

Status of Sustainability Targets

Materiality	KPI*1	Target			Fiscal 2033 (Eco-Vision)	
		Fiscal 2024	Fiscal 2025	Fiscal 2023		
Creating new value for a healthy society	Resolution of medical issues through innovation	Number of hematology tests	Number of CBC tests (based on the number of reagents)	—	—	—
		Hematology market share*2	Percentage of consolidated sales to the market size of instruments, reagents, and services in a single year in the field of hematology	—	—	
		Number of cases with surgical support robot	Number of cases with surgical robot system (manufactured by Mediaroid Corporation)	—	—	
		Number of patents	Total number of patents, utility model rights and design rights obtained	—	—	
		Number of new patents	Total number of patents, utility model rights and design rights applied for	—	—	
		Number of cancer genomes Analyzed*3	Number of cancer genomes analyzed by the NCC OncoPanel	—	—	
		Number of breast cancer tests using the OSNA method	Number of breast cancer tests using the OSNA method	—	—	
Improvement in accessibility to healthcare	Sales in emerging and developing markets	Consolidated sales in emerging and developing markets	—	—	—	
Providing responsible products, services, and solutions	Pursuit of quality and trust	Number of recalls*4	Number of voluntary recalls/repairs for products sold (instruments and reagents)	—	—	—
		Number of FDA warning letters	Number of FDA warning letters issued to Sysmex	—	—	
	Strengthening supply chain management	CSR survey response rate (primary suppliers in Japan and overseas)	Percentage of raw material suppliers that responded to CSR surveys (primary suppliers in Japan and overseas)	90%	90%	
		Number of training sessions for suppliers (Japan)*5	Number of briefings, training, and other training sessions for domestic suppliers (single year)	5	5	
		Third-party certification rate of suppliers (primary, Japan)*5	Percentage of primary raw material suppliers (domestic) obtaining third-party certification for manufacturing or product quality	—	—	
Reducing environmental impacts	Resource circulation in product life cycle	Zero product loss	Unused disposal rate of in-house manufactured goods, raw materials and spare parts (cost/sales percentage)	0.20%	0.18%	Less than 0.1%
		Recycling of containers and packing and utilization of environment compliance materials	Rate of recycled or environmentally conscious materials used in containers and packaging/labeling materials	50%	60%	100%
		Reduction of greenhouse gas emissions (Scope 3)	Percentage of reduction of greenhouse gas emissions (Scope 3) with FY2022 as the base year	Cut 5%	Cut 10%	Cut 35%
		Supplier engagement ratio	The percentage of suppliers in Categories 1, 2, 4, and 9 that have obtained SBT certification or are committed to GHG emissions reductions equivalent to SBT	—	—	—
		Reduction of packaging and labeling materials	Percentage reduction of total packaging material weight with FY2019 at the base year	—	—	—

*1 The shaded KPIs were added in April 2023. The items whose targets are displayed as “—” are monitoring items for which no targets are set.

*2 Source: Clearstate and Sysmex estimates

*3 Target: Sysmex Group in Japan

*4 The figure disclosed in the previous fiscal year has been revised due to a change in the calculation method

