Sysmex Sustainability Data Book 2026

Fiscal 2025 (April 1, 2025 to March 31, 2026)

Together for a better
healthcare journey

Sysmex Corporation
1-5-1, Wakinohama-Kaigandori, Chuo-ku, Kobe 651-0073, Japan
Tel +81-78-265-0500 Fax +81-78-265-0524
www.sysmex.co.jp

Contents

Sustainability Management 3

Materiality 4

Stakeholder Engagement 17

Society 20

Creating Value for a Healthy Society / Creating Innovation 21

Creating Value for a Healthy Society / Creating Innovation 22

Improving Accessibility to Healthcare 24

Providing Responsible Products, Services, and Solutions 31

Pursuit of Quality and Trust 32

Maintaining Stable Supply Through the Development of a Resilient Supply Chain 40

Maximizing Human Capital 44

Talent Acquisition and Development 45

Promotion of Diversity, Equity & Inclusion 52

Promotion of Health and Occupational Safety 59

Corporate Citizenship Activities 64

Environment 69

Reducing Environmental Impacts 70

Environmental Management 71

Resource Circulation in Product Lifecycle 81

Responding to Climate Change 87

Efficient Use of Water Resources 92

Pollution Prevention and Chemical / Hazardous Waste Management 94

Governance 95

Strengthening Governance 96

Compliance Management 97

Compliance Promotion Initiatives 99

Risk Management 102

Business Continuity Management 114

Stable Supply of Products 116

Cybersecurity Measures for Information Systems and Products 118

Respect for Human Rights 120

External Evaluation 123

External Evaluation 124

Performance Data / Independent Practitioner's Assurance 127

Social Data 127

ISO 304141 Certification 133

Environmental Data 134

Independent Practitioner's Assurance 139

Governance Data 142

Editorial Policy for Sustainability Reporting

Sysmex publishes the Sysmex Report, an integrated report that provides a concise summary of financial and non-financial information in terms of value creation over the medium- to long-term. In addition, the Sustainability Website presents our activities related to materiality, while we publish the Sustainability Data Book annually as a report on sustainability performance.
Through these communication channels, we strive to provide information that facilitates constructive dialogue with all stakeholders. Furthermore, in light of global and domestic sustainability trends and societal expectations, we remain committed to enhancing the quality of our disclosures and improving transparency.

Disclosure System

Financial Information	Non-Financial Information
Integrated Report: "Sysmex Report" (Annual Report)	
Investor Relations Site This site discloses details of financial, stock, and shareholder information. **Financial Statements, etc.**	**Sustainability Website** **Sustainability Data Book (Annual Report) (PDF)** **Corporate Governance Report**

Guidelines Referenced

- GRI Standards
- SASB Standards
- TCFD recommendations
- TNFD recommendations
- Environmental Reporting Guidelines (2018 ed.)

Organizations Covered

Sysmex Corporation and consolidated subsidiaries
In this report, "Sysmex" refers to the Sysmex Group as a whole. "Sysmex Corporation" refers to the Company on a stand-alone basis.

Independent Practitioner's Assurance

We have obtained an Independent Practitioner's Assurance for our environmental and social data.

▶ Independent Practitioner's Assurance

Period Covered

This report primarily covers activities during fiscal 2025 (from April 1, 2025 to March 31, 2026), although some activities outside this period are also included.

Note: For the latest information, please refer to our Sustainability Website, which is updated on an ongoing basis.

Date of Publication

August 2026

Cautionary Note Regarding Forward-Looking Statements

The future plans, forecasts, and other forward-looking statements regarding Sysmex contained in this report are based on information currently available to the Company and involve uncertainties. Actual results may differ significantly from these plans and forecasts.

Together for a better healthcare journey

Sustainability Management

Materiality 4
Stakeholder Engagement 17

Sustainability Management

Materiality

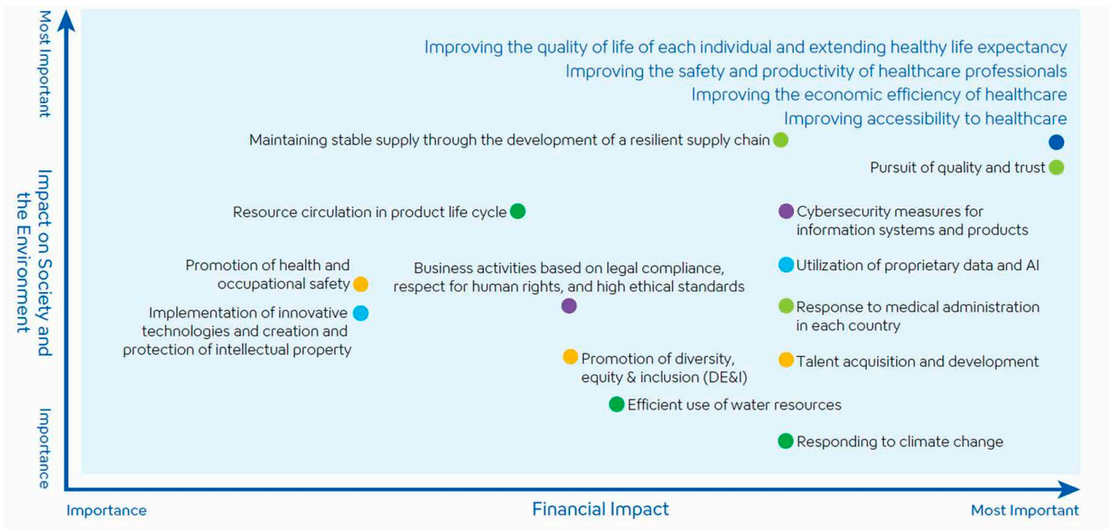
Redefining Materiality

We identify priority issues (materiality) with the aim of realizing a sustainable society and achieving sustainable growth for Sysmex, and we periodically verify and review this content. In fiscal 2023, in conjunction with the formulation of Long-Term Corporate Strategy 2033, we identified materiality based on the concept of double materiality, namely the impacts on social value and corporate value, as issues to be addressed in realizing our long-term vision. Furthermore, in 2026, in conjunction with the launch of the new Mid-Term Management Plan (fiscal 2026 to fiscal 2028), we reorganized social issues faced by each stakeholder group, including healthcare-related issues, and redefined our materiality through a more quantitative approach that strengthens linkage with our strategy. In redefining the materiality, taking into account feedback and requests obtained through stakeholder dialogue, the revised materiality was deliberated at management meetings and ultimately approved by the Board of Directors.

Redefinition Process

1. Understanding business activities, the value chain, and key stakeholders	As a prerequisite for evaluating our materiality, we organized the scope of our business activities and related parties.	**[Details of the review]** • Organized the scope of major businesses and the value chain • Identified key stakeholders • Confirmed relationships between each stakeholder group and business activities
2. Identifying sustainability items	Referring to various guidance and guidelines and the Company-wide risk list, we created a comprehensive list of sustainability issues (163 items).	**[References]** • ESRS, ISSB (SSBJ), SASB • External ESG assessments and indexes • Company-wide risk assessment results
3. IRO assessment (Impacts, Risks, and Opportunities)	We evaluated the above list from the perspective of double materiality— social/environmental and financial—while considering short-term (1–2 years), medium-term (3–6 years), and long-term (7 years or more) time horizons.	**[Assessment criteria]** • Impact (social/environmental): magnitude of impact × scope of impact • Risk: likelihood of occurrence × degree of negative impact on business performance • Opportunity: likelihood of occurrence × degree of positive impact on business performance
4. Identifying materiality items	Based on the above assessments, we consolidated and reorganized the issues while considering linkage with strategies and initiatives across each division, and identified 17 items to be addressed on a higher-priority basis.	**[Detailed identification process]** • Consolidated and reorganized issues based on the above assessments and linkage with strategies and activities, resulting in the extraction of 30 items • Reassessed the items by establishing thresholds for issues requiring priority action and identified 17 items
5. Establishing KPIs	For the 17 identified items, we reorganized both their contribution to enhancing corporate value and the value provided to stakeholders, and established KPIs to monitor progress and achievement during the period of the Mid-Term Management Plan.	**[KPI items]** • Total KPIs: 62 • Of which; 58 continuing KPIs and 4 newly established KPIs

Materiality Matrix



Themes and Priority Issues

Themes	Priority Issues	Description
Creating value for a healthy society	❶ Improving the quality of life of each individual and extending healthy life expectancy ❷ Improving the safety and productivity of healthcare professionals ❸ Improving the economic efficiency of healthcare ❹ Improving accessibility to healthcare	We strive to advance testing and services that contribute to improving the quality of life (QOL) and healthy life expectancy of each patient and individual. At the same time, by helping improve the productivity of healthcare professionals and addressing other challenges, we contribute to the sustainability of healthcare. We also aim to realize a society in which appropriate testing is accessible to all in order to help reduce disparities.
Creating innovation	❺ Implementation of innovative technologies and creation and protection of intellectual property ❻ Utilization of proprietary data and AI	Through the creation of new testing and diagnostic technologies, as well as the utilization of accumulated data and digital technologies, we aim to enable more precise and earlier diagnosis and prediction, thereby maximizing treatment opportunities and improving patient outcomes.
Providing responsible products, services, and solutions	❼ Pursuit of quality and trust ❽ Maintaining stable supply through the development of a resilient supply chain ❾ Response to medical administration in each country	We will establish product supply and service systems that ensure testing never stops, even in response to various contingencies. At the same time, we will maintain a stable supply system capable of addressing diverse risks, including increasingly sophisticated and evolving regulatory requirements in each country, as well as logistics and geopolitical risks.
Maximizing human capital	❿ Talent acquisition and development ⓫ Promotion of diversity, equity & inclusion (DE&I) ⓬ Promotion of health and occupational safety	We will build an environment in which diverse employees can maximize their individual capabilities and take on challenges in ways true to themselves, while safeguarding their physical and mental well-being. Through this, we will acquire and develop human capital capable of creating value for society and healthcare and executing our strategies.
Reducing environmental impacts	⓭ Resource circulation in product life cycle ⓮ Responding to climate change ⓯ Efficient use of water resources	We will promote business activities that reduce environmental impacts related to climate change, water resources, and other issues, while contributing to the realization of a circular resource society through the expansion of environmentally conscious products and services.
Strengthening governance	⓰ Business activities based on legal compliance, respect for human rights, and high ethical standards ⓱ Cybersecurity measures for information systems and products	We will promote supply chain management not only within the Sysmex Group but also across our business partners, enhancing management soundness and transparency while reducing risks. Through these efforts, we aim to improve management efficiency and strengthen competitiveness.

At Sysmex, we recognize the importance of accelerating sustainability-oriented management, and the newly redefined materiality has also been positioned as issues to be addressed in realizing our long-term vision.

Looking ahead to an increasingly diversified and complex social environment, we recognize more strongly than ever the importance of innovation, technology, data, and digitalization, while placing importance on ensuring that our core strategies under the long-term corporate strategy, the Mid-Term Management Plan, and our materiality are all designed as one consistent strategy framework. Compared with the previous materiality framework consisting of 14 items across five fields, the new materiality framework comprises 17 items across six themes. This increase reflects efforts to clarify initiatives that contribute to value creation for each stakeholder and enhancement of corporate value, while strengthening linkage with our strategies and activities.

Among these materiality themes, the highest priority is “creating value for a healthy society,” which represents the ultimate goal of the value we provide. To realize this goal, we will focus on “creating innovation” and “providing responsible products, services, and solutions” while advancing “maximizing human capital,” “reducing environmental impacts,” and “strengthening governance” as the foundation supporting these efforts.

KPIs used to measure the achievement status and progress of each initiative have been designed while redefining both their contribution to enhancing corporate value and the value provided to stakeholders. Under the midterm management plan, we have designated responsible and promoting divisions. Progress is reported annually to the Managing Board and management meetings, and members of the Managing Board confirm progress and deliberate future improvement activities as necessary.

Going forward, in line with the progress of our strategies and changes in the business environment, we will continue to periodically verify and review our materiality while further promoting sustainability-oriented management with stronger execution capabilities.

▶ Status of Sustainability Targets

Status of Sustainability Targets

Materiality		KPI		Scope	Target			Target		Results					Progress and Future Initiatives
					Fiscal 2025	Fiscal 2026	Fiscal 2027	Fiscal 2028	Fiscal 2033 (Eco-Vision)	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025	
Creating value for a healthy society	Improving the quality of life of each individual and extending healthy life expectancy Improving the safety and productivity of healthcare professionals Improving the economic efficiency of healthcare Improving accessibility to healthcare	Number of hematology tests	Number of CBC tests (based on the number of reagents)	Group	—	—	—	—		2,643 million[1]	2,706 million[1]	2,861 million[1]	2,904 million[1]	3,014 million	In fiscal 2025, although the number of hematology tests performed and Sysmex's global market share showed sluggish growth in certain regions due in part to conditions in the Chinese market, demand growth in other regions enabled both indicators to remain at approximately the same levels as in the previous fiscal year. This has allowed us to continue providing stable and reliable hematology testing to medical institutions worldwide, contributing to the creation of social value by supporting appropriate diagnosis and treatment for patients. Going forward, we will continue to strengthen the competitiveness and enhance the value of our core hematology business. By serving more medical institutions and patients, we will contribute to the advancement of medicine and improved access to healthcare.
		Hematology market share[2]	Consolidated sales ratio relative to the annual market size for instruments, reagents, and services in the field of hematology	Group	—	—	—	—		54.6%	54.0%	53.0%	56.0%[1]	56.1%	
		Number of procedures performed using robotic-assisted surgery systems	Number of procedures performed using robotic-assisted surgery systems (manufactured by Medicaroid Corporation)	Group	—	—	—	—		—	1,323	2,903	5,209	7,857	The number of procedures performed using robotic-assisted surgery systems increased significantly as the number of installed systems grew, primarily in Japan. In addition, overseas sales began in fiscal 2024, further expanding the geographic reach of the business. These systems help reduce the physical burden on patients, improve their quality of life (QOL), and support healthcare professionals during surgery. Furthermore, our high-quality customer support was recognized in Japan with the highest award in the fiscal 2026 Customer Support Awards program.
		Number of patents held	Total number of patents, utility models, and designs held	Group	—	—	—	—		3,680	3,832	3,868	3,337	2,931	We strategically select and combine patents that are expected to contribute to future value creation and file applications accordingly. As a result, the number of patents held is on a downward trend; however, we prioritize securing rights for key technologies and maintaining and strengthening our competitive advantage.
		Number of patent applications	Total number of patent, utility model, and design applications	Group	—	—	—	—		298	257	200	182	173	
		Number of cancer genomic medicine analyses performed	Number of cancer genomic medicine analyses performed using the NCC Oncopanel	Group companies in Japan	—	—	—	—		1.6 thousand	1.7 thousand	1.6 thousand	1.8 thousand	1.7 thousand	The number of cancer genomic medicine analyses performed was slightly lower than in the previous fiscal year due to fluctuations in testing demand and other factors. The number of breast cancer patient tests conducted using the OSNA method remained at a similar level to the previous fiscal year. We will continue to contribute to the realization of optimal medical care tailored to each individual patient.
		Number of breast cancer patient tests using the OSNA method	Number of breast cancer patient tests performed using the OSNA method (for lymph node metastasis)	Group	—	—	—	—		54 thousand	52 thousand	52 thousand	53 thousand	53 thousand	
		Number of regulatory approvals for high-risk products	Number of regulatory approvals and certifications obtained for high-risk products[3] (major countries)	Group	—	—	—	—	—	—	—	—	—	50	Starting in fiscal 2026, we established the number of regulatory approvals obtained for high-risk products as a new sustainability target. This indicator assesses our ability to meet stringent regulatory review requirements. We will continue to strengthen our capabilities to meet regulatory requirements in each country, aiming to improve access to healthcare and enhance our competitiveness through the rapid market introduction of innovative testing technologies.
		Sales in emerging and developing markets	Sales in China and in markets excluding OECD member states and countries/regions with high per capita GDP	Group	—	—	—	—		¥143.0 billion	¥156.7 billion	¥164.6 billion	¥179.5 billion	¥157.4 billion	Sales in emerging and developing markets totaled 157.4 billion yen, reflecting factors such as changes in the market environment in China. Meanwhile, we strengthened our sales and service infrastructure in growth markets, including India, and worked to improve access to healthcare.
Creating innovation	Implementation of innovative technologies and creation and protection of intellectual property Utilization of proprietary data and AI	R&D-to-sales ratio	R&D expenses as a percentage of sales	Group	—	—	—	—		—	—	—	—	5.8%	Starting in fiscal 2026, we have set the R&D-to-sales ratio as a new sustainability target. Through R&D investments, we will promote the implementation of innovative technologies and the creation of intellectual property, aiming to drive continuous innovation through the utilization of data and AI.
Providing responsible products, services, and solutions	Pursuit of quality and trust	Number of recalls	Number of voluntary recalls and corrective actions for sold products (instruments and reagents)	Group	—	—	—	—		3	7	4	6	6	The number of recalls was six; however, there were no adverse health effects. The number of FDA Warning Letters remained at zero, as in the previous fiscal year. We have established a framework to ensure thorough compliance with regulations in countries around the world. In addition, we prevent defective products from entering the market by conducting regular quality audits and using our global quality complaint handling system to collect market information in a timely manner and thoroughly investigate root causes. We will continue our efforts to maintain and improve the safety and quality of our products.
		Number of FDA Warning Letters	Number of FDA warning letters issued to Sysmex	Group	—	—	—	—		0	0	0	0	0	
	Maintaining stable supply through the development of a resilient supply chain	CSR survey response rate (primary suppliers in Japan and overseas)	Percentage of primary raw material suppliers (Japan and overseas) that responded to the CSR survey (excluding direct suppliers of overseas affiliated companies)	Group	90%	90%	90%	90%		90%	94%	95%	95%	95%	The CSR survey response rate remained at 95% in fiscal 2025, maintaining the previous year's level and exceeding our target of 90%. Based on the survey results, we actively encouraged suppliers to improve their initiatives while conducting six training sessions on CSR surveys and BCP readiness. Furthermore, in fiscal 2025, we held workshops on calculating GHG emissions as part of our efforts to reduce CO_2 emissions throughout the entire supply chain. We will continue to promote sustainable procurement and ensure the stable supply of our products and services.
		Number of training sessions for suppliers (Japan)	Number of briefings, workshops, and training sessions conducted for suppliers (Japan) (single year)	Sysmex Corporation	5	3	3	3		5	5	6	6	6	
		Third-party certification rate of suppliers (primary, Japan)	Percentage of primary raw material suppliers (Japan) with third-party certifications for manufacturing and product quality	Sysmex Corporation	—	—	—	—		88%	86%	88%	89%	90%	
	Response to medical administration in each country	Number of regulatory approvals	Number of regulatory approvals obtained for all products (excluding procured and locally produced products, etc.) (major countries)	Group	—	—	—	—		—	—	—	—	816	Starting in fiscal 2026, we established the number of regulatory approvals obtained for all products as a new sustainability target. This indicator assesses whether a stable product supply system is being maintained through the retention and renewal of regulatory approvals in each country and region. We will continue to comply appropriately with the regulatory requirements of each country and promote the responsible provision of products and services.

