (vs. 2023) 2027 Cumulative forecast
Fundamental structural reforms	Optimize production	+¥1.2 bn	+¥2.2 bn	• Production of combine harvesters commenced in Matsuyama. • The benefits of fixed cost reductions materialized.	• The benefits will increase as full-scale production begins at the start of the fiscal year. • The consolidation of production models will continue.	+¥5.0 bn
	Optimize development			• Through the expansion of scope and methods, product margin improvements equivalent to 80% of the initially planned benefits for 2027 have been secured. • The reduction of models and types is progressing as planned.	• The benefits of product margin improvements will increase with the mass production of new models. • The target of a 30% reduction in the number of models is expected to be achieved.	
	Deepen domestic sales			• Sales productivity improved. • Logistics reforms and operational efficiency improvements continued.	• Site consolidation and optimization of employee composition will be promoted. • Inventories will be reduced through warehouse consolidation and a review of parts management.	
Growth strategy	Overseas	+¥1.4 bn	+¥1.6 bn	• The European business remained strong, and synergies through collaboration among the three companies were pursued. • The development of new markets in ASEAN were pursued.	• The European business will continue to drive profit growth. • New products will be launched in Germany.	+¥2.5 bn
	Domestic			• Focus remained on large-sized and advanced products, while mowing products progressed ahead of plan. • New large-sized products were launched.	• The benefits of previously launched new products will materialize. • The customer base will expand through the initiatives of the Large-Scale Planning Section.	
	(Total)	+¥2.6 bn	+¥3.8 bn			+¥7.5 bn or more

Notes on the Future Forecast

- 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