*5 Target: Sysmex Corporation on a non-consolidated basis

Results					Progress and Future Initiatives
Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	
—	2,971 million	2,977 million	3,325 million	3,322 million	The number of hematology testing in fiscal 2024 declined due to a temporary impact from a change in aggregation methods; however, our business continues to progress favorably. Market share increased due to growth in reagent sales driven by a rise in instrument installations across all regions, expansion in emerging markets such as India and Saudi Arabia, and progress in direct sales regions. The successful introduction of flagship models in Japan and EMEA also contributed to this growth. Sales of surgical robot system began overseas in fiscal 2024, and the number of cases increased dramatically, primarily in Japan, due to an increase in the number of installations. The number of cancer genomes analyzed and the number of breast cancer testing using the OSNA method have been steadily progressing. The number of patent applications decreased, as we grew more stringent in our selection of patents that would deliver future value and filed more strategic patent combinations. We will continue to monitor the social impact of both our existing diagnostics business and our new medical robotics business.
55.6%	54.6%	54.0%	53.0%	54.6%	
—	—	1,323	2,903	5,209	
3,485	3,680	3,832	3,868	3,337	
287	298	257	200	182	
1.6 thousand	1.6 thousand	1.7 thousand	1.6 thousand	1.8 thousand	
46 thousand	54 thousand	52 thousand	52 thousand	53 thousand	
¥122.0 billion	¥143.0 billion	¥156.7 billion	¥164.6 billion	¥179.5 billion	Through the strengthening of our sales and service structure in emerging countries such as India, Brazil, the Middle East, Turkey, and Saudi Arabia, sales in emerging and developing countries increased by approximately 15 billion yen from the previous fiscal year. Positioning business expansion in emerging countries as one of our growth strategies, we are working to support improvements in accessibility to healthcare and quality.
8	3	7	4	6	In fiscal 2024, the number of recalls increased by two compared with the previous fiscal year; however, there were no health hazards. As for FDA warning letters, no warning letter was received, as in the previous fiscal year. We successfully prevent defective products from entering the market by establishing a system that ensures compliance with the regulations of each country, conducting regular quality audits, timely collecting information from the market through our global quality complaint handling system, and thoroughly investigating the causes of defective products. We will continue our efforts to maintain and improve the safety and quality of our products.
0	0	0	0	0	The CSR survey response rate for fiscal 2024 was maintained at 95%, continuing from the previous fiscal year, and achieved the target of 90%. In addition to working toward the improvement of initiatives based on the results of the CSR survey, we conducted six training sessions on the CSR survey and BCP response items. In fiscal 2024, we held an SBT briefing session and a study session on the importance and practice of calculating greenhouse gas emissions, promoting activities to reduce CO ₂ emissions across the entire supply chain. We will continue to promote sustainable procurement and ensure a stable supply of our products and services.
89%	90%	94%	95%	95%	
2	5	5	6	6	
86%	88%	86%	88%	89%	
—	—	—	0.40%	0.40%	As part of our efforts to achieve zero product loss, we established recycling systems in multiple regions for unused instruments that would otherwise be discarded. However, due to an increase in the disposal of COVID-19-related reagents and other items, the overall unused disposal rate remained at the same level as in the previous fiscal year. By fully switching to recycled and environmentally friendly materials, such as changing product packaging to recycled paper and FSC-certified paper, and replacing wooden pallets for instruments with cardboard, we exceeded our target for fiscal 2025.
—	—	—	43%	62%	With respect to Scope 3, we have continued to promote a modal shift in product shipments. However, the increase associated with the expansion of business activities outweighed these efforts, and we did not achieve our target in fiscal 2024. Going forward, we will revise our system so that GHG reduction efforts are properly reflected in the figures even as our business activities expand.
—	—	—	Cut 4%	Cut 1%	
—	—	—	40%	40%	
Cut 4%	Up 9%	Cut 7%	Cut 9%	Cut 4%	

Materiality	KPI*1	Target			
		Fiscal 2024	Fiscal 2025	Fiscal 2033 (Eco-Vision)	
Reducing environmental impacts	Reduction of greenhouse gas emissions (Scopes 1, 2)	Reduction rate of GHG emissions (Scope 1, 2) with FY2022 as the base year	Cut 35%	Cut 40%	Cut 55%
	Ratio of renewable energy	Percentage of using renewable energy	70%	75%	90% or higher
	Reduction of using energy per employee	Percentage of reduction of using energy per employee with FY2022 as the base year	Cut 2%	Cut 3%	—
	Reduction of water consumption (main reagent factories)	Percentage of reduction of water consumption per production of reagents with FY2022 as the base year	Cut 14pt	Cut 23pt	Cut 90pt
	Reduction of total waste	Percentage of reduction waste generated by business activities per consolidated sales with FY2022 as the base year	Cut 3%	Cut 5%	Cut 15%
	Ratio of product waste to sales	Ratio of products waste caused by expiry and other reasons to consolidated sales	—	—	—
Strengthening governance	Corporate governance	Number of meetings with investors and analysts*3	Number of meetings with institutional investors and securities analysts	—	—
	Compliance	Number of internal reports	Number of internal reports of incidents received	—	—
		Number of unethical incidents	Total number of incidents in which the violations the law were found, and disciplinary actions were taken for the violation of the Global Compliance Code	—	—
	Risk management	Number of information security trainees*4	Number of participants in information security training (gross)	—	—
Disaster risk reduction training participation rate*4		Participation rate in disaster risk reduction training conducted through e-learning, assuming disasters (excluding employees on long-term leave)	—	—	—