1 Revised from the figures disclosed in the previous fiscal year due to a change in the calculation method
2 Source: Clearstate and Sysmex estimates
3 Applies to products requiring high-level regulatory review (Class III and above in Japan; Classes C and D under the EU IVDR). Excludes procured products and locally produced products.

Materiality		KPI		Scope	Target			Target		Results					Progress and Future Initiatives
					Fiscal 2025	Fiscal 2026	Fiscal 2027	Fiscal 2028	Fiscal 2033 (Eco-Vision)	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025	
Reducing environmental impacts	Resource circulation in product life cycle	Zero product loss	Disposal rate of unused in-house manufactured products, raw materials, and spare parts (cost of unused products disposed of / sales)	Group	0.18%	0.16%	0.14%	0.13%	Less than 0.1%	—	—	0.40%	0.40%	0.18%	As part of our initiatives to achieve zero product loss, we promoted the recycling of unused instruments and reagents that would otherwise be discarded in certain regions, successfully achieving our target.
		Complete transition to recycled and environmentally friendly materials	Percentage of recycled and environmentally friendly materials used in containers and packaging materials	Group	65%	70%	75%	80%	100%	—	—	43%	62%	67%	We surpassed our initial target for transitioning completely to recycled and environmentally friendly materials. Key actions included switching product packaging to recycled and FSC-certified paper and replacing wooden pallets for instruments with cardboard pallets.
		GHG emissions reduction rate (Scope 3)	Reduction rate of GHG emissions (Scope 3) with fiscal 2022 as the base year	Group	Down 10%	Down 7%	Down 18%	Down 20%	Down 35%	—	—	Down 4%	Down 1%	Up 8%	With respect to Scope 3 emissions, we continued our modal shift initiatives for product shipments. However, the increase in emissions associated with business expansion exceeded the reductions achieved, resulting in the target not being met in fiscal 2025. We will continue our emissions reduction efforts while expanding the use of primary data and refining our calculation methodologies. Through these efforts, we will strive to more appropriately track and evaluate the effectiveness of reduction measures even as our business activities continue to grow.
		Supplier engagement ratio	Percentage of suppliers in Categories 1, 2, 4, and 9 that have obtained SBT certification or committed to GHG reduction targets aligned with SBT	Group	—	—	—	—	—	—	—	40%	40%	40%	
		Reduction rate of packaging materials	Reduction rate of total packaging material weight with fiscal 2019 as the base year	Group	—	—	—	—	—	Up 9%	Down 7%	Down 9%	Down 4%	Down 25%	We promoted the review of transport packaging materials by expanding the use of cardboard packaging for instruments and introducing reusable boxes in certain regions. As a result, the packaging material reduction rate improved significantly from 4% in the previous fiscal year to 25%. We will continue to expand the range of products and regions covered by these initiatives.
	Responding to climate change Efficient use of water resources	GHG emissions reduction rate (Scope 1, 2)	Reduction rate of GHG emissions (Scope 1,2) with fiscal 2022 as the base year	Group	Down 40%	Down 44%	Down 46%	Down 48%	Down 55%	—	—	Down 29%	Down 33%	Down 41%	By promoting the transition to renewable energy, introducing energy-saving equipment, and switching company vehicles to fuel-efficient models, we achieved our target for reducing Scope 1 and 2 emissions. The reduction in energy consumption per employee has also remained above the target level through ongoing energy-saving initiatives at each business site. We will continue our efforts to reduce GHG emissions by improving operational efficiency, implementing energy-saving initiatives, and expanding the transition to renewable energy from our major sites in Japan, where the transition has already been completed, to our overseas sites.
		Ratio of renewable energy	Ratio of renewable energy consumption to total electricity consumption	Group	75%	82%	84%	86%	90% or higher	—	—	69%	72%	83%	
		Reduction rate of energy consumption per employee	Reduction rate of energy consumption per employee with fiscal 2022 as the base year	Group	Down 3%	—	—	—	—	—	—	Down 8%	Down 7%	Down 17%	
		Reduction rate of water consumption (main reagent factories)	Reduction rate of water consumption per unit of reagent production with fiscal 2022 as the base year	Group	Down 23 pts	Down 34 pts	Down 44 pts	Down 54 pts	Down 90 pts	—	—	Up 2 pts	Down 31 pts	Down 25 pts	Although water consumption at our reagent factories temporarily increased due to the verification and trial operation of production equipment associated with the launch of a new factory in India, the water consumption reduction rate exceeded our target. This achievement was driven by the expansion of initiatives across our factories, such as improving cleaning methods for tanks and filters and enhancing purified water production efficiency.
		Reduction rate of total waste	Reduction rate of total waste generated by business activities per consolidated sales with fiscal 2022 as the base year	Group	Down 5%	Down 43%	Down 46%	Down 50%	Down 15%	Down 15%	Down 27%	Down 32%	Down 33%	Down 41%	The total waste reduction rate exceeded our target, driven by the continuation of existing initiatives and the expansion of efforts in Japan to recycle waste as valuable resources. Going forward, under our new Mid-Term Management Plan, we will revise our target upward and further expand our activities.
		Ratio of finished goods and merchandise waste to sales	Ratio of finished goods and merchandise waste due to expiration and other reasons to consolidated sales	Group	—	—	—	—	—	0.6%	0.5%	0.4%	0.5%	0.3%	The ratio of the disposal value of finished goods and merchandise to sales improved from 0.5% in the previous fiscal year to 0.3%. This improvement was driven by initiatives to reduce the disposal of control blood products, promote sales before product expiration, implement improvement measures based on Group-wide analysis of the causes of disposal, and optimize inventories of discontinued products and service parts.

Sustainability Management | Society | Environment | Governance | External Evaluation Performance Data

Materiality		KPI		Scope	Target			Target		Results					Progress and Future Initiatives
					Fiscal 2025	Fiscal 2026	Fiscal 2027	Fiscal 2028	Fiscal 2033 (Eco-Vision)	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025	
Strengthening governance	Business activities based on legal compliance, respect for human rights, and high ethical standards Cybersecurity measures for information systems and products	Number of meetings with investors and analysts	Number of institutional investors and securities firms whose analysts participated in meetings	Sysmex Corporation	—	—	—	—	—	485	597	723	753	901	In addition to participating in conferences hosted by securities firms, we worked to expand opportunities for engagement with a diverse range of investors by organizing dialogue sessions with Outside Directors and hosting themed small-group meetings. Furthermore, we actively conducted one-on-one meetings with domestic and overseas investors and analysts to deepen their understanding of our business environment and growth strategies. In fiscal 2025, we conducted overseas IR activities in India, engaging in direct dialogue regarding business opportunities and regional strategies in growth markets. We will continue to enhance investors' understanding of the Company and build long-term relationships through dialogue with a broad range of investors.
		Number of whistleblowing reports	Number of whistleblowing reports received	Group	—	—	—	—		28	21	26	17	50	In fiscal 2025, the number of whistleblowing reports received was 50, including both domestic and overseas reports. Although this represents an increase from the previous fiscal year, we believe it is partly attributable to growing awareness resulting from our awareness-raising activities regarding the whistleblowing system and Speak Up initiatives. We investigated each case and took appropriate action. There were 26 ethics violations, with no serious violations identified. We will continue employee education and awareness-raising activities to further promote conduct aligned with our Global Compliance Code.
		Number of ethics violations	Total number of cases involving violations of laws and regulations, as well as cases in which disciplinary actions were taken for violations of the Global Compliance Code	Group	—	—	—	—		14	9	15	19	26	
		Number of participants in information security training	Total number of participants in information security training	Group companies in Japan	—	—	—	—		3,601	4,900	11,097	27,060	31,744	We conducted cybersecurity training not only for employees across domestic Group companies but also for temporary employees and contractors. In addition, we regularly conducted targeted email attack simulations involving business email compromise (BEC) and phishing to raise employees' awareness of information security. In fiscal 2025, in addition to regular security training, we provided training on ransomware countermeasures, expanding both the target audience and training opportunities.
		Disaster prevention training participation rate	Participation rate in e-learning-based disaster preparedness training, excluding employees on long-term leave	Group companies in Japan	—	—	—	—		—	—	—	89.5%	88.6%	In fiscal 2025, the participation rate in disaster prevention training reached a high level of 88.6%. We will continue to enhance employees' disaster preparedness awareness and response capabilities by conducting regular disaster prevention training and improving its content. We will also continue to develop and update disaster response regulations and manuals, thereby strengthening our ability to address business continuity risks.
Maximizing human capital	Talent acquisition and development	Engagement score	Positive response rate for engagement items in the corporate climate survey	Group	75%	75%	75%	75%		65% (except EMEA)	71%	75%	76%	74%	The engagement score in fiscal 2025 was 74%, down 2 percentage points from the previous fiscal year and below our target of 75%. The main factor was a decline in the score at Sysmex Corporation, where changes in business performance and the external environment may have had some impact. In Japan, we worked to monitor organizational conditions and promote understanding through pulse surveys and the dissemination of management messages. Going forward, we aim to restore and improve employee engagement by revitalizing communication, providing growth opportunities, and enhancing managers' dialogue skills.
		Turnover rate	Turnover rate of regular employees (Percentage for regular employees who left the organization for any reason, including dismissal, redundancy, changing jobs, or retirement)	Group	10% or less	10% or less	10% or less	10% or less		10.9%	8.4%	7.7%	8.0%	8.0%	The Group-wide turnover rate in fiscal 2025 remained unchanged from the previous fiscal year at 8.0%, meeting our target of 10% or less. In addition, the voluntary turnover rate improved to 4.4%, down 1.2 percentage points from 5.6% in the previous fiscal year. By region, turnover rates either improved or remained stable overall, although a slight increase was observed in Japan. Across the Group, we have been strengthening talent development, reviewing compensation structures, and creating more supportive work environments. We believe these efforts are contributing to the stabilization and reduction of employee turnover. We will continue our efforts to acquire and develop outstanding talent and improve employee engagement, thereby further strengthening our organizational foundation.
		Voluntary turnover rate	Annual voluntary turnover rate	Group	—	—	—	—		—	6.8%	5.6%	5.6%	4.4%	

Materiality		KPI		Scope	Target			Target		Results					Progress and Future Initiatives
					Fiscal 2025	Fiscal 2026	Fiscal 2027	Fiscal 2028	Fiscal 2033 (Eco-Vision)	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025	
Maximizing human capital	Talent acquisition and development	Average training hours	Average training hours per employee for company-provided training (including online learning)	Group	40.0 hours	40.0 hours	40.0 hours	40.0 hours		31.4 hours	30.0 hours	24.4 hours	24.7 hours	29.5 hours	In fiscal 2025, average training hours across the Group stood at 29.5 hours, falling short of our target of 40 hours. However, this represented an increase of approximately five hours from 24.7 hours in the previous fiscal year. In tracking training hours, consistent data collection across the Group remains a challenge due to differences in definitions and aggregation methods among regions, as well as variations in the use of learning management systems. Meanwhile, training participation rates remained high at 100% on a non-consolidated basis and 97.6% for the Group, reflecting steady progress in talent development initiatives across regions and Group companies. Going forward, we will standardize the definitions and reporting methods for training hours, expand learning opportunities by sharing and broadly implementing training programs, and strengthen strategic talent development across the Group.
		Participation rate in training (non-consolidated)	Total number of employees who received training in each fiscal year / Total number of employees	Sysmex Corporation	90% or higher	90% or higher	90% or higher	90% or higher		–	100%	100%	100%	100%	
		Participation rate in training (Group)	Total number of employees who received training in each fiscal year / Total number of employees	Group	—	—	—	—		—	100%	97%	96%	98%	
		Value-added productivity (non-consolidated)	Value-added productivity per hour	Sysmex Corporation	—	—	—	—		—	¥13,230	¥14,760	¥15,042	¥11,230	In fiscal 2025, despite continued investment in human resources and equipment with a view to future growth, the Group's value-added productivity was lower than in the previous fiscal year and did not meet the target, largely due to the decline in operating profit. We will continue to invest in human capital and digital transformation (DX) while improving operational efficiency to further enhance productivity.
		Value-added productivity (Group)	Value-added productivity per employee	Group	¥22.50 million	¥21.00 million	¥22.00 million	¥23.00 million		—	¥18.74 million	¥19.97 million	¥21.44 million	¥19.01 million	
		Human resources development investment (non-consolidated)	Total investment in human resources development and training	Sysmex Corporation	¥252 million	—	—	—		—	¥266 million	241 million	¥261 million	¥222 million	In fiscal 2025, the Group's total investment in human resources development amounted to 607 million yen. Across the Group, we enhanced training programs in each region and rolled out common global leadership development programs. Meanwhile, Sysmex Corporation's investment in human resources development amounted to 222 million yen, falling short of its target of 252 million yen. However, we reviewed the content of investments in light of the business environment while preparing for new leadership development initiatives planned for fiscal 2027. We will continue to strengthen our global human resources development foundation and foster next-generation leaders.
		Human resources development investment (Group)	Total investment in human resources development and training	Group	—	—	—	—	—	—	¥356 million	¥369 million	¥595 million	¥607 million	
		Succession plan effectiveness rate	Internal appointment rate for key positions	Sysmex Corporation	—	—	—	—		—	100%	100%	92.3%	100%	We systematically develop successors through regular talent reviews and achieved a 100% internal appointment rate for key positions in fiscal 2025. Starting in fiscal 2025, we strengthened selective development programs by introducing a new Group-wide leadership development program and selective training for next-generation leadership candidates in Japan. We will continue to promote the systematic development of future executive talent.
		Succession coverage rate	Candidate coverage rate for key positions	Sysmex Corporation	—	—	—	—		—	218.9%	311.0%	289.5%	218.2%	
	Promotion of diversity, equity & inclusion (DE&I)	Ratio of female managers	Percentage of women at director level or above	Group	20% or higher	21%	23%	25% or higher		17.3%	19.5% (except Russia)	19.2%	18.7%	19.7%	In fiscal 2025, the ratio of female managers was 19.7%, up 1.0 percentage point from the previous fiscal year, though it fell slightly short of our target of 20%. Meanwhile, the ratio of female next-generation managers steadily increased to 34.2%, reflecting continued progress in developing future management candidates. By region, the ratio of female managers exceeded 30% overseas but remained slightly above 10% in Japan, highlighting differences in progress across regions. Going forward, we will systematically develop management candidates, promote flexible work styles, advance awareness-raising initiatives, and continuously monitor related indicators to accelerate the appointment of women to management roles and foster an environment where diverse talent can thrive.
		Ratio of female next-generation managers	Percentage of women in designated next-generation management positions	Group	—	—	—	—		—	32.1%	34.0%	34.0%	34.2%	
		Ratio of female employees	Percentage of female employees	Group	—	—	—	—		—	41.8%	41.5%	41.1%	41.4%	The ratio of female employees across the Group increased from the previous fiscal year to 41.4%. Meanwhile, the ratios of women among new graduate and mid-career hires declined from the previous fiscal year due to factors such as changes in the mix of positions being recruited for. Sysmex Corporation will continue its recruitment efforts with a target of at least 40% female hires while fostering an environment where diverse talent can thrive.
		Ratio of mid-career hires in managerial and professional positions	Percentage of mid-career hires in managerial and professional positions	Group	—	—	—	—		—	41.7%	39.8%	38.6%	37.8%	
		Gender ratio of total hires (new graduate)	Percentage of women among new graduate hires	Sysmex Corporation	—	—	—	—		—	35.9%	45.2%	43.0%	37.5%	
		Gender ratio of total hires (mid-career)	Percentage of women among mid-career hires	Sysmex Corporation	—	—	—	—		—	27.0%	25.8%	36.5%	15.7%	