*1 The shaded KPIs were added in April 2023. The items whose targets are displayed as “—” are monitoring items for which no targets are set.

*2 The figure disclosed in the previous fiscal year has been revised due to a change in the calculation method

*3 Target: Sysmex Corporation on a non-consolidated basis

*4 Target: Sysmex Group in Japan

Results					Progress and Future Initiatives
Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	
—	—	—	Cut 29%	Cut 33%	We have been promoting the transition to renewable energy and the installation of energy-saving equipment. Although Scope 2 emissions have been on a declining trend, in fiscal 2024, electricity usage increased due to the parallel operation of new and existing plants in India. As a result, the reduction rates for Scope 1 and Scope 2 emissions did not meet our targets. Energy use per employee has remained at a level exceeding our target thanks to ongoing energy-saving initiatives at each business site. We will continue to promote operational efficiency and energy-saving Initiatives, as well as extend the transition to renewable energy—already completed at major domestic locations—to our overseas locations, thereby continuing our efforts to reduce greenhouse gas emissions.
—	—	—	69%	72%	
—	—	—	Cut 8%	Cut 7%	
—	—	—	Up 2pt*2	Cut 31pt	
Cut 8%	Cut 15%	Cut 27%	Cut 32%	Cut 33%	
0.6%	0.6%	0.5%	0.4%	0.5%	
506	485	597	723	753	We actively utilized conferences organized by securities companies, arranged dialogue opportunities with outside members of the Managing Board, and held small meetings on specific themes to facilitate communication with a wide range of investors. As a result, we held meetings with 753 companies, exceeding the previous year's 723. Going forward, we will continue to strengthen our relationship with a broad base of investors through dialogues.
12	28	21	26	17	In fiscal 2024, the number of internal reports totaled 17, including cases both in Japan and overseas. We investigated the facts of each case and took appropriate action. There were 19 unethical incidents, but no serious violations. Going forward, we will continue to position education and awareness-raising activities for employees as the foundation for promoting and ensuring compliance. We will also provide ongoing training and work to further instill conduct based on the Global Compliance Code.
5	14	9	15	19	
2,720	3,601	4,900	11,097	27,060	We conducted cybersecurity e-learning not only for employees across the Group but also for temporary employees and independent contractors. In addition, we regularly provided training in handling of spear phishing (BEC and phishing scams) as part of our efforts to raise employees' awareness of information security. In fiscal 2024, by increasing the number of spear phishing training, the number of participants rose significantly.
—	—	—	—	89.5%	To further strengthen our disaster response capabilities, we have newly set the “Disaster Prevention Training Participation Rate” as a KPI. In fiscal 2024, the participation rate reached a high level of 89.5%. We will continue to enhance employees' disaster awareness and response capabilities by conducting regular disaster prevention training and improving its content. We will also continue to improve related rules and manuals on disaster response, thereby strengthening our ability to address risks related to business continuity. The participation rate in disaster drills using the safety confirmation tool, which had been set as a KPI until fiscal 2023, remained at a high level of 98%.