Sustainability Management | Society | Environment | Governance | External Evaluation Performance Data

Sustainability Management | Society | Environment | Governance | External Evaluation Performance Data

Materiality		KPI		Scope	Target			Target		Results					Progress and Future Initiatives
					Fiscal 2025	Fiscal 2026	Fiscal 2027	Fiscal 2028	Fiscal 2033 (Eco-Vision)	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025	
Maximizing human capital	Promotion of diversity, equity & inclusion (DE&I)	Ratio of women in executive positions	Percentage of women in executive positions	Group	—	—	—	—		—	8.3%	8.3%	8.3%	12.0%	The ratio of women in executive positions reached 12% (up 4 percentage points year on year), while the ratio of foreign nationals stood at 16%. We will continue our efforts to ensure diversity in executive management through the appointment of personnel with diverse backgrounds.
		Ratio of foreign nationals in executive positions	Percentage of foreign nationals in executive positions	Group	—	—	—	—		—	16.7%	16.7%	16.7%	16.0%	
		Ratio of women in executive positions across Group companies	Percentage of women in executive positions across Group companies	Group	—					—	9.4%	13.5%	14.8%	12.3%	
		Wage gap for managerial and professional positions (total compensation)	Average total compensation ratio of women to men in managerial and professional positions	Sysmex Corporation	—	—	—	—		—	93.1%	94.0%	96.2%	95.4%	The female-to-male total compensation ratio was 95.4% for managerial and professional positions and 85.9% for general employees. There is no gender-based wage gap among employees in the same grade and job role. Among general employees, differences arise due to factors such as the percentage of employees using reduced working-hour programs; however, we see this as a reflection of the fact that an environment is in place that allows for diverse work styles.
		Wage gap for general employees (total compensation)	Average total compensation ratio of women to men among general employees	Sysmex Corporation	—	—	—	—		—	80.1%	82.1%	84.7%	85.9%	
		Return-to-work rate after childcare leave	Percentage of employees returning to work after childcare leave	Sysmex Corporation	—	—	—	—		—	100%	99%	99%	100%	We respect diverse work styles that reflect each employee's values and lifestyle and have set a target of 65% for the male childcare leave utilization rate. In fiscal 2025, the rate reached 80%, up 3 percentage points from the previous fiscal year, marking the third consecutive year in which we achieved the target. We also maintained a 100% return-to-work rate after childcare leave. We believe these results reflect the enhancement of measures to help employees balance work and childcare, as well as awareness-raising initiatives such as roundtable discussions and seminars, guidebooks for male employees, and training for managers. We will continue to create a supportive workplace and foster awareness of men's participation in childcare so that all employees can balance work and childcare with confidence.
		Ratio of male employees taking childcare leave	Percentage of male employees (incl. contract and part-time employees) taking childcare leave among those with spouses giving birth	Sysmex Corporation	65% or higher	70% or higher	70% or higher	70% or higher		53%	62%	61%	77%	80%	
		Employment rate of persons with disabilities	Percentage of employees with physical, intellectual, or mental disabilities	Group companies in Japan	2.65% or higher	2.7% or higher	2.7% or higher	2.7% or higher	—	2.31%	2.31%	2.38%	2.69%	2.63%	In fiscal 2025, the employment rate of persons with disabilities was 2.63%, a slight decrease from 2.69% in the previous fiscal year and below our target of 2.65% or higher. This was mainly due to an increase in the total number of employees across the domestic Group driven by business expansion. Meanwhile, we are strengthening our recruitment capabilities by expanding job postings with clearly defined job descriptions and deepening collaboration with relevant organizations. Going forward, we remain committed to expanding employment opportunities and creating an environment where persons with disabilities can fully demonstrate their abilities.
	Promotion of health and occupational safety	Annual total working hours	Total annual working hours per regular employee	Group companies in Japan	1,980 hours	1,980 hours	1,975 hours	1,970 hours		2,019 hours	2,008 hours	1,995 hours	1,993 hours	1,974 hours	In fiscal 2025, annual total working hours per employee totaled 1,974 hours, achieving our target of 1,980 hours or less. This represents a reduction of 19 hours from the previous fiscal year, marking the fifth consecutive year of improvement. Overtime hours were reduced through proactive recruitment to address personnel shortages and the introduction of value-added productivity indicators to foster productivity-conscious work styles. We will continue to optimize the allocation of human resources and pursue further improvements in working hours through educational and awareness-raising initiatives in collaboration with the labor union.
		Paid vacation utilization rate	Annual paid vacation utilization rate per regular employee	Group companies in Japan	75% or higher	75% or higher	75% or higher	75% or higher		62.4%	66.5%	74.6%	67.1%	76.7%	In fiscal 2025, the paid vacation utilization rate reached 76.7%, achieving our target of 75% or higher and marking the highest level in the past five years. We recognize that this improvement was driven by several key factors: the widespread adoption of flexible work arrangements, such as a flextime system and the flexibility to step away temporarily during working hours; the designation of recommended dates for taking paid vacation; encouragement from division heads; and benefit programs supporting consecutive days of paid vacation. We will continue to enhance productivity and promote employee awareness to support a healthy work-life balance.
		Lost-time injury frequency rate	Lost-time injury frequency rate per million hours worked	Group companies in Japan	Less than 0.5	Less than 0.5	Less than 0.5	Less than 0.5		0.91	0.81	0.78	0.83[1]	0.56	In fiscal 2025, the lost-time injury frequency rate was 0.56, and the severity rate was 0.04. While the severity rate met our target of less than 0.05, the frequency rate fell slightly short of our target of less than 0.5. Going forward, we will continue to strengthen our health and safety initiatives by promoting awareness activities through the Health and Safety Committees at each domestic Group company and by monitoring and enhancing our health and safety framework through the Central Health and Safety Committee. In addition, through guidance from industrial physicians and the Group-wide rollout of fall prevention measures, we aim to achieve zero occupational accidents.
		Lost-time injury severity rate	Lost-time injury severity rate per 1,000 hours worked	Group companies in Japan	Less than 0.05	Less than 0.05	Less than 0.05	Less than 0.05		0.04	0.05	0.07	0.05	0.04	

1 Revised from the figure disclosed in the previous fiscal year due to a change in the calculation method

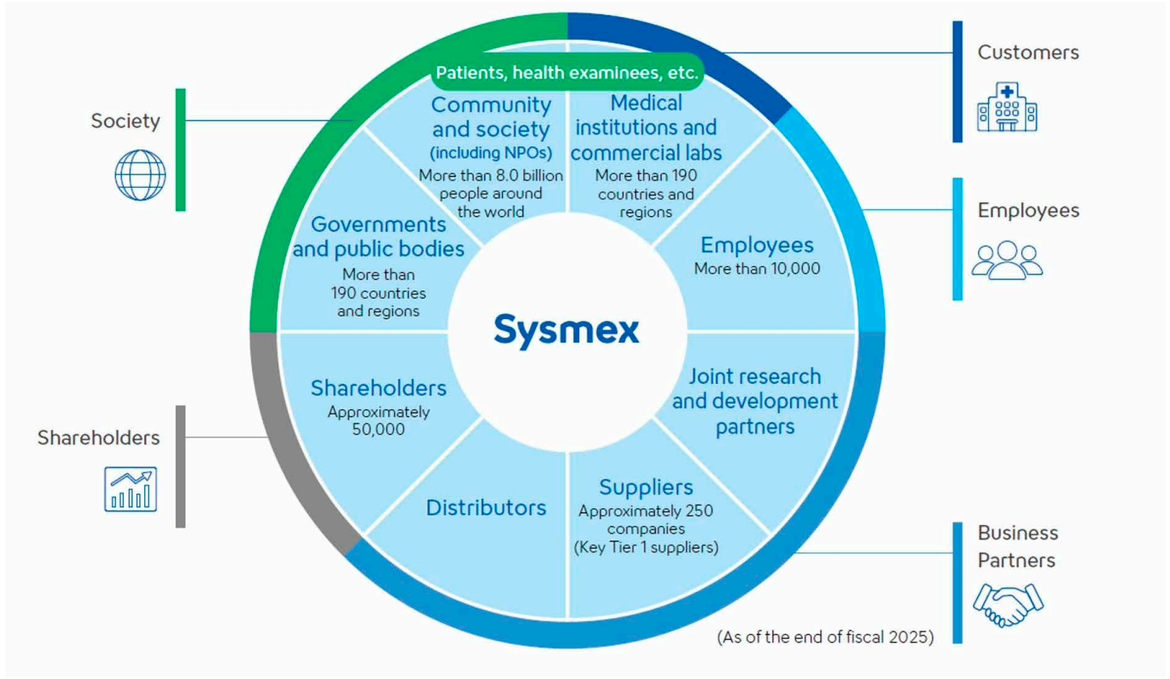
Sustainability Management

Stakeholder Engagement

Communication with Stakeholders

Through proactive dialogue with stakeholders, we strive to forge better relations. In addition, by incorporating their expectations and requirements into our business activities we will enhance the effectiveness of our strategy and strive to realize a sustainable society.

Major Stakeholders



Stakeholder	Society's Requirement Related to Business	Related Articles
Customers	We engage in ongoing communication through sales and customer care activities, with the aim of instilling confidence in our customers and providing added value that exceeds their expectations. As a result, we earn high marks in customer satisfaction surveys. • Established a 24/7 customer support center (separate contract required) • Conducted customer satisfaction surveys • Gathered feedback through VOC (Voice of the Customer), utilized in product development and quality improvements • Convened user meetings to communicate accurate product knowledge • Held scientific seminars (hybrid online/at-venue format)	▶ Quality and Safety Information ▶ Enhancing Customer Satisfaction ▶ Scientific Activities
Employees	To achieve sustainable growth, it is essential that we work on recruiting, developing, and deploying human resources, promoting Diversity, Equity & Inclusion, and creating a workplace that is comfortable, appealing and conducive to work, in line with our Long-Term Corporate Strategy 2033. We have set the engagement score on our corporate culture survey, as one of our sustainability targets, and we are undertaking initiatives to achieve this target. • Conducted corporate culture surveys (dialogue according to the results of the engagement score) • Instilled the corporate philosophy of the Sysmex Group and introduced an internal award system • Configured a global internal reporting system • Held council meetings between labor and management	▶ Talent Acquisition and Development ▶ Promotion of Diversity, Equity & Inclusion ▶ Our Efforts toward Health Enhancement ▶ Compliance Promotion Structure ▶ Labor-Management Dialogue
Business Partners	We maintain ongoing dialogues to foster an understanding among business partners of Sysmex's business direction and policies, as well as to build trust-based relationships. For suppliers, we are strengthening communication to realize a circular society, as well as establishing supply chain management in accordance with our procurement policy. • Communication through open innovation and alliances with R&D partners • Communication based on procurement policies/presentations • Conducting CSR surveys of suppliers • Holding meetings with and visiting distributors	▶ Supply Chain Management

Stakeholder	Society's Requirement Related to Business	Related Articles
Shareholders	Sysmex recognizes that IR activities are important to achieving sustainable growth and medium- to long-term increases in corporate value. We strive to disclose information proactively and quickly share internally the evaluations and requests that we receive in the course of dialogues with shareholders and investors, and to reflect this information in our management and IR activities. In recent years, we have incorporated and reinforced insights received from investors on improving capital efficiency and conducting rolling reviews of our mid-term management plan, reflecting these perspectives in our initiatives. • Dialogues with institutional investors and analysts – Held business results briefings and conference calls – Held IR meetings: Sysmex management visited the Americas, Europe, and Tokyo to engage in dialogues related to our long-term corporate strategy, mid-term management plan, business model, R&D, shareholder returns, sustainability, and other topics. – Holding of IR events: Each year we hold a technology presentation, in which people in charge of R&D divisions provide explanations about R&D progress. In addition, to foster a deeper understanding of our corporate strategy, business activities and ESG-related initiatives, we conducted facility and office tours in Japan and overseas. In FY2025, we also held a Mid-Term Management Plan briefing. – Held small meetings with outside directors – Conducted ESG interviews and other dialogues regarding value creation for society, materiality, and progress on related KPIs based on the Integrated Report and other disclosures. – We provide English-language audio streaming and presentation scripts at each event. • Dialogues with individual shareholders – Provided information through our shareholder newsletter and website	▶ Investor Relations
Society	We liaise and engage in dialogue with government agencies and international organizations with a view to the development of healthcare and the realization of a sustainable society. In addition, we communicate with society at large through activities aimed at meeting the needs of communities around the world, based on our Policy on Corporate Citizenship Activities and Philanthropy. • Collaborated with government agencies and international organizations Note: Sysmex is committed to the United Nations Global Compact and its Ten Principles. • Participated in industry groups • Engaged in Group corporate citizenship programs, including the Sysmex Gives Back Campaign (such as employee blood donations, environmental activities, helping to eradicate cancer, and support for pediatric patients and orphans, etc.)	▶ Improving Accessibility to Healthcare ▶ Transparency in Relationships with Medical Institutions ▶ Corporate Citizenship Activities

UN GLOBAL COMPACT
2026 PARTICIPANT

Our company is committed to upholding the Ten Principles of the **United Nations Global Compact**. Please refer to our **Communication on Progress.**

▶ Corporate Philosophy
▶ Multi-Stakeholder Policy (Japanese)



Society

Creating Value for a Healthy Society / Creating Innovation 21
Creating Value for a Healthy Society / Creating Innovation 22
Improving Accessibility to Healthcare 24

Providing Responsible Products, Services, and Solutions 31
Pursuit of Quality and Trust 32
Maintaining Stable Supply Through the Development of a Resilient Supply Chain 40

Maximizing Human Capital 44
Talent Acquisition and Development 45
Promotion of Diversity, Equity & Inclusion 52
Promotion of Health and Occupational Safety 59
Corporate Citizenship Activities 64

Materiality

Creating Value for a Healthy Society / Creating Innovation

Importance

Creating value for a healthy society and creating innovation are key management issues that support Sysmex's sustainable growth and the creation of social and economic value.

Providing products and services that contribute to disease prevention and improved prognosis, enhancing the productivity of healthcare professionals through the use of AI and automation technologies, and improving the economic efficiency of healthcare and access to healthcare represent important opportunities. These initiatives lead to enhanced corporate value by creating new business opportunities, expanding markets, and strengthening competitiveness. Furthermore, the appropriate protection of intellectual property rights and the utilization of advanced technologies, including AI, contribute to enhancing corporate value by establishing a competitive advantage, improving productivity, and creating new business opportunities.

Meanwhile, risks such as failure to secure intellectual property rights or infringement of Sysmex's intellectual property rights by third parties, the circulation of counterfeit products, and delays in utilizing advanced technologies, including AI, or responding to technological innovations may reduce competitiveness, result in lost business opportunities and lower sales, and ultimately impair corporate value.

Sysmex contributes to improving people's health, reducing the burden on patients, and extending healthy life expectancy by providing test results that support early diagnosis and appropriate medical care. Additionally, by improving access to healthcare and alleviating the burden on healthcare professionals, we enhance the quality and efficiency of healthcare, contributing to the realization of a fulfilling and healthy society.

Strategy

Sysmex aims to contribute to improving each individual's quality of life (QOL) and extending healthy life expectancy by creating value for a healthy society and driving innovation.

Under our Mid-Term Plan, we will accelerate medical digital transformation (DX) through the use of testing data and AI while expanding the application of these initiatives to diagnostic support, personalized medicine, and preventive healthcare. Through these initiatives, we are enhancing the value provided by screening tests and expanding their application areas. Furthermore, by providing products, services, and solutions that leverage automation and digital technologies, we will contribute to improving the productivity of healthcare professionals, enhancing access to healthcare, and improving the economic efficiency of healthcare.

In addition, we aim to establish a sustainable competitive advantage and create social and economic value by promoting the acquisition and practical application of new technologies, expanding testing parameters, and creating, protecting, and leveraging intellectual property.

▶ Sysmex Report (Value Creation Strategy)

Structure

The Global Strategy Committee, which consists of the chairperson, the president, and the executive officers in charge, discusses and deliberates on the Group's medium- to long-term management direction, as well as key strategies and challenges. Furthermore, the Business/ Technology Strategy Committee promotes innovation by aligning business and technology strategies. In addition, risks related to this topic are evaluated and managed under the company-wide risk management framework.

Indicators & Targets

Sysmex aims to balance the enhancement of healthcare value with sustainable business growth by creating value for a healthy society and driving innovation. Under our Mid-Term Plan, we have identified enhancing the value of our screening test portfolio; promoting medical DX through the use of testing data and AI; implementing new technologies and creating new value as key initiatives, and we have established indicators to measure their progress.

Key indicators

- Number of hematology tests
- Number of regulatory approvals for high-risk products in major countries
- Sales in emerging and developing markets
- R&D-to-sales ratio

For other indicators and targets, please refer to "Creating Value for a Healthy Society / Creating Innovation" under
▶ Sustainability Targets.

Society

Creating Value for a Healthy Society / Creating Innovation

Initiatives for Dementia

There are currently over 57 million people worldwide who live with dementia, and the number of dementia patients is expected to reach approximately 140 million by 2050 as life expectancy increases globally.[1] Alzheimer's disease, which accounts for 60% to 70% of all dementia cases, is thought to be triggered by the accumulation of aggregates of a protein called amyloid β (Aβ) in the brain before cognitive impairment appears. Therefore, for therapies targeting Aβ, early diagnosis and intervention are considered to enhance effectiveness. However, brain imaging examinations (PET scans) and cerebrospinal fluid examinations currently used to assess Aβ accumulation in the brain are only available at a limited number of institutions, and their high costs and invasiveness place a significant burden on patients.

Sysmex has been advancing the development of technologies to assess Aβ accumulation in the brain more simply and rapidly in order to help resolve issues in diagnosing Alzheimer's disease. In February 2016, Sysmex and Eisai Co., Ltd. entered into a comprehensive, non-exclusive collaboration agreement for the creation of new diagnostic reagents in the field of dementia. Through the exchange of each other's technologies and knowledge, Sysmex has been engaged in the development of next-generation diagnostic reagents that will enable the early diagnosis of dementia, the selection of treatments, and the monitoring of therapeutic effects.

In 2023, Sysmex launched an assay kit in Japan that assists in assessing Aβ accumulation in the brain by measuring Aβ levels in the blood using its automated immunoassay system. Enabling simple and rapid testing, this reagent is expected to reduce physical, emotional, and financial burdens on patients with a suspected Aβ accumulation in the brain while contributing to early diagnosis and early determination of optimal treatment for patients.

As a further initiative, we are promoting the development of a multi-biomarker panel to identify pathological changes at each stage, from pre-onset to cognitive dysfunction, in Alzheimer's disease, as well as to differentiate between various types of dementia, including Alzheimer's disease. In 2025, we also obtained manufacturing and marketing approval for an assay kit assessing the risk of adverse reactions associated with Alzheimer's disease drugs. Furthermore, in April 2026, we launched a research-use reagent in Europe for measuring p-Tau217,[2] an Alzheimer's disease-related biomarker.[3]

Going forward, we will continue to create innovative diagnostic technologies for the prevention and treatment of dementia, aiming to contribute to improving the quality of life (QOL) of patients and their families.

1 Source: Global status report on the public health response to dementia. Geneva: World Health Organization; 2021.
2 Abbreviation for phosphorylated tau 217. It refers to a molecular species in which the 217th site of the tau protein is phosphorylated and is being studied as an indicator associated with the pathology of Alzheimer's disease.
3 An indicator in the body that provides clues to understand disease states or changes, such as proteins in the blood

▶ The Quest for a More Accessible Dementia Diagnosis

Contribution to Healthcare through Robotic-Assisted Surgery Systems[1]

In recent years, there has been a growing demand to resolve social challenges in healthcare. These challenges include reducing physical burdens on patients, improving their quality of life (QOL), detecting lesions at an early stage, creating an environment in which healthcare professionals can concentrate on treatment with a sense of security, and ensuring the equalization of healthcare—correcting regional health disparities so that high-quality medical care is accessible anywhere. Robotic-assisted surgery systems are utilized in laparoscopic surgery, which is performed to reduce the physical burden on patients, assisting healthcare professionals in performing more precise procedures. The market size[2] of the robotic-assisted surgery system industry is expected to expand at a compound annual growth rate (CAGR) of 13%, reaching approximately 2 trillion yen on a global basis by 2030.

Sysmex began the full-scale introduction of robotic-assisted surgery systems to the Japanese market in 2021. In Japan, procedures performed using the system are currently covered by national health insurance in the fields of urology, gastrointestinal surgery, gynecology, and respiratory surgery, and the cumulative number of procedures performed using the system reached 20,000 as of July 2026. This robotic-assisted surgery system was developed with the aim of contributing to the advancement of medicine through features such as operating arms that move smoothly like human arms and high-definition images that vividly display even the smallest details with a full definition 3D system. In the future, Sysmex aims to contribute to improving skills and knowledge of healthcare professionals by using AI to learn surgeons' advanced techniques, enabling feedback on surgical procedures, intraoperative navigation assistance, as well as remote instruction and training.

In 2023, a demonstration of remote surgery using the robotic-assisted surgery system was successfully conducted between Singapore and Japan, followed by another successful trial between France and Japan in 2025. These achievements are expected to lead to social implementation in the near future, contributing to improved global access to healthcare. Furthermore, in 2026, we obtained marketing approval in Vietnam and European Conformity (CE) marking under the EU Medical Device Regulation (MDR). This certification enables commercial sales in the European region, further accelerating efforts to enhance healthcare access worldwide.

By integrating the technologies and expertise cultivated in testing and diagnostics with robotic-assisted surgery systems, Sysmex will continue to advance with its surgical intelligence initiatives and promote digital transformation (DX) to ensure a better healthcare journey for each patient, from preoperative testing through surgery and postoperative testing and treatment.

1 Developed by Medicaroid Corporation, a joint venture between Sysmex Corporation and Kawasaki Heavy Industries, Ltd.
2 Market size is based on customer purchase prices. Source: TechSci Research; 2030 forecast by Medicaroid

Award Link

▶ Notice of Receiving the Minister of Economy, Trade and Industry Award for an IP Utilization Venture at the 2026 Intellectual Property Achievement Awards (medicaroid.com, in Japanese)

Contribution to Countermeasures against Antimicrobial Resistance (AMR)

If antimicrobials used to treat infectious diseases are inappropriately used, bacteria in the body may not be fully eliminated sufficiently, allowing the surviving bacteria to become drug-resistant bacteria.[1] As these drug-resistant bacteria proliferate, antimicrobials become less effective, making it difficult to treat infections that would otherwise be mild and treatable. According to an estimate published in 2014, if countermeasures against antimicrobial resistance (AMR) are not taken, the annual number of deaths due to AMR is expected to reach 10 million by 2050.[2] This high figure is estimated to surpass the number of deaths from cancer, and AMR has therefore been recognized by the World Health Organization (WHO) and various other organizations as a social challenge that must be addressed worldwide.

As a company involved in healthcare, Sysmex is working to establish new testing technologies and develop products to help resolve this challenge. In June 2023, we launched a rapid antibiotic susceptibility testing system in Europe that uses urine samples from patients suspected of having urinary tract infections[3] to detect the presence or absence of bacteria and assess the effectiveness of antimicrobials. While conventional antibiotic susceptibility testing takes several days, Sysmex's proprietary microfluidic technology[4] enables rapid results in as little as 30 minutes from the start of measurement. This supports the appropriate prescription of antimicrobials at the initial consultation in primary care settings such as clinics. In 2024, the system won the Longitude Prize on AMR, the UK's most prominent scientific prize. The prize recognizes and supports the development team that has made the most significant contribution to combating AMR through the development of an affordable, rapid, accurate, and easy-to-use POCT[5] system that is necessary for appropriate antimicrobial prescribing in medical settings. Since the prize's launch in November 2014, applications have been submitted by more than 250 development teams worldwide.

Furthermore, Sysmex Europe participates in the AMR Industry Alliance, an international industry association comprising pharmaceutical, diagnostic, biotechnology, and other companies, with the aim of promoting measures against AMR. Through international knowledge sharing and awareness-raising activities, Sysmex is committed to promoting the appropriate use of antimicrobials.

Sysmex will continue to contribute to tackling the global threat of AMR by developing and delivering innovative testing and diagnostic technologies.

1 Antimicrobial Resistance (AMR) is a phenomenon in which microorganisms develop resistance to drugs that would otherwise have an effect on them, making these drugs ineffective or less effective. Bacteria that have acquired this drug resistance are referred to as drug-resistant bacteria.
2 Source: "Antimicrobial Resistance: Tackling a Crisis for the Health and Wealth of Nations." The Review on Antimicrobial Resistance, chaired by Jim O'Neill (published in 2014). In addition to bacterial drug resistance, this estimate covers AMR associated with drug-resistant tuberculosis, malaria, HIV, and other pathogens.
3 A urinary tract infection (UTI) occurs when bacteria enter the urinary tract (from the kidneys to the urethral outlet) and cause inflammation. It leads to cystitis when affecting the bladder and pyelonephritis when affecting the kidneys.
4 A proprietary technology developed by Sysmex Astrego that uses microscale channels fabricated at the nanometer-to-micrometer scale to individually capture multiple bacteria present in a liquid sample and culture the bacteria in a unidirectional manner within the microchannels, enabling rapid antibiotic susceptibility testing
https://www.sysmex-astrego.se/technology.html
5 Point-of-Care Testing (POCT): A general term for simple clinical testing performed by healthcare professionals near the patient during medical care or nursing. It offers advantages, including shorter turnaround time for results and greater visibility of the testing process for patients.

▶ AMR Industry Alliance

Society

Improving Accessibility to Healthcare

Today, global challenges that affect people's health have become increasingly apparent, and international cooperation is essential for their resolution. Particularly in emerging and developing countries, people's health is threatened not only by infectious diseases such as malaria and HIV but also by the lack of an adequate health system, leaving certain regions without access to proper medical care.

Sysmex is leveraging its core strengths in testing and diagnostics to address these challenges. By expanding access to quality testing in emerging and developing countries and helping establish diagnostic infrastructure that enables testing results to be interpreted according to common standards across countries, we aim to realize a society where as many people as possible can access proper medical care. Through these efforts, we seek to contribute to the achievement of Universal Health Coverage (UHC).[1]

Furthermore, to track our progress in improving access to healthcare, we have set sales in emerging and developing countries as a monitoring indicator for our sustainability targets.

▶ Status of Sustainability Targets

1 UHC: A condition in which all people have access to affordable and proper services to improve their health, prevent or treat illnesses, and recover

Contribution to Malaria Elimination

Transmitted by mosquitoes, malaria is one of three major infectious diseases defined by the World Health Organization (WHO) and is prevalent mainly in tropical and subtropical regions. Since malaria testing uses blood samples, Sysmex leveraged its technology accumulated in the field of hematology to develop an automated hematology analyzer that supports the standardization and optimization of malaria testing.

Malaria is a disease where the number of deaths can be reduced through early diagnosis and treatment. By introducing this product, which provides diagnostically useful testing results quickly and easily, into clinical settings, Sysmex is contributing to malaria elimination.

Realizing High-Precision and Simple Malaria Testing

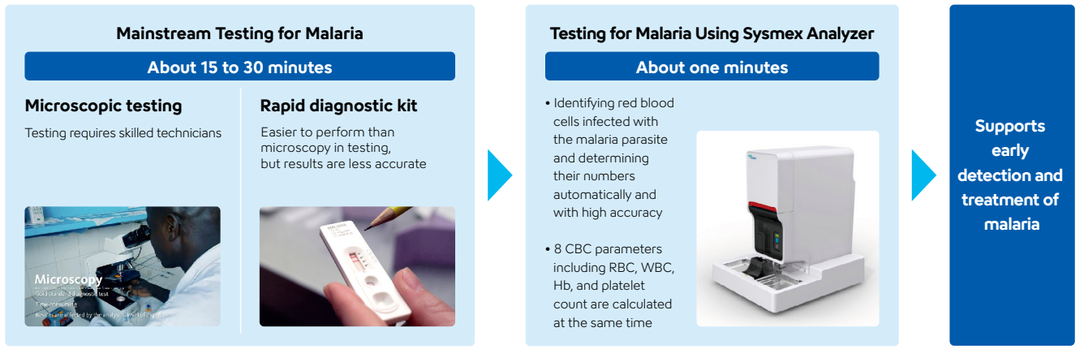
The current mainstream method of testing for malaria uses a rapid diagnostic kit or a microscope. However, both options pose problems such as the time required, ranging from 15 to 30 minutes, including pretreatment. In particular, microscopy requires highly skilled techniques.

In contrast, our hematology analyzer identifies red blood cells infected with the malaria parasite and determines the proportion of infected cells without pretreatment, automatically performing both processes in about one minute[1] with a high degree of accuracy.[2] In addition, since our hematology analyzer calculates eight CBC parameters[3] that are measured at the same time in normal hematology testing, it can provide clinical settings with valuable data on conditions such as anemia, in addition to detecting malaria.

Through the use of this technology and product, Sysmex is committed to enhancing the quality of healthcare and supporting clinical settings in malaria-endemic regions, primarily in Africa.


Academic symposium held in Ghana

1 Time from sample loading to result determination.
2 Testing by the analyzer does not mean that malaria diagnosis will replace microscopic testing. Nor does it mean a diagnosis can be made based on the outcome of analyzer testing alone. A definitive diagnosis is made based on the physician's comprehensive judgment, which includes other clinical information.
3 Red blood cell count (RBC), white blood cell count (WBC), hemoglobin concentration (Hb), hematocrit value (Ht), mean corpuscular volume (MCV), mean corpuscular hemoglobin (MCH), mean corpuscular hemoglobin concentration (MCHC), and platelet count (PLT).



Stakeholder's Voice

Interview with Healthcare Professional in Kenya



Sysmex's analyzers enable malaria diagnosis with high sensitivity and precision in as little as one minute. They support treatment decisions in clinical settings through quantitative data on parasite load and complete blood count (CBC) parameters. Furthermore, automating the testing process reduces dependency on skilled microscopy personnel and improves diagnostic consistency. Furthermore, as someone working on the front lines of malaria control, I believe that establishing a diagnostic system capable of addressing infections even at an early stage or in cases where symptoms are not readily apparent is of great importance.

11th Zero Malaria Award Received

Sysmex Corporation was honored with the 11th Zero Malaria Award by the non-profit organization Malaria No More Japan, in recognition of its contribution to malaria elimination. This accolade highlights Sysmex's achievements in developing and disseminating innovative malaria diagnostic analyzers. Since its launch by Malaria No More Japan in 2014, this award has recognized individuals and organizations actively contributing to the international community's goal of achieving zero malaria by 2030.



▶ Click here for details: https://malarianomore.jp/archives/13709 (Japanese)

Ensuring and Maintaining Testing Environments to Support People Living with HIV



System to Test for CD4+ Lymphocytes

HIV (Human Immunodeficiency Virus) gradually impairs immune function over time, leading to AIDS (Acquired Immunodeficiency Syndrome) if left to progress. As of the end of 2024, approximately 40.8 million people worldwide were living with HIV, of whom around 31.6 million were receiving antiretroviral therapy (ART).[1] In determining treatment strategies for people living with HIV and monitoring therapeutic effects, tests that measure the number and proportion of CD4+ lymphocytes (an indicator of immune status) play a crucial role.

In emerging and developing countries, Sysmex Partec continuously provides a testing system for CD4+ lymphocytes to assist in diagnosing HIV-infected individuals and monitoring their immune status. The system measures the number and proportion of CD4+ lymphocytes in the blood in just three minutes and is inexpensive, small, and portable, requiring only simple maintenance. Through these features, it aims to ensure everyone has equal access to simple, rapid, and stable testing.

In addition, this system has acquired prequalification[2] by the WHO, accelerating its introduction in countries and regions in which medical resources are limited. This contributes to improving the quality of HIV diagnosis and care in emerging and developing countries.

1 Source: Data published by UNAIDS (Joint United Nations Programme on HIV/AIDS) (2025)

2 Certification system under which the WHO guarantees quality, safety and efficacy, with the aim of ensuring that health care products, including drugs, testing, and vaccines, can be used with a sense of security in countries lacking in resources. The system was launched in 2001 for drugs for HIV/AIDS and is now used as a reference list for procurement in emerging and developing countries. The Global Fund to Fight AIDS, Tuberculosis, Malaria, and other funding organizations preferentially choose products that have acquired prior approval.

Contributing to Diagnostic Infrastructure and International Standardization

To ensure access to high-quality healthcare, it is crucial that testing results can be interpreted using the same standards, regardless of where in the world the test is performed. In addition to addressing discrete diseases such as malaria and HIV, Sysmex is committed to developing the diagnostic infrastructure that underpins the reliability of testing results and advancing international standardization.

Advancing Testing Infrastructure Through the Establishment of International Standards

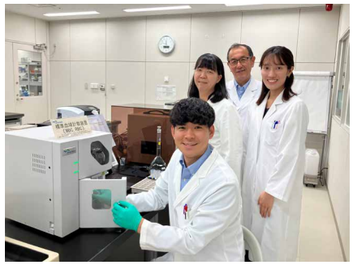
In clinical testing, it is essential that testing results can be interpreted using the same standards at any medical institution in any country. However, in blood tests (hematology field), the properties of blood change over time. This has made it difficult to unify standards using stable, long-term reference samples, presenting a challenge where testing results could not be easily compared across different countries or facilities.