Materiality	KPI*1		Target		
			Fiscal 2024	Fiscal 2025	Fiscal 2033 (Eco-Vision)
Increased engagement	Engagement score	Percentage of positive responses to engagement in the corporate culture survey	75%	75%	—
	Turnover ratio	Turnover rate of regular employees (Ratio for people who have left the organization for any reason, including layoffs, job cuts, job changes, retirement age, etc.)	10% or less	10% or less	
	Self-turnover rate	Annual retirement rate for personal reasons	—	—	
	Return rate from parental leave*2	Return to work after parental leave	—	—	
	Percentage of men taking childcare leave*2	Percentage of male employees (including part-time workers) taking childcare leave after their spouse bears a child	62% or higher	65% or higher	
Promotion of diversity, equity & inclusion	Female managers ratio	Ratio of women at director level or above	19% or higher	20% or higher	—
	Female next generation managers ratio	Percentage of women in the manager position	—	—	
	Female associates, employees ratio	Female associates, employees ratio	—	—	
	Percentage of mid-career recruitment in managerial and professional positions*2	Percentage of mid-career recruitment employees in managerial and professional positions	—	—	
	Male/female percentage among recruits (new graduates)*2	Female ratio in new graduates recruitment	—	—	
	Male/female percentage among recruits (mid-career)*2	Female ratio in mid-career recruitment	—	—	
	Percentage of women in executives*2	Ratio of women in the executives	—	—	
	Percentage of women and non-Japanese nationals in executives*2	Ratio of foreigners in the executives	—	—	
	Percentage of women in executives	Ratio of women in executives of group companies including the head office	—	—	
	Salary inequality in managerial and professional positions (total compensation)*2	Gender ratio in average total compensation value (managerial and professional positions)	—	—	
Salary inequality in general employees (total compensation)*2	Gender ratio in average total compensation value (general employees)	—	—		
Percentage of employees with disabilities*3	Percentage of employees with physical, intellectual, or mental disabilities	2.55% or higher	2.65% or higher		

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*2 Target: Sysmex Corporation on a non-consolidated basis

*3 Target: Sysmex Group in Japan

Results					Progress and Future Initiatives
Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	
66% (except EMEA)	65% (except EMEA)	71%	75%	76%	<p>The engagement score for fiscal 2024 rose by 1 percentage point from 75% in fiscal 2023, reaching 76% for the Group, thus achieving the target for the second consecutive year. Thanks to the establishment of the job-based personnel system, enhanced opportunities for growth, promotion of DE&I, initiatives to improve employee well-being, and efforts to create a safe and comfortable workplace environment, the score improved particularly in Japan, leading to greater satisfaction in working for Sysmex.</p> <p>For example, we received high scores in areas such as “I believe this is a company where I can work safely” and “Opportunities for growth are provided.” On the other hand, the score for “Knowledge and information are shared across departments” was low, highlighting the need to strengthen cross-departmental collaboration as one of our challenges going forward. The turnover rate for fiscal 2024 increased compared with the previous year. While regions such as Japan saw improvements thanks to strengthened human resource development and a review of compensation structures, turnover increased in the United States, where business restructuring was undertaken.</p> <p>We will continue to improve employee engagement by recruiting and developing talented people, creating a comfortable working environment, and promoting labor-management dialogue.</p>
7.5%	10.9%	8.4%	7.7%	8.0%	
—	—	6.8%	5.6%	5.6%	
—	—	100%	99%	99%	
31%	53%	62%	61%	77%	
16.2%	17.3%	19.5% (except Russia)	19.2%	18.7%	<p>The percentage of men taking childcare leave in fiscal 2024 rose by 16 percentage points from the previous year to 77%, achieving the target. This improvement reflects our initiatives such as setting targets in our action plans under the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on the Promotion of Women’s Active Engagement in Professional Life, supporting employees in balancing parenting and work, and conducting continuous awareness-raising activities to create a comfortable working environment. Examples include round table discussions for all domestic employees, seminars conducted by internal and external lecturers, issuance of a guidebook for male employees, and training for managers on diverse work styles. We will continue to take actions to further increase the percentage of male employees taking childcare leave.</p> <p>The female managers ratio exceeded 19% in fiscal 2022 and fiscal 2023, approaching the fiscal 2025 target of 20%. However, in fiscal 2024 the figure declined slightly, falling to the 18% range. By region, the Americas and other overseas regions have seen early appointments of women to management positions, with the percentage exceeding 30%. On the other hand, the figure in Japan remains at 10%, showing differences in progress among regions. Following the revision of our personnel system in 2020, a wider range of career path options has become available in Japan, leading to an increase in the number of women in management positions. The percentage of female managers has been maintained at 10% in Japan, which is above the Japanese manufacturing industry average of 8%. The percentage of women in the whole Group’s next-generation management positions remained at the same level as the previous fiscal year, reinforced by progress in overseas appointments.</p> <p>Going forward, to further accelerate the appointment of women to management positions, we will strengthen structural support measures such as the systematic development of management candidates and promotion to foster mindset change. We will also enhance monitoring KPIs such as diversity and the gender pay ratio among our management. Additionally, we will promote the creation of a workplace environment where diverse talent can thrive, along with fostering the integration of diversity, equity, and inclusion.</p>
—	—	32.1%	34.0%	34.0%	
—	—	41.8%	41.5%	41.1%	
—	—	41.7%	39.8%	38.6%	
—	—	35.9%	45.2%	43.0%	
—	—	27.0%	25.8%	36.5%	
—	—	8.3%	8.3%	8.3%	
—	—	16.7%	16.7%	16.7%	
—	—	9.4%	13.5%	14.8%	
—	—	93.1%	94.0%	96.2%	
—	—	80.1%	82.1%	84.7%	
2.30%	2.31%	2.31%	2.38%	2.69%	<p>The percentage of employees with disabilities in fiscal 2024 increased by 0.3 percentage points from 2.38% in the previous year to 2.69%. Although the number of employees in the Sysmex Group in Japan has been increasing due to business expansion, this improvement was attributable to the promotion of employment of people with disabilities at the special subsidiary Sysmex Harmony and Sysmex Corporation, as well as continued support for retention. We will continue to identify and streamline suitable tasks, while remain committed to creating roles and a working environments where each employee, regardless of disability, can fully demonstrate their unique characteristics and abilities.</p>