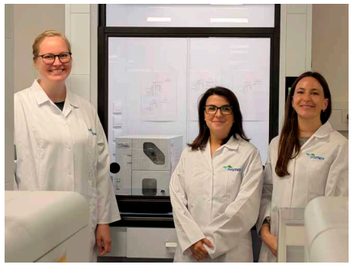
To address this challenge, Sysmex has worked to establish reference measurement procedures that support standardization in the field of hematology. Recently, our reference measurement procedures for red and white blood cell counting, used in our reference measurement laboratories, have been registered with the JCTLM,[1] a global framework that evaluates and registers measurement standards for clinical testing. This achievement was made possible through collaboration with national and international standardization and metrology organizations. As a result, these procedures have been recognized as internationally accepted reference methods and now serve as core technologies supporting standardization in the field of hematology.

Verification results based on the accuracy and operational structure of our globally established reference measurement laboratories were used as evidence demonstrating our competence and quality in the review for JCTLM registration. Furthermore, as this method has gained recognition as an international standard, it enables consistent comparison and evaluation of testing results across countries and facilities. This enhances the reliability of testing data provided in medical settings, leading to more accurate diagnoses and appropriate treatment decisions. This achievement represents an important milestone in advancing international standardization in the field of hematology.

Sysmex has been committed to maintaining and developing traceability frameworks for over 30 years. Going forward, we will leverage this expertise to consistently manage everything from standard establishment to clinical implementation, continuing to lead the development of international standards.

1 Joint Committee on Traceability in Laboratory Medicine: An international organization that defines internationally harmonized measurement methods and reference materials in the field of clinical testing


Japan


Germany


U.S.

▶ Reference Measurement Procedures for Red and White Blood Cell Counting Registered in the Database of the International Organization JCTLM (Japanese)

Promoting International Standards to Enhance the Reliability of Testing Results

The quality of clinical testing is a critical foundation supporting the safety and reliability of healthcare. However, methods for evaluating test performance and managing quality vary by country and region, presenting challenges for consistency in comparing and interpreting testing results. Given this context, Japan is required to develop and implement test performance evaluation based on international standards.

To address this issue, Sysmex is working to improve the international consistency of clinical testing in Japan through the domestic adoption of international standards. Specifically, in collaboration with the Japanese Committee for Clinical Laboratory Standards (JCCLS) and the Japan Association of Clinical Reagents Industries (JACRI), we have developed verified Japanese translations of guidelines from the Clinical & Laboratory Standards Institute (CLSI). The first Japanese edition is scheduled to be published on the CLSI website beginning in July, with additional documents planned for publication sequentially in cooperation with relevant organizations.

These initiatives will encourage Japanese laboratories to adopt operations based on international standards, enhancing international consistency in test performance evaluation and quality control. Consequently, testing results obtained in Japan can be interpreted based on international standards, making it easier for physicians and researchers to compare data with overseas findings. This continuous accumulation of efforts will contribute to higher reliability in diagnostics and research decisions. Ultimately, using high-quality testing technologies established in Japan is expected to help improve the quality of healthcare worldwide.

We will continue to drive quality improvement in clinical testing through the promotion and implementation of international standards, contributing to a society where people around the world can access high-quality healthcare with peace of mind.



▶ International Standards: Advancing Laboratory Practice Through Translation (CLSI)

Contribution to Strengthening Health Systems

Emerging and developing countries need to develop the abilities of healthcare professionals (capacity building) to solve health and medical issues. Sysmex provides both in-person and online training on clinical value and instrument maintenance for sales distributors and healthcare professionals. Furthermore, we actively implement educational programs tailored to the unique needs of these countries, such as public-private partnership initiatives. Through these initiatives, we support the enhancement of knowledge and skills related to clinical testing, thereby contributing to the strengthening of testing systems and the advancement of health systems. Furthermore, the practical application of this acquired knowledge and skills in medical settings contributes to the early detection and treatment of diseases, as well as the delivery of more accurate diagnoses and appropriate treatment.

▶ Pursuit of Quality and Trust

Acceptance of JICA Trainees

Since 1994, Sysmex Corporation has worked with JICA in providing training on the maintenance and management of its instruments, aiming to improve the knowledge and skills of healthcare professionals. To date, we have welcomed over 1,200 JICA trainees, contributing to the development of human resources in the healthcare sector of developing countries.

Strengthening Biomedical Engineering Education Through Public-Private Partnership with GIZ

GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) is a German government agency that implements international development cooperation on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). As a private-sector partner in the GIZ-led public-private partnership program (develoPPP), Sysmex is participating in projects to strengthen biomedical engineering (BME) education in Kenya and Senegal (2018–2022) as well as Ghana (2023–2027). We contribute to local human resource development by providing medical devices, developing laboratory infrastructure, and modernizing and upgrading university curricula.



Supporting Quality Control and Standardization of Clinical Testing in Asian Countries

Sysmex has been continuously implementing support activities aimed at improving the quality and accuracy of clinical testing across Asian countries.

In Mongolia, in cooperation with Mongolia's Ministry of Health, Sysmex provides support covering five testing fields (hematology, clinical chemistry, immunochemistry, hemostasis, and urinalysis). For facilities that face difficulties participating in external quality assessment (EQA) programs conducted in urban areas, we provide technical and academic expertise along with operational support to enable EQA implementation on a regional basis. Through these efforts, we are helping to enhance Mongolia's healthcare standards by improving the quality of clinical testing.

In Cambodia, Sysmex is also promoting quality improvement in clinical testing through similar support related to EQA in the field of hematology.

In China, Sysmex's hematology reference counter has been employed as a National Standard for Blood Cell Count[1] since 2002. Based on this standard, registration inspections and EQA for hematology analyzers have been conducted throughout the country. In addition, Sysmex has continuously supported the technology transfer and technical exchange for reference measurement procedures for blood tests and the creation of national guidelines for clinical testing. Since fiscal 2019, we have leased the latest reference counters, contributing to improving the accuracy and standardization of hematology in China. Through these initiatives, we are driving quality improvement and standardization in clinical testing across Asia, thereby contributing to improved access to proper medical care.


Survey Report Meeting in Mongolia

1 Analyzer used to assign reference values for the national hematology standard (red blood cell and white blood cell counts).

▶ Scientific Activities

▶ Delivering High-Quality Made in Japan Products to the World: Production Transfer Project to India

Malaria Control Support Using Counterpart Funds

In 2024, using counterpart funds[1] accumulated under a grant aid (food assistance) framework for Niger funded through Japan's Official Development Assistance (ODA), Sysmex installed malaria diagnostic instruments at Issaka Gazobi Maternity Hospital in Niamey and a regional hospital center in Tahoua. In conjunction with the installation, Sysmex provided training for local healthcare professionals on malaria and anemia management for malaria patients. Through these efforts, Sysmex has contributed to improving malaria and anemia countermeasures and providing appropriate treatment opportunities in the region.



Malaria diagnostic analyzer installed at Issaka Gazobi Maternity Hospital

1 Counterpart funds refer to funds accumulated by the recipient country's government through the local sale of goods and services procured under Japan's grant aid program. These funds are used for development projects in areas such as education, healthcare, and infrastructure, aimed at promoting the recipient country's socio-economic growth, following consultations between the recipient government and the Government of Japan. The funds are managed by the recipient government, with reporting and audits conducted to ensure transparency.

Partnership

At present, developing countries need to develop their healthcare infrastructure to address medical challenges corresponding to each stage of economic development, and demand for healthcare services is expected to expand further. To deliver accurate testing results which serve as the gateway to healthcare and a prerequisite for treatment, Sysmex is building partnerships with health ministries, medical institutions, and other stakeholders. Furthermore, we are promoting institutional framework development and testing environment enhancements to popularize high-quality testing across countries and regions. In addition to leveraging international cooperation and public-private partnership frameworks, we also collaborate with other private companies, working to co-create new value that directly solves healthcare challenges.

Cross-Industry Collaborative Co-Creation Project: Contributing to Universal Nutrition Health Coverage

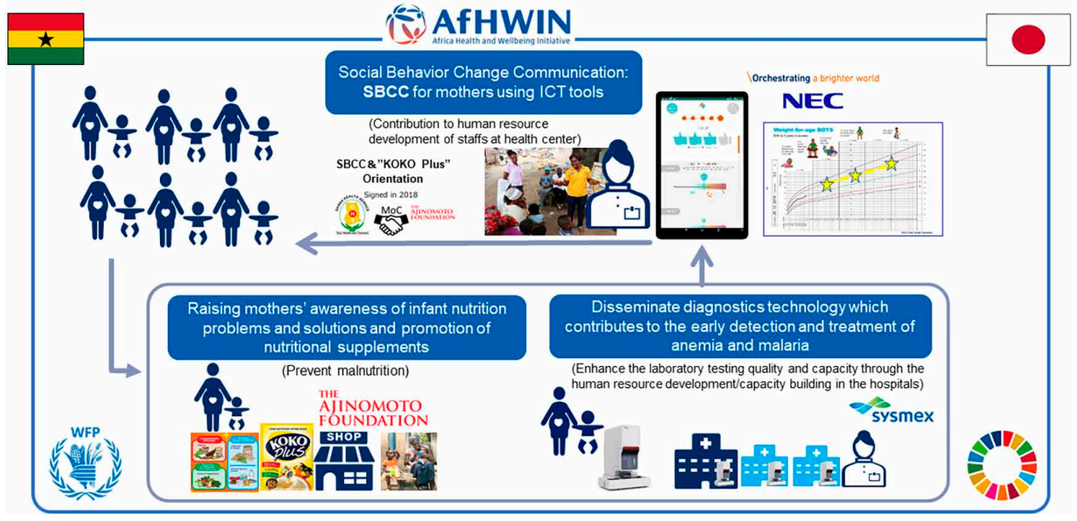
In Ghana, serious healthcare problems include malnutrition—the greatest risk factor for death and disability—and malaria, which is the leading cause of death.[1] Malnutrition causes stunting that delays physical and brain development in fetuses and infants, while also triggering anemia, which increases the risk of severe malaria. In addition, since children under the age of five years and pregnant women are highly vulnerable to the health impacts of malaria,[2] an integrated approach that addresses nutrition, anemia, and malaria collectively is required.

From 2022 to 2024, Sysmex Corporation conducted a co-creation project aimed at improving maternal and child health and nutrition in Ghana in collaboration with the Ajinomoto Foundation and NEC Corporation. This project built upon initiatives previously advanced by the Ajinomoto Foundation in collaboration with the Ghana Health Service, such as promoting behavioral changes among mothers and recommending nutritional supplements. By combining high-quality testing with cutting-edge ICT originating in Japan, the project has established a system that contributes to improving maternal and child health and nutrition.

Beyond installing malaria diagnostic instruments at medical institutions, Sysmex contributed to strengthening the functions of regional hospitals through human resource development and awareness-raising activities for healthcare professionals. In addition, using data analyzed by malaria diagnostic instruments, we conducted joint research with the Ghana Health Service on the prevalence of anemia and malaria among pregnant women, mothers and their children, schoolchildren, and others in the project areas.

1 The Institute for Health Metrics and Evaluation (IHME)
https://www.healthdata.org/ghana

2 Children under five years old are particularly vulnerable to malaria and malnutrition. Malnourished children may develop more severe cases of malaria. Additionally, malaria increases the risk of poor outcomes for mothers and newborns, such as anemia and death in pregnant women, miscarriages, stillbirths, low-birthweight infants, and newborn and infant death.
Nutrition and Malaria: Integrated approach for effective case management



Introducing a Colorectal Cancer Screening Program in Collaboration with the Egyptian Ministry of Health and Population

In recent years, aging populations, urbanization, and lifestyle changes across Africa have intensified the importance of addressing non-communicable diseases (NCDs) like cancer, alongside traditional infectious diseases. Because colorectal cancer often presents few initial symptoms and access to screening remains limited, diagnoses are frequently delayed. This underscores the urgent need for screening systems capable of detecting the disease before symptoms appear. Against this backdrop, Egypt has been standardizing and expanding a nationwide colorectal cancer screening program for individuals aged 40 and older under the leadership of the Ministry of Health and Population since 2023.

Under a public-private partnership framework, Sysmex Egypt worked to establish an operational system, spanning from sample collection to testing, while also engaging in public awareness campaigns. These initiatives have enabled the efficient, large-scale, and phased implementation of colorectal cancer screening, contributing to the promotion of early detection and treatment as well as expanding access to screening.

Exhibited at the Ninth Tokyo International Conference on African Development (TICAD9)

Sysmex exhibited at the Japan Fair, a side event of the Ninth Tokyo International Conference on African Development (TICAD9), held in Yokohama in August 2025.

Operating in approximately 50 out of the 54 African countries, Sysmex showcased its disease-specific approaches to healthcare challenges—such as anemia, infectious diseases like malaria and HIV, and non-communicable diseases like cancer—alongside its initiatives in healthcare workforce development and customer care structure. This exhibition provided a valuable opportunity to deepen dialogue and strengthen collaborations with stakeholders dedicated to solving healthcare challenges across the African region.



Materiality

Providing Responsible Products, Services, and Solutions

Importance

The provision of responsible products, services, and solutions is a key management issue that supports Sysmex's sustainable growth and value creation.

Supply chain disruptions caused by natural disasters, infectious diseases, geopolitical risks, or inadequate supplier management, as well as insufficient responses to increasingly complex regulatory approval requirements and product safety demands, or delays in adapting to changes in laws, regulations, and healthcare policies, may disrupt stable supply, reduce quality and trust, and result in lost business opportunities, posing risks that could impair corporate value.

Furthermore, enhancing quality and safety, responding appropriately to regulations in each country, expanding business in response to healthcare needs and institutional changes, and strengthening supply chain resilience represent opportunities to enhance corporate value by increasing trust, securing competitive advantages, and creating new business opportunities.

In terms of social impact, quality defects or inadequate customer care could lead to delays or errors in clinical care and testing at medical institutions, potentially resulting in negative impacts on customers and patients. Meanwhile, providing products, services, and solutions that appropriately address healthcare policies and medical needs in each country supports the execution of proper testing and diagnosis at medical institutions, contributing to the provision of appropriate medical care to patients.

Strategy

Sysmex promotes the provision of responsible products, services, and solutions by pursuing quality and trust, maintaining a stable supply, and appropriately responding to healthcare policies and regulatory requirements in each country.

To maintain a stable supply, we are advancing reforms in the diagnostic reagent value chain. Through the optimization of production and procurement systems, the in-house production and substitution of critical raw materials, and the enhancement of quality management systems, we aim to enhance supply chain resilience and improve profitability.

We are also pursuing continuous improvements in quality and safety by reinforcing global quality management, enhancing post-market quality management, and leveraging digital technologies.

Furthermore, we continuously monitor healthcare policies, laws, regulations, and regulatory trends in each country. By fostering collaboration among global regulatory affairs and business divisions and regional group companies, we reflect institutional changes in our product strategies and business plans to respond swiftly and appropriately to changes in the market environment.

Through these initiatives, we aim to achieve both value creation for patients and sustainable business growth by providing a stable supply of high-quality products and services to medical settings.

▶ Policy on the Provision of Responsible Products, Services, and Solutions

Structure

Under the supervision of the President, the quality assurance division takes the lead in promoting quality management, while the production and SCM divisions, overseen by a Senior Executive Officer, drive supply chain management. In addition, risks related to this topic are evaluated and managed under the company-wide risk management framework.

Indicators & Targets

To drive improvements in quality and safety, maintain a stable supply, and appropriately respond to regulations in each country, Sysmex has established key indicators for quality management and regulatory affairs activities, striving for continuous improvement.

Key indicators:

- Number of recalls
- Number of FDA Warning Letters
- Number of regulatory approvals

For other indicators and targets, please refer to "Providing responsible products, services, and solutions" under ▶ Sustainability Targets.

Society

Pursuit of Quality and Trust

Quality Management

Group Quality Management System

At Sysmex, under the supervision and management of the President, the quality assurance divisions play a central role in maintaining and improving our quality management system. More specifically, we hold a monthly quality meeting where the managers of our development, production, marketing, and customer care divisions explore what we can do to monitor the quality, effectiveness, and safety of our products and customer care, along with improvement measures. We also hold Quality System Committee meetings regularly to review responses to inspections by regulatory bodies, quality objectives, and actions arising from management reviews. This is part of our efforts to maintain the Group's quality management system and promote activities for improvement.

Furthermore, all manufacturing bases for final products[1] have obtained ISO 9001 certification, the international standard for general quality management, or ISO 13485 certification, the international standard for medical device quality management systems. Of the 83 companies in the Sysmex Group, 38 have been ISO 9001 certified and 21 have been ISO 13485 certified. In fiscal 2025, three cases of nonconformity were identified in an internal quality audit and two cases during an external quality audit, and corrective action is being taken.

We have also set a quality objective for fiscal 2026 of zero major or recurring nonconformities annually in external audits, working continuously toward ongoing improvement. In addition, we have been making efforts to improve quality by setting the numbers of recalls and FDA warning letters as indicators for monitoring the progress of sustainability targets.

1 Wholly owned subsidiaries

▶ Status of Sustainability Targets

TÜVRheinland CERTIFIED
Management System
ISO 9001:2015
EN ISO 13485:2016
ISO 14001:2015
www.tuv.com
ID 0910589004

For details, refer to ID 0910589004 on www.tuv.com. (The applicable scope of activities and websites vary in accordance with standards.)

▶ https://www.tuv.com
▶ Quality Policy
▶ Product Security Policy

Ensuring Quality and Safety Throughout the Entire Product Lifecycle

Compliance with Related Laws and Regulations in Each Country

Used in laboratory testing, Sysmex's products play a vital role in protecting human life and health. In its product development, manufacturing, and procurement activities, Sysmex operates a quality management system to comply with the laws and regulations of countries worldwide, including Japan's PMD Act, the EU's IVDR, the U.S. FDA's Quality Management System Regulation, and China's Regulations on the Supervision and Administration of Medical Devices. We also manage regulatory requirements across every process of development, manufacturing, and procurement.

Furthermore, we strive to maintain and improve product safety and quality through internal audits, supplier audits, employee training, and continuous improvement activities.

▶ Chemical Substance Management of Products

Quality Assurance Framework

In the product development process leading up to market launch, Sysmex verifies product quality by setting up five "quality gates."[1] Furthermore, we continuously conduct quality and safety risk assessments[2] throughout the entire product lifecycle, not just during design and development, and implement appropriate mitigation measures for high-risk events. For products where Sysmex holds responsibility as a marketing authorization holder, we strive to ensure quality by performing manufacturing site management and quality verifications based on our quality management system. In the unlikely event that a product defect occurs, we have frameworks in place to promptly assess the situation and take appropriate action.

At factory sites, in addition to conducting regular quality audits, we continuously monitor the progress of manufacturing processes and any deviations. We also perform incoming inspections and in-process tests on materials purchased from suppliers to verify their quality. For suppliers with high nonconformity rates, we maintain a system to ensure quality by providing guidance and support for quality improvement. Moreover, when corrective and preventive actions are required, we promptly formulate plans based on internal regulations and consistently execute them through to the verification of the action's validity and effectiveness. To ensure quality and traceability, we use RFID[3] and introduce GPS and temperature loggers[4] for the transportation of certain reagents for testing, enabling high-level quality assurance required during the transport of reagent products.

1 Product design review, production process design review, evaluation by the Product Quality Control division, pre-market QMS checks, and 1st lot production review

2 Systematic evaluations are conducted during the design and development stages to ensure product quality and safety, including risk evaluation of chemical substances, such as hazardous substances, contained in products. The evaluation consists of hazard identification (extracting risk factors based on past malfunction data, etc.), hazard characterization (assessing the severity of impacts on human health and the environment), exposure assessment (assessing the probability of exposure due to operational errors, instrument malfunctions, etc.), and risk characterization (comprehensive evaluation based on the probability of occurrence and severity of impact).

3 A system that uses radio waves to read and write data on RF tags without physical contact. The RFID tags used are of a passive type, which do not emit radio waves themselves but receive signals from an RFID reader to allow non-contact and batch reading of information.

4 A measurement device equipped with a thermometer and a data logger

Continuous Improvement and Preventive Measures Using Quality Information

Sysmex is advancing the use of quality data obtained from post-market surveillance and manufacturing processes, working to strengthen the preventive quality assurance system by feeding this data back into the design and development stages.

Specifically, we use our global quality complaint handling system to collect quality information from the market on a global and timely basis. When product malfunction reports are received, we promptly investigate the root cause and strive to prevent defective products from entering or circulating in the market.

Furthermore, based on regular information review and ongoing information gathering by the quality assurance divisions, we centrally manage malfunction data from both the market and pre-shipping stages in a Group-wide database.

This quality information is reliably fed back into the design and development stages. By linking this data with risk assessment, we aim to enhance hazard identification and the development of preventive measures for similar products.

Preventive Quality Assurance System



▶ Product Quality and Vigilance Control System
▶ Evolving Customer Care Activities Through the Use of Advanced Digital Technologies and Information Assets

Globally Trusted Accuracy Assurance System

The reliability of testing results is indispensable for patients to receive appropriate diagnoses and treatment. Sysmex has established an accuracy assurance system based on international standards to ensure that testing results can be trusted and used seamlessly across different medical institutions and regions.

In the field of hematology, Sysmex has established and maintained metrological traceability—a framework that links measurement results to international reference standards—for over 30 years, in accordance with standardization guidelines from the ICSH[1] and CLSI.[2]

This reliability is sustained throughout the entire testing process. Sysmex has developed a comprehensive accuracy assurance framework that connects everything from the starting point of testing to medical settings, and ultimately to patients.

We secure the "foundation of accuracy" in testing through reference materials (samples that serve as benchmarks for testing results), holding ISO 17034 accreditation in the field of hematology. Furthermore, our metrological traceability links measurement values to international standards, ensuring that testing results carry the same clinical significance across different medical institutions. (In Japan, we have obtained ISO/IEC 17025 and ISO 15195 accreditations.)

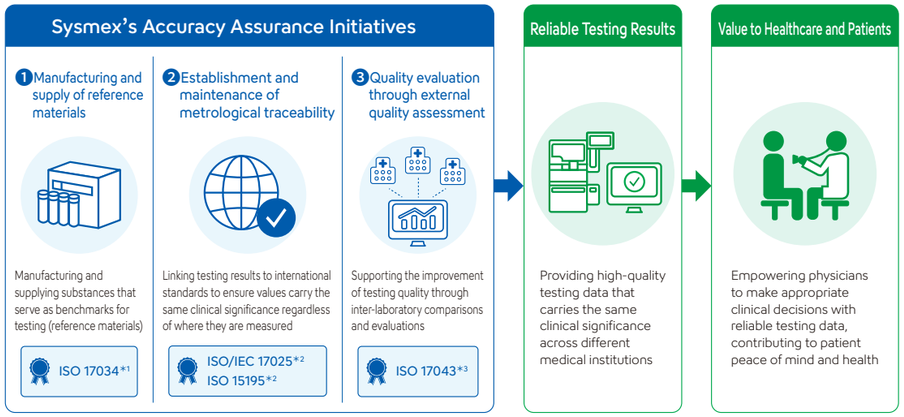
We also provide external quality assessment (EQA) services based on ISO/IEC 17043, supporting quality improvement in clinical laboratories through inter-laboratory comparisons and evaluations. These initiatives underpin quality management systems grounded in standards such as ISO 15189 and CAP accreditation, enabling the delivery of highly reliable testing data. (In Japan, we also assist laboratories in obtaining and operating ISO 15189 accreditation.)

Ultimately, these interconnected frameworks empower physicians to make appropriate clinical decisions, leading to accurate diagnoses and treatment for patients.

Through its integrated accuracy assurance framework—comprising reference materials, metrological traceability, and external quality assessment—Sysmex contributes to improving the quality of healthcare and delivering value to patients.

1 ICSH: International Council for Standardization in Hematology

2 CLSI: Clinical and Laboratory Standards Institute



Scope of certification (as of 2026):
*1 Supply of reference materials for the Japanese market
*2 Metrological traceability operations within Japan
*3 External quality assessment programs for regions excluding the Americas

▶ Sysmex Accredited ISO 15195 Laboratory medicine - Requirements for reference measurement laboratories
▶ Sysmex Accredited for ISO/IEC 17025 and ISO/IEC 17043 Calibration Laboratory and Proficiency Testing Provider - Initiatives toward Further Standardization of Clinical Testing and Quality Improvement -

Employee Training

Focusing on Specialized Quality Training

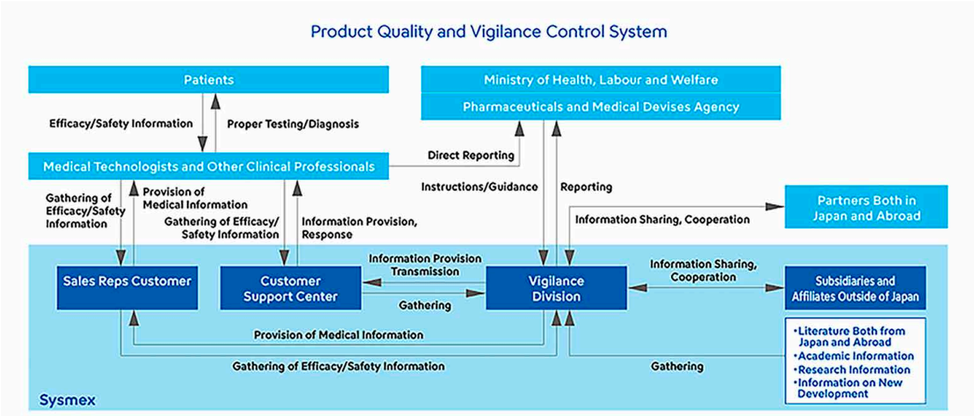
To provide safe and highly reliable products and services to patients and healthcare professionals, Sysmex conducts Quality Policy training, as well as regular quality management training for relevant divisions and specialized training on laws and regulations for specific divisions and job functions.

In fiscal 2025, we provided training on the topic of quality to approximately 3,000 employees, covering all employees across development, production, marketing, and service divisions, as well as ISO-certified business offices of our domestic Group companies. At overseas Group companies, we also held training regarding quality at all manufacturing bases for final products and ISO-certified business offices. Through these initiatives, we aim to raise quality awareness and ensure strict compliance with laws and regulations, thereby fostering a culture of quality throughout the entire Group.

Management of Information Regarding Quality and Safety

Sharing Customer Feedback Within the Group

Sysmex has established the Quality Assurance division, which controls information regarding the quality and safety of its products. We investigate and analyze information received from medical institutions and sales distributors and share it among relevant divisions—including design, manufacturing, and quality assurance—to drive quality improvement and prevent recurrences. Furthermore, we leverage the knowledge gained to develop new products and enhance existing ones, striving to deliver safer and more reliable products and services.



Product Recall and Repair Information Posted on Our Website

Sysmex Corporation posts information about product recalls and repairs on its website under “Important Product Notices.” By providing prompt and transparent information to our customers and medical institutions, we are committed to ensuring product safety and maintaining and improving reliability.

▶ Important Product Notices (Japanese)

Response to the Circulation of Counterfeit Reagents

To ensure accurate testing results, Sysmex asks healthcare providers to use Sysmex-branded instruments and reagents together. In recent years, however, counterfeit reagents that mimic the names and container shapes of Sysmex products have been identified in circulation in some regions. These counterfeit reagents may compromise the reliability of testing results and could interfere with appropriate diagnosis and treatment. For this reason, Sysmex continuously monitors the market for counterfeit reagents. When they are identified, we take swift and thorough action based on our intellectual property rights, collaborating closely with local government institutions and judicial bodies.

▶ Intellectual Property Activities that Protect Business Models

Enhancing Customer Satisfaction

High Marks in Customer Satisfaction Surveys

Sysmex conducts customer satisfaction surveys in various countries and regions. To deliver better customer care, we set evaluation metrics tailored to each country and region in accordance with the characteristics of the products and services we offer.

Sysmex America has won awards for eight consecutive years in all three categories—customer satisfaction, overall service, and system performance—in the hematology analyzer manufacturer segment of the 2025 ServiceTrak™ Clinical Laboratory Award, organized by IMV, a specialist provider of market research in medical imaging and clinical diagnostic instruments. In addition, Sysmex America has maintained the No. 1 ranking for system reliability for 26 consecutive years and has received industry-leading evaluations in areas that reflect strong customer trust, including repurchase intention and Net Promoter Score (NPS®).

Furthermore, Sysmex Shanghai achieved the highest rating across all five categories—market share, comprehensive customer satisfaction, repurchase intention, NPS, and training system satisfaction—at the 2025 China Medical Industry Data Survey, receiving the Grand Prize.

Through these internal surveys and third-party evaluations, Sysmex routinely monitors whether it continues to provide high-quality products and services that satisfy customers, leveraging these insights for ongoing improvement.





▶ On the Front Lines of U.S. Clinical Laboratories: Solving Issues Through Service and Support

Stakeholder’s Voice

How Testing Empowers Healthcare: Sysmex’s New Challenges in Hemostasis Testing Across EMEA

To address diverse healthcare challenges across the EMEA region, we have shifted our approach beyond merely providing instruments. We have transformed into an organization that stays closely aligned with frontline professionals, offering continuous support throughout every stage—from system installation and operation to training.

By supporting testing consolidation and operational improvements, we enhance both the quality and speed of diagnoses, creating environments where patients are connected to appropriate treatment more rapidly. This is the value we strive to deliver.



Daria Dzharageti
Director, Hemostasis Business Line / Sysmex Europe SE

Click here for details:

▶ How Testing Empowers Healthcare: Sysmex’ s New Challenges in Hemostasis Testing Across EMEA

Efforts to Incorporate Customer Feedback in Our Products and Customer Care

Requests and comments from customers are gathered by Sysmex's Voice of the Customer (VOC) Team. After analyzing this information from various perspectives, the results are provided as feedback to relevant divisions to use them in the development of new products and in operational improvements. In fiscal 2025, we gathered approximately 15,000 customer feedback responses from the Japanese market and many from European and other foreign markets.

Products equipped with functions or features developed or improved based on customer feedback display a VOC Mark in our product catalog. By continuously translating customer feedback into improvement, Sysmex is committed to enhancing customer value.

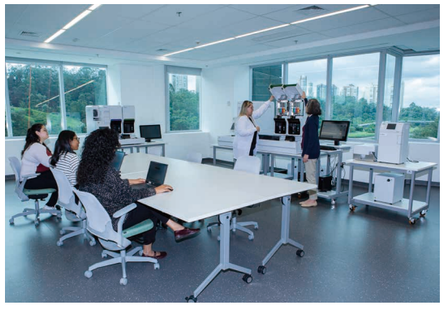
Voice of Customer
VOC
お客様の声が活きています

Voice of Customer = お客様からのご意見・ご要望を製品開発に活かす取り組み。
日本国内で主要な機器・試薬の、研究開発から製造、販売、サービス＆サポートまでを一貫して提供するシスメックスならではの取り組みです。

Delivering Highly Rated User Training

Sysmex provides a variety of training programs covering instrument operation, maintenance, and application support as part of its customer care, using a globally consistent digital platform called Caresphere™ Academy. Through these training programs, we support customers in ensuring the proper use of our products and improving testing quality, thereby contributing to the realization of safer and more reliable healthcare. In recent years, we have established new training centers in Brazil and Turkey to strengthen and enhance customer care by offering high-quality face-to-face training tailored to local needs.

We are also developing and expanding environments that enable online training in regions around the world. In addition to e-learning, which enables customers to acquire skills anytime and anywhere at their own convenience, we also offer highly immersive virtual training through full-scale online studios. This ensures that customers in regions located far from training centers can also receive standardized, high-quality product training.



Training Center in Brazil



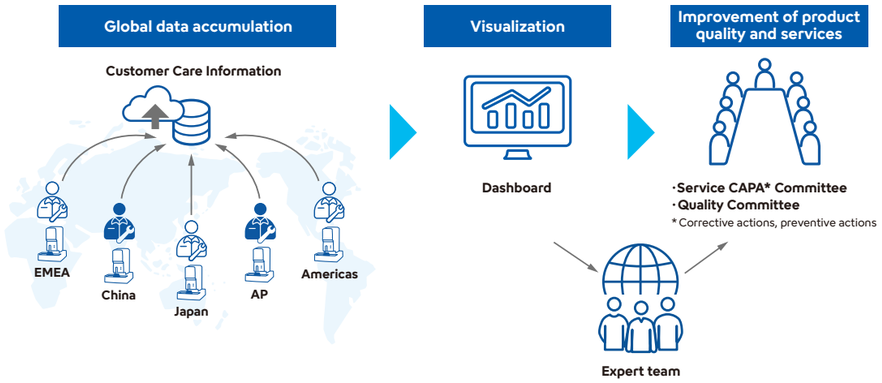
Training Center in Turkey

Evolving Customer Care Activities Through the Use of Advanced Digital Technologies and Information Assets

Sysmex was a pioneer in the industry to introduce network solutions that connect testing instruments to a network and remotely monitor their operating status, leading to preventative maintenance. Today, a global team of experts regularly monitors data collected from products provided in more than 190 countries and regions, including instrument failure trends and service response status. This data is used to help improve product quality, accelerate service improvement processes, and reduce instrument failure rates.

Furthermore, we have established a market support escalation system to ensure that customer issues and inquiries from any region of the world are shared with our headquarters in a timely manner and resolved swiftly. This system is used to continuously maintain and improve the quality and response speed of our customer care. We are also advancing the development of an online application to support overall customer care activities by assessing instrument status using AI models and visualizing instrument log data.

Through these initiatives, we are driving the evolution toward a more proactive service model by combining accumulated digital information assets with advanced technologies such as AI.