Materiality	KPI*1		Target			
			Fiscal 2024	Fiscal 2025	Fiscal 2033 (Eco-Vision)	
Creating an attractive workplace	Development of human resources	Training time per employee	Average training time per employee for training provided by HR and each division (including online training)	40.0 hours	40.0 hours	—
		Value-added productivity (non-consolidated)*2	Value added per time	—	—	
		Value-added productivity (Group)	Value added per capita	¥21.00 million	¥22.50 million	
		Human resources development investment (non-consolidated)*2	Total investment in human resources development and training	—	¥252 million	
		Human resources development investment (Group)	Total investment in human resources development and training	¥243 million	—	
		Participation rate in training (non-consolidated)*2	Total number of associates who took training each year divided by total number of employees	90% or higher	90% or higher	
		Participation rate in training (Group)	Total number of associates who took training each year divided by total number of employees	—	—	
		Success plan effectiveness Rate*2	Rate of transfer to key positions	—	—	
		Succession coverage Rate*2	Percentage of key positions that have a successor candidate	—	—	
Promotion of health and occupational safety		Total annual working hours*3, *4	Total annual hours worked per regular employee	1,990 hours	1,980 hours	—
		Percentage of days of paid leave taken*3	Percentage of days of annual paid leave taken per regular employee	72% or higher	75% or higher	
		Lost-term injuries frequency rate*3	Number of employee death or injuries resulting from work-related accidents per million hours actually worked	Less than 0.5	Less than 0.5	
		Lost work days rate*3	Number of days absent from work due to work-related injuries per 1,000 hours actually worked	Less than 0.05	Less than 0.05	

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*2 Target: System Corporation on a non-consolidated basis

*3 Target: System Group in Japan

*4 The figure disclosed in the previous fiscal year has been revised due to a change in the calculation method