Strengthening Customer Care Functions Through Global Knowledge Integration and Sharing

Sysmex has built and is operating a system to centralize the knowledge, experience, skills, and know-how accumulated through its customer care activities worldwide, sharing and using them across the entire Group.

Knowledge gained through frontline customer care activities is applied to provide high-quality and efficient customer support that does not rely on individual personnel, regions, or levels of experience. Furthermore, by centrally aggregating and sharing various resources—such as product information, case studies of inquiries, and academic literature—we are enhancing the academic knowledge of our application support staff while improving the efficiency of customer support delivery.

▶ The Backbone of Our Global Leadership: How Sysmex Brings Value to Medical Institutions with Service and Support

Digital Support Enhancing Customer Convenience

Sysmex Corporation provides a wide range of support information for customers in Japan through the Support Information section of its website. By featuring comprehensive FAQs related to product usage, we assist customers in resolving their inquiries and challenges swiftly.

In addition, we provide a customer portal ("My Page") that allows customers to review their online inquiry history, establishing an environment where they can easily access the information they need. We are committed to continuously expanding these functions to enhance customer convenience and ensure the smooth use of our products.

▶ Support Information (Japanese)

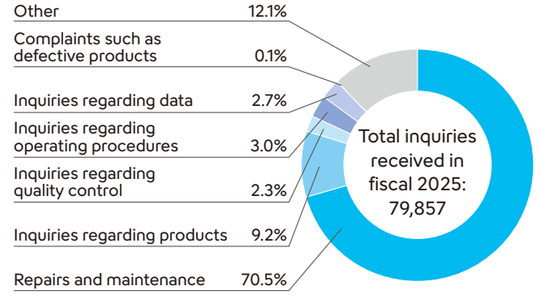
Responding to Inquiries Rapidly and Reliably

Sysmex has established regional customer support centers to ensure rapid and reliable responses to customer inquiries while striving to build frameworks that respond promptly to customer requests.

In Japan, we have established a Customer Support Center, where experienced staff members with expert knowledge respond to customer inquiries 24 hours a day, 365 days a year (separate contract required for use). The center maintains and uses records of past customer inquiries and maintenance histories to ensure accurate and tailored resolutions. Furthermore, by using data transmitted from instruments via our network, we monitor instrument status in real time, enabling more accurate and faster responses to customer inquiries.

Through these initiatives, we support our customers' business continuity and ensure stable laboratory operations.

Responding to Inquiries at the Customer Support Center



Scientific Activities

Sysmex holds scientific seminars to impart the latest information about clinical testing in various countries and regions across the world. In Asia, we collaborate with government agencies, including national health ministries, and major academic societies to conduct scientific activities designed to help improve the quality of clinical testing.

Holding Scientific Seminars for Healthcare Professionals

Sysmex has held annual Sysmex Scientific Seminars since 1978 to discuss topics selected from a wide range of medical research areas and to provide opportunities to share knowledge from the latest information and research. In 2025, a seminar was held under the theme “Somatic Mosaicism in Normal Tissues and New Developments,” using a hybrid format that combined on-site and online attendance. In addition to the lectures at the Kobe venue, the event was broadcast online both domestically and internationally. Simultaneous interpretation was provided in English, Chinese, Indonesian, Thai, and Vietnamese. As a result, participants from 21 countries attended the event. After the seminar, video recordings of the lectures were distributed globally on demand. We also conducted country-specific participant surveys to identify medical issues and areas of interest that differ depending on the country and region. We use such information to shape future seminar themes and the Group’s initiatives.

In addition, we have held many other seminars globally, attracting a diverse range of attendees. Through these initiatives, we aim to build trust-based relationships with healthcare professionals and help improve healthcare quality globally.

▶ Supporting Quality Control and Standardization of Clinical Testing in Asian Countries



Sysmex Scientific Seminar 2025

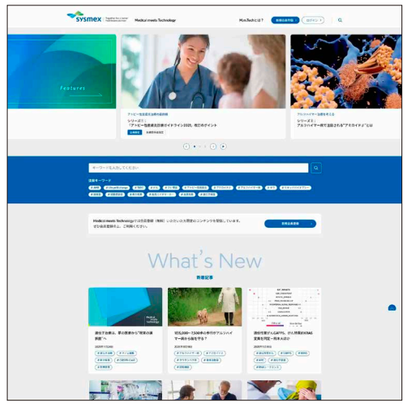
Social Implementation of Diagnostic Value Through Evidence Generation and Information Dissemination

For testing data to be used appropriately in medical settings, it is essential that evidence demonstrating its clinical utility is accumulated and widely understood by healthcare professionals. Sysmex works to promote understanding and raise awareness of the utility of testing data. We achieve this by publishing scientific papers in collaboration with research institutions and healthcare professionals, as well as by generating evidence and providing information that assists in diagnostic and treatment decision-making. Through these efforts, we support the proper use of testing data, contributing to the improvement of healthcare quality, including the early detection of diseases and the early initiation of treatment.

Activities for Patients and the General Public

To help patients and the general public deepen their understanding of healthcare and testing, Sysmex provides the online scientific information website “Medical meets Technology.” Through this platform, we offer information on the roles of various technologies in healthcare from a scientific viewpoint in an easy-to-understand format.

In addition, while product information for the NCC Oncopanel, a testing system for cancer genome profiling, was previously only available to healthcare professionals, we have newly developed and published easy-to-understand materials for patients and their families from the viewpoint of informed consent. In response to issues related to antimicrobial resistance (AMR), we are conducting a variety of initiatives directed at patients and the general public, including implementing our “#AMRfighter” awareness-raising activity globally and widely distributing the scientific booklet titled “Proper Use of Antibiotics.”



Scientific Information Website: “Medical meets Technology”

▶ Medical meets Technology (Japanese)
▶ Things You Should Know About Testing Using the NCC Oncopanel System (Japanese)
▶ What Is Antimicrobial Resistance (AMR)?

Society

Maintaining Stable Supply Through the Development of a Resilient Supply Chain

Supply Chain Management

Various Policies Regarding Supply Chain Management

▶ Procurement Policy
▶ Supplier Code of Conduct
▶ What We Expect from Our Valued Suppliers
▶ Partnership Building Declaration (Japanese)
▶ Green Procurement Standards
▶ Anti-Slavery and Human Trafficking Policy

Sysmex’s Approach to Sustainable Procurement

The supply chain that supports the stable delivery of healthcare requires management under the assumption of rapid changes in the external environment, including geopolitical risks, market fluctuations, and accelerating technological innovation. In addition, a lack of consideration for human rights and the environment in raw material procurement and manufacturing processes can become a critical risk affecting corporate management, potentially leading to supply disruptions, increased costs, and reputational damage.

As a company that provides products and services essential to healthcare, Sysmex views these external uncertainties, as well as social demands regarding human rights, the environment, and compliance, as management risks. By taking forward-looking measures, we aim to balance the stable supply of products and services with sustainable value creation. At the core of this approach is the promotion of sustainable procurement.

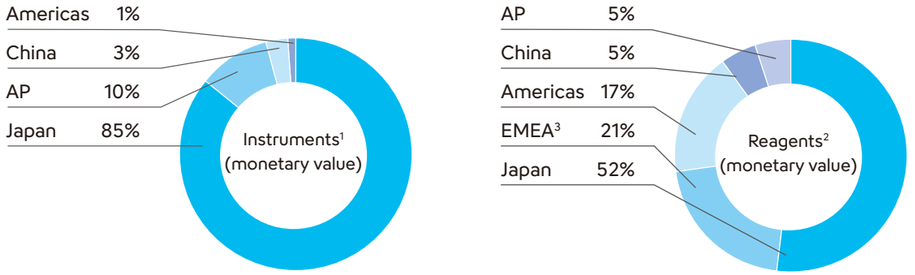
Sustainable Procurement Structure

Sysmex has identified “Maintaining stable supply through the development of a resilient supply chain” as one of the priority issues (materiality) and is promoting risk management across the entire supply chain. This initiative is led by the Executive Officer in charge of Production and SCM under a company-wide governance framework.

Specifically, through supplier evaluations and the formulation and follow-up of corrective action plans, we identify and manage not only supply risks but also ESG risks related to human rights, the environment, and compliance. We also foster continuous dialogue and collaboration with suppliers to share challenges and provide support for improvement, thereby reducing risks and strengthening the resilience of the entire supply chain. Furthermore, we promote the greater visibility into and continuous improvement of our overall procurement activities and practice responsible procurement based on relationships of trust with suppliers. This, in turn, enhances the reliability of our products and services and leads to sustainable growth.

▶ Business Continuity Management
▶ Stable Supply of Products

Procurement Region Analysis (Fiscal 2025)



1 Analysis of procurement regions for parts
2 Regional analysis of Group companies that purchase raw materials (excluding purchased products)
3 Europe, the Middle East, and Africa

Case Study: Proactive Procurement Based on Foresight and Autonomous Decision-Making

One example of our efforts to enhance supply chain management is our response to fluctuations in semiconductor supply and demand driven by the expanding demand for generative AI.

Based on lessons learned from the semiconductor supply disruptions during the COVID-19 pandemic, we shifted from a procurement model reliant on information provided by suppliers to an autonomous model in which we independently monitor and analyze market conditions. In addition to establishing direct contact with semiconductor manufacturers, we have developed a framework to capture early signs of supply-and-demand imbalances through the collection and analysis of market data, enabling us to respond before risks materialize.

As a result, for memory semiconductors, where supply shortages were anticipated due to the surge in generative AI demand, we secured sufficient inventory before procurement became difficult, thereby maintaining a stable supply of our products. Furthermore, through continuous discussions with electronic part manufacturers, we have reached agreements on securing inventory for BCP and reinforcing supply structures, further enhancing both product supply stability and the resilience of our supply chain.

Identification of Key Suppliers and Selection of New Suppliers

At Sysmex, taking into account the importance of sustainable procurement, we identify key suppliers through desk assessments (desktop assessments) that evaluate both procurement significance and ESG risks. In these assessments, we comprehensively evaluate factors such as procurement costs and difficulties in substitution with alternatives, alongside geopolitical risks, countries of origin, and competition-related risks in securing raw materials for medical product manufacturing.[1] Furthermore, we assess ESG risks encompassing human rights and labor practices, chemical substances, GHG emissions, and bribery and corruption.

When selecting new suppliers, we conduct CSR surveys that include ESG criteria to verify the status of the supplier's initiatives. We maintain a strict policy of not entering into transactions if ESG issues are identified, and we engage in dialogues with management as necessary. This approach is applied equally to overseas suppliers; in particular, regarding child labor and working environments, our procurement personnel conduct on-site visits to directly inspect and verify that no issues exist.

1 Actions Taken in Response to Each Type of Risk:

Geopolitical risks: Procurement sources were diversified for products manufactured in Europe during the outbreak of the dispute in Ukraine, and for products manufactured in South Korea and Northern China during periods of heightened North Korean risk.

Country-of-Origin risks: Multi-country sourcing structures were established for diagnostic reagent containers and disposables.

Sector-specific risks (competing risks in securing raw materials): Alternative procurement sources were secured for glass bottles, rubber stoppers, biochemical buffering agents, raw materials for PCR, and raw materials for cultivation.

CSR Surveys of Existing Suppliers and Tier 2 Supplier Surveys

Sysmex conducts annual CSR surveys of existing Tier 1 raw material suppliers to continuously monitor their sustainability initiatives, provide feedback, and request improvements. For these CSR surveys, we use the Self-Assessment Tool Set provided by the Global Compact Network Japan to verify items such as human rights, labor practices (including occupational health and safety), corruption, and the environment. Since 2021, with the cooperation of our Tier 1 suppliers, we have expanded these surveys to Tier 2 suppliers, advancing our understanding of risks across the entire supply chain.

Our Group companies also conduct regular supplier surveys. Sysmex Europe and Sysmex America conduct sustainability surveys of all new suppliers, covering areas such as human rights and green procurement. Jinan Sysmex Medical Electronics conducts environmental and occupational health and safety surveys while holding quarterly meetings with suppliers to perform risk evaluations. Meanwhile, Sysmex Wuxi conducts periodic risk assessments of its suppliers, encouraging them to strengthen their environmental and safety management.

▶ Undertaking the Never-Ending Mission of "Creating a Stable Supply of Reagents"
▶ New Supplier Evaluation and Selection Flowchart
▶ KPIs for Supplier Assessment and Development

Results of CSR Surveys

The CSR survey conducted in fiscal 2025 for all Tier 1 raw material suppliers achieved a response rate of 95%, maintaining a high level of engagement consistent with the previous fiscal year. We also analyze the results of the CSR surveys conducted in the previous fiscal year and provide feedback to the participating suppliers. By disclosing benchmarks such as the average score of suppliers in the same raw material category, we help them identify their strengths and weaknesses. For items where risks have been identified, we encourage corrective actions and engage in ongoing dialogue and support for improvement, thereby promoting improvement initiatives together with our suppliers.

CSR On-Site Verification Audits and Promotion of Corrective and Improvement Actions

To further strengthen supplier risk management, Sysmex conducted on-site verification audits from fiscal 2022 to fiscal 2025 for 17 Tier 1 suppliers with low scores on CSR surveys. When risks are identified, we request improvements and ask suppliers to submit improvement action plans. In addition, with cooperation from Tier 1 suppliers, we expanded our CSR surveys to include Tier 2 suppliers (totaling 209 companies over the three-year period from fiscal 2023 to fiscal 2025).

When conducting these CSR surveys, we provide Tier 1 suppliers with survey formats (the GCNJ common version of CSR survey form), aggregation services, and feedback. This helps reduce their workload while allowing them to carry out the surveys efficiently.

▶ Case Study: Feedback Examples from CSR Surveys
▶ Global Compact Network Japan Common Version of CSR Survey Form "CSR Procurement Self-Assessment Tool Set" (Japanese)
▶ Status of Sustainability Targets

Initiatives on Conflict Minerals

Sysmex has begun conducting conflict mineral surveys targeting raw material manufacturers that supply materials containing conflict minerals (gold, tin, tantalum, and tungsten). The SCM division is responsible for these activities and promotes responsible mineral sourcing while managing related risks through supplier surveys and risk assessments.

▶ KPIs for Conflict Minerals

Ensuring the Quality of Procured Parts and Raw Materials

Sysmex presents suppliers with a quality assurance agreement that clearly states its quality requirements, ensuring that they understand its procurement policy before entering into a contract. We also regularly perform quality checks on delivered goods and conduct supplier audits to ensure that proper quality control is being carried out.

Supplier Engagement and Capability Enhancement Initiatives

Sysmex holds annual briefing sessions for its suppliers to ensure they understand its business direction and procurement policy. This helps strengthen its relationships with suppliers while promoting sustainability activities.

In fiscal 2023, we held a procurement policy briefing to introduce our newly formulated long-term corporate strategy, supply chain management policy, and Eco-Social Strategy. The event was well-attended by approximately 500 participants from around 250 suppliers. In fiscal 2024, we organized a briefing session on our SBT (Science Based Targets) initiatives, alongside a briefing session focusing on the importance and practice of calculating greenhouse gas (GHG) emissions, promoting efforts to reduce CO_2 emissions across the entire supply chain. In fiscal 2025, we conducted a briefing session on methods for calculating GHG emissions and obtained primary data from 51 suppliers. By visualizing GHG emissions across the entire supply chain, we are driving forward initiatives aimed at reducing emissions.

Our overseas Group companies also engage in regular dialogue with suppliers and sales distributors to share challenges related to quality, the environment, and compliance, advancing improvement initiatives. Through these activities, we strive to maintain and improve sustainability and stable supply throughout the entire supply chain.

Promoting Responsible Procurement and Logistics

Sysmex is committed to promoting fair and proper transactions with suppliers while working to ensure compliance with laws and regulations related to procurement and logistics and giving due consideration to working environment across the supply chain.

Fair Transactions and Compliance with Procurement-Related Laws and Regulations

Sysmex uses an electronic procurement system to enhance transparency throughout the procurement process, promoting fair transactions. In October 2020, we announced the Partnership Building Declaration to increase added value across the entire supply chain.

Furthermore, we comply with the Subcontract Act and relevant laws and guidelines, including promotion standards based on the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises, to ensure fair and appropriate business practices between purchasers and suppliers. We also work to correct trade and business practices that hinder the establishment of strong partnerships with our suppliers.

Training for Employees Involved in Procurement

Sysmex works to improve understanding of legal compliance and fair transactions among employees involved in procurement.

In fiscal 2025, we provided training on the revised subcontracting-related laws and regulations to procurement division personnel as well as managers and staff responsible for fair business transactions in each division at domestic Group companies.

Furthermore, we offer training related to the Partnership Building Declaration and the roles of companies placing orders in CSR activities to Procurement division personnel. We also provide training on our procurement policy, CSR procurement, and procurement risks to newly assigned employees, aiming to enhance knowledge and awareness for promoting appropriate procurement activities. We also conduct regular internal reviews to ensure that procurement activities do not undermine compliance with ESG requirements. Based on the results of these reviews, we implement operational improvements and provide training to relevant personnel, thereby promoting sustainable and responsible procurement activities.