Results					Progress and Future Initiatives
Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	
24.5 hours	31.4 hours	30.0 hours	24.4 hours	24.7 hours	<p>The training time per employee across the Group in fiscal 2024 was 24.7 hours, remaining at the same level as the previous year. Despite an increase in the number of employees, we have continued to provide training and development opportunities in a stable and consistent manner. At the same time, we recognize that there are still variations in the training implementation and aggregation process of training data across global locations. To address this, we plan to establish a more precise system of measurement. Furthermore, since the content of training programs differs across regions, we are moving forward with the development and trials of cross-regional programs with the aim of providing more comprehensive training opportunities across the Group. In Japan, the average number of training hours per employee was significantly higher than the Group average, at approximately 50 hours. In addition to expanding opportunities for development, we are promoting the use of online content and insourcing training program creation to control costs and contribute to the further expansion of training opportunities going forward.</p> <p>We met our target for value-added productivity (Group), which improved by 74% year on year. Key factors included appropriately controlling the rate of increase in headcount in relation to growth in sales and operating profit, actively investing in human capital and digital transformation (DX), and the impact of yen depreciation. Human resources development investment (Group) increased by 60% year on year to ¥595 million. We expanded onboarding initiatives for young employees and individual programs for succession planning. In addition to continuing global training programs that had been suspended during the COVID-19 pandemic, we also launched the Global Leaders Program as a cross-Group project. The participation rate in training (Group) remained at 100%. Notably, we achieved high attendance rates for compliance training based on the revised Global Compliance Code implemented in 2023, as well as in programs related to security trade control and sustainability, all delivered using our original training materials.</p>
—	—	¥13,230	¥14,760	¥15,042	
—	—	¥18.74 million	¥19.97 million	¥21.44 million	
—	—	¥266 million	¥241 million	¥261 million	
—	—	¥356 million	¥369 million	¥595 million	
—	—	100%	100%	100%	
—	—	100%	97%	96%	
—	—	100%	100%	92.3%	
—	—	218.9%	311.0%	289.5%	
2,015 hours	2,019 hours	2,008 hours	1,995 hours	1,993 hours	<p>In fiscal 2024, annual working hours decreased by 2 hours year on year, but we fell short of our target. While we have been working on technological innovation and business structure transformation, proactive recruitment has helped alleviate personnel shortages. Moreover, the introduction of value-added productivity indicators has fostered a work style increasingly conscious of productivity, leading to a steady reduction in overtime hours. However, from fiscal 2023 to fiscal 2024, the preparation burden associated with the transition to a new system in Japan also had an impact, resulting in working hours remaining at the same level as the previous year. We believe that maintaining the same level of working hours despite the increased workload demonstrates that productivity-conscious working styles are becoming established. Going forward, we will continue to pursue strategic optimization of human resources through enhanced recruitment activities, appropriate allocation, and development of existing personnel. In addition, we will work together with the labor union to further reduce working hours through employee training and awareness-raising activities.</p>
61.3%	62.4%	66.5%	74.6%	67.1%	<p>In fiscal 2024, the percentage of days of paid leave taken decreased by 7.5 percentage points from the previous fiscal year. To increase the use of paid leave, we continued to set recommended dates for paid leave, share actual results with department heads, and encourage employees to take paid leave. In addition, we introduced a welfare program that pays allowances for the cost of travel, leisure, and courses at culture centers when employees take at least five consecutive days of paid leave, but fell short of our target. The widespread adoption of flexible work styles, such as the flextime system and “stepping out from work”, is considered to have been one of the factors for falling behind the target. Going forward, we will continue to set target percentages for days of paid leave taken, strengthen awareness-raising activities for employees, and pursue productivity improvements to increase the percentage of paid leave taken.</p>
0.78	0.91	0.81	0.78	0.71	<p>In fiscal 2024, both the lost-time injuries frequency rate and the lost work days rate decreased from the previous fiscal year, but we fell short of our targets. There were six work-related accidents, including injuries in factories, the same number as in the previous fiscal year. As preventive measures, we provided guidance from industrial physicians on fall prevention and displayed reminders. We will continue to strengthen and enhance our workplace safety and health management system under the leadership of the Central Health and Safety Committee, which supervises our Group companies in Japan. In the event of a work-related accident, the Health and Safety Committee of the business site involved will investigate the causes, take necessary actions, and share the causes and actions within the Group to prevent its recurrence.</p>
0.05	0.04	0.05	0.07	0.05	