Optimizing Working Hours and Improving Working Environment in Logistics

Following the enforcement of the Work Style Reform Law for transportation and logistics work on April 1, 2024, Sysmex discontinued same-day shipping for same-day orders of ambient-temperature reagents and consumables, shifting to a next-day shipping model.[1] This change has helped reduce truck drivers' waiting time for loading, which previously contributed to the overwork of truck drivers.

We have also mechanized the handling of heavy loads to improve the working environment for warehouse workers and have conducted surveys on respect for human rights, thereby proactively addressing the so-called "2024 problem" in logistics.

Furthermore, in response to the amendments to subcontracting-related laws and regulations (including the expansion of their scope of application), which took effect on January 1, 2026, we have strengthened our compliance in transactions with transportation service providers by ensuring clear order specifications and establishing appropriate payment due dates. Through these initiatives, we strive to achieve a sustainable working environment in logistics while maintaining a stable supply.

1 Products other than ambient-temperature reagents and consumables, such as refrigerated reagents and instruments, have long been handled on a same-day order, next-day shipment basis.

Materiality

Maximizing Human Capital

Importance

Human capital is a crucial management foundation that supports Sysmex's sustainable growth and value creation.

Talent management challenges, such as intensifying competition for talent and the acquisition and development of highly specialized professionals, next-generation leaders, and diverse talent may lead to talent shortages and lower productivity, posing risks that could undermine competitiveness and impair corporate value.

Meanwhile, creating an environment where diverse talent can fully demonstrate their abilities and promoting talent development can improve employee engagement and foster innovation, thereby providing opportunities to strengthen our competitive advantage and enhance corporate value.

In terms of social impact, by providing growth opportunities for employees, improving job satisfaction, and offering workplace environments where diverse talent can thrive, we contribute to realizing a society where every individual can fully demonstrate their abilities.

Strategy

At Sysmex, based on our Global HR Policy as a fundamental guideline, we promote the acquisition, development, and retention of diverse and outstanding talent. Guided by the concept of the employee journey,[1] we provide consistent support, from recruitment and career development to opportunities for autonomous learning and growth. At the same time, through our job-based personnel system, we promote talent management linked to our business strategy.

In addition, through the promotion of DE&I, we create a workplace environment where diverse talent can fully demonstrate their abilities with equal opportunities. Through these efforts, we aim to foster innovation by leveraging diverse perspectives and strengthen organizational capabilities.

Furthermore, based on the "Sysmex Declaration of a Healthy Company" and "Health Management Strategy Map," we promote employee health improvement, well-being enhancement, and the creation of a safe and comfortable workplace environment. Through these initiatives, we seek to enhance employee engagement, foster innovation, and improve productivity, thereby contributing to the sustainable enhancement of corporate value.

1 The entire career development process, from recruitment to retirement and second career.

▶ Policy on Maximizing Human Capital

Structure

Within the corporate management domain overseen by the Senior Managing Executive Officer, Sysmex has established functions responsible for diversity promotion and human resources development, driving efforts to maximize human capital. In addition, risks related to this topic are evaluated and managed under the company-wide risk management framework.

Indicators & Targets

Positioning the maximization of human capital as a key management issue, we have established indicators and targets related to talent acquisition, development, and empowerment, as well as DE&I, health promotion, and occupational safety. By continuously tracking progress against each indicator, we enhance organizational capabilities, improve productivity, and enhance corporate value.

Key indicators:

- Engagement score
- Ratio of female managers
- Value-added productivity[1]
- Annual total working hours

1 (Operating profit + labor cost + depreciation related to human capital) / employee

For other indicators and targets, please refer to "Maximizing human capital" under ▶ Sustainability Targets.

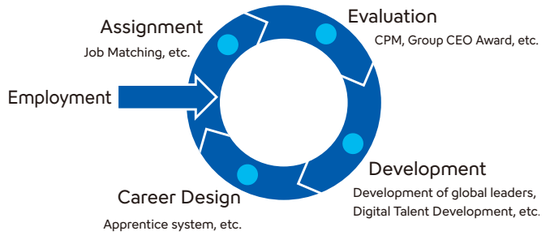
Society

Talent Acquisition and Development

Global HR Policy

At Sysmex, our "Global HR Policy" serves as our fundamental principle, and we are working to create an environment where each employee can achieve a fulfilling career and learn and grow autonomously.

We define the entire employee experience—from recruitment through retirement and second careers—as the "employee journey." Throughout this journey, we support a diverse workforce in building their careers and engaging in continuous, self-directed learning. At the same time, through talent management that ensures fairness and external competitiveness based on a job-based personnel system, we promote the acquisition, development, and empowerment of talent aligned with our business strategy. These efforts drive innovation and contribute to the sustainable enhancement of corporate value.



▶ Global HR Policy

Technology-Driven Talent Management

Sysmex centrally manages and leverages human resources information across the entire Group to advance talent management tailored to the individual circumstances and aspirations of each employee. From the perspective of information leakage prevention, we have established global data management rules and appropriate access control alongside system-based data management functions, creating a framework that enables the secure and timely use of talent data. Built on this foundation, we promote autonomous career development through matching algorithms, advance flexible work styles, including remote work, and expand learning opportunities by enhancing online training programs. Furthermore, through employee engagement surveys that enable real-time feedback, we monitor the reach and effectiveness of these initiatives to drive continuous organizational improvement.

Diverse Talent Acquisition

Recognizing that innovation comes from diversity in talent, Sysmex Corporation hires people with a wide range of experiences and values. Guided by our "anywhere, anytime, and anyone" recruitment policy, we seek diverse talent across locations and career stages, focusing on each individual's character and abilities, regardless of nationality, race, gender, age, employment history, or disability.

We recruit both new graduates and mid-career professionals by job type and position, accepting applications based on individual expertise, career aspirations, and work-style preferences. In addition, for new graduate recruitment, we actively promote direct hiring from overseas universities and drive the acquisition of diverse talent through monitoring the ratio of international hires[1] and setting gender-specific hiring targets.[2]

1 Ratio of directly hired international new graduates: 4.2% in fiscal 2025

2 Ratio of female new graduate hires: 37.5% in fiscal 2025; Target for fiscal 2026: 40%

Placement Based on Matching Individual and Organizational Needs

Sysmex Corporation determines departmental assignments by aligning individual career aspirations with organizational needs, supporting employees in their autonomous career development. For new graduate placements, we employ a matching algorithm based on employees' preferences and the needs of the receiving divisions to determine optimal assignments. As a result of these initiatives, the turnover rate within three years of joining the Company for employees hired in fiscal 2022 stood at 6.7% (as of fiscal 2025). In addition, the voluntary turnover rate in fiscal 2025 remained low at 2.4%, well below our target of less than 3.0%.

Evaluation and Dialogue Frameworks Supporting Growth

Sysmex Corporation has introduced a performance appraisal system that incorporates the concept of Continuous Performance Management (CPM)[1] to achieve agile responses to internal and external environmental changes in a rapidly changing era. Under this system, employees set targets at the beginning of the term while flexibly revising their targets and action plans in response to changing circumstances. The system emphasizes positive recognition of achievements, encouraging employees to take on new challenges. In addition to organizational culture, talent development, and individual behavioral performance, team performance is also included as an evaluation criterion, striking a balance between business contribution and the growth of both organizations and individuals. Employees regularly have one-on-one meetings with their supervisors throughout the year to discuss not only target setting and evaluation but also day-to-day operations, career development, and other topics. These ongoing dialogues help build mutual trust and support talent growth. In addition, we conduct engagement surveys twice a year to measure employees' trust in leadership, and we leverage these results for leadership development and organizational culture enhancement.

1 Continuous Performance Management (CPM) is a management process emphasizing ongoing communication between managers and employees, as well as flexible target revisions and feedback in response to changes in the external environment.

Recognizing Achievements from Challenges and Fostering a Culture of Appreciation

The Sysmex Group recognizes and celebrates the achievements resulting from employees' challenges through award programs, promoting initiatives based on the Group corporate philosophy, the "Sysmex Way," and its Long-Term Corporate Strategy. The "Group CEO Award" recognizes outstanding achievements and contributions evaluated through perspectives such as alignment with our corporate philosophy and strategies, social impact, and ripple effects across the entire Group. Meanwhile, the "Challenge & *Anshin* Award" broadly honors exemplary initiatives in daily operations, including challenges undertaken and improvements in quality and reliability. To boost R&D researchers' motivation and heighten awareness of intellectual property, we have introduced the "Patent Grand Prize," "Patent Meister," and "Filing Commemoration Prize."

In addition to its formal award programs, Sysmex Corporation works to foster a culture of everyday appreciation and recognition in the workplace. As an internal communication initiative, we have introduced "Sysmex Peer Bonus," a web-based service that allows employees to send messages of appreciation, encouragement, or greetings to one another along with small peer-recognition rewards, which can be converted into points for rewards. Under the concept of "making work more enjoyable," we are creating an attractive, comfortable workplace for everyone by fostering a culture where employees express mutual gratitude and appreciation.

Training Programs Tailored to Individuals

To respect diverse work styles and values, Sysmex Corporation offers a wide range of learning programs that help employees develop business skills and build career paths that align with their individual career aspirations.

We also provide cross-border programs, including online courses accessible from home. In fiscal 2025, we achieved a 100% employee participation rate in our training programs. Beyond driving personal growth, these initiatives enhance productivity through skill improvement, foster mutual understanding through participant interaction, and build cross-functional networks (training investment per employee in fiscal 2025: 67,000 yen).

In addition, our engagement survey indicates strong support for these development programs, with 67% of employees responding positively, noting that they were offered opportunities for growth. We also support continuous learning regardless of age or job level. Under our "smart work" system, which promotes diverse and flexible work styles, we encourage employees to spend 15 minutes of their workday on self-directed learning. In fiscal 2025, the average number of training hours per employee was 58.5 hours.

▶ Promotion of Diverse Working Styles and "Smart Work"

Development of Digital Human Resources (Cross-Reskilling)

Since fiscal 2023, Sysmex has implemented a digital human resource development program based on the Digital Skill Standards (DSS) established by the Ministry of Economy, Trade and Industry and the Innovation Platform Agency, Japan (IPA), with the aim of enhancing employee digital literacy.

Under this program, we have defined our own digital talent categories and skill levels, providing a phased training curriculum ranging from foundational knowledge to specialized domains. Furthermore, we promote "cross-reskilling," an approach that combines accumulated experience and domain knowledge with digital technologies and expertise. This expands each employee's scope of contributions and career options while linking learning directly to daily operations, thereby driving value creation through frontline-led digital transformation (DX) and AI utilization. In addition, we are working to foster an internal community where employees teach and learn from one another, boosting skills through mutual learning while cultivating a culture of continuous learning.

For AI talent development, we collaborate with the Human Resource Association of Mathematics and incorporate insights from external experts. Through building AI models based on actual operations and driving projects forward, we promote the acquisition of skills directly linked to business challenges and the practical application of AI in our operations.

Through these efforts, we aim to build an environment where employees with baseline digital literacy and specialized digital talent communicate through a common language, naturally inspiring DX challenges across various corporate activities.

▶ Human Resource Association of Mathematics (HRAM) (Japanese)

Key Achievements Through Fiscal 2025

- Digital talent certification: Basic level: approx. 1,100 employees; Intermediate level: over 400 employees
- Development of citizen developers[1]: Developed over 300 business applications
- AI talent development: Provided training opportunities based on approximately 40 real business challenges, driving AI utilization directly linked to business challenges

1 Non-IT business employees who leverage low-code/no-code tools to independently build business applications and drive frontline-led DX

Stakeholder's Voice

Advancing Cross-Reskilling and DX Together with the Frontline



Masayoshi Higashi, Senior Planner,
DX Strategy Development Division

What we have valued most is ensuring that digital technology is not confined to a handful of specialists. Rather than viewing digital transformation (DX) as something handled solely by the IT divisions, we are fostering a culture where every employee on the frontline takes ownership of DX as their own initiative.

As our training efforts have progressed, dialogue and mutual learning have naturally emerged across divisions and job functions, leading to numerous real-world DX successes led by non-IT personnel. Generative AI and citizen development are being applied in ways that directly address frontline challenges, and I feel they are now widely accepted as practical tools for business improvement.

As a driver of this initiative, my focus is not on providing ready-made answers, but on creating an environment where frontline teams can think and act independently. Building on the common language and connections forged through cross-reskilling—which combines accumulated experience and knowledge with digital capabilities—we will continue to drive value creation hand-in-hand with the frontline.

Training for Research and Development Personnel

Sysmex has hosted the Sysmex Innovation Forum for R&D personnel for more than 40 years. This forum aims to share the achievements of advanced R&D activities and foster creativity, attracting more than 1,000 participants from around the world each year. This forum serves as a key initiative that supports our technology-driven foundation while driving the development of new products designed to shape the advancement of healthcare.



Sysmex Innovation Forum

We also offer a wide range of curricula, including specialized engineer education programs aimed at passing down proprietary technologies and acquiring new ones, education for employees in managerial and professional positions focused on exploring innovations to address healthcare challenges, and project management training aligned with global standards.

Furthermore, to strengthen the execution of R&D projects, we provide individualized support for project leaders. Through support in organizing issues, exploring improvement measures, and implementing solutions, we encourage the demonstration of leadership rooted in the frontline. At the same time, as "organizational learning" that translates individual growth into collective organizational strength, we accumulate insights and experiences gained from R&D activities through dialogue and knowledge-sharing opportunities, driving continuous improvement and evolution across the entire organization.

Development of Next-Generation Leaders

Sysmex considers the development of next-generation leaders to be one of the key themes of its human capital strategy to achieve sustainable corporate value enhancement. From hiring new employees through to cultivating candidates for executive management, we have established a consistent talent development framework to reinforce the human resource base that supports future business growth. We also support employees' early active contribution through onboarding training[1] provided when they join the Company or are newly appointed to positions. Furthermore, following the introduction of our job-based personnel system, we conduct talent reviews to identify gaps between individual capabilities and the roles required for each position, regularly monitoring the coverage of our talent pool and succession pipeline.



Global training program "KIZUNA" first cohort

For employees identified as succession candidates, we formulate development plans tailored to their specific needs and provide required leadership development programs. In particular, for employees identified as "Ready" succession candidates, our selective leadership development program offers opportunities to adopt higher perspectives and broader insights, facilitating early promotion to higher-level positions. In fiscal 2025, a total of 741 employees participated in onboarding training, while 38 succession candidates took part in the selective leadership development program.

In 2025, we also launched "KIZUNA," a cross-Group leadership development program designed to cultivate executives and senior leaders at the global level. In this program, selected participants from Group companies engage in hybrid on-site and online sessions over approximately a year and a half, enhancing their readiness as global executives.

1 This program aims to promote understanding of the Company among newly joined employees, including new graduates and mid-career recruits, and to support their development into valuable contributors from an early stage.

▶ What It Takes to Lead the Evolution of Healthcare
Fostering Global Connections Through the Next-Generation Leadership Program KIZUNA

Sysmex EMEA Campus

In the EMEA region,[1] Sysmex has established the EMEA Campus, a training space that offers a wide range of online and offline training programs for all employees across European, Middle Eastern, and African countries. The EMEA Campus plans lectures and workshops covering topics ranging from general business skills to technical expertise, offering learning opportunities aimed at developing future leaders, enhancing skills, and creating internal networks. For managers, we provide a variety of programs, including "Ready to Lead," a customized leadership training program designed to help managers develop essential team management skills, as well as talent development, coaching, and reverse mentoring,[2] where managers gain new perspectives from younger employees. Through these initiatives, we support managers in acquiring the skills necessary to demonstrate the leadership required of their roles.

1 EMEA: Europe, the Middle East, and Africa

2 Reverse mentoring: An initiative in which younger employees or employees with specialized knowledge share new insights and perspectives with managers and other senior employees

Other Human Resource Development Programs

Company	Program / Measure	Objectives / Overview
Sysmex Corporation	*Monozukuri* Professional Training Activities	Promoting the development of human resources for *monozukuri* (manufacturing) as part of production reform activities. Initiatives include training new employees, developing human resources capable of leading next-generation *monozukuri*, conducting skills training to foster multi-skilled workers, and providing education on the specialized knowledge required for *monozukuri*.
	DX Literacy Education	Offering DX literacy training to develop skills to leverage AI and other emerging technologies, explore effective ways to use data, and execute initiatives for operational efficiency and innovation
Sysmex America	Sysmex University	A hybrid training program combining in-person and online learning for all employees across the U.S., Canada, and Latin America. The program offers diverse content, including leadership development, project management and other business skills, specialized skills, and mentoring.
	Sysmex Managerial Excellence Development	A six-month training program for selected personnel, including newly appointed managers. The program aims to strengthen management skills by providing insight into the roles and responsibilities of Sysmex management.
	Leadership Circle	An intensive one-week training program for next-generation leaders
Sysmex Europe	Sysmex Academy	Offering a program designed to acquire product-related and medical knowledge. The program aims to increase specialized knowledge and develop trainers who deliver customer training.
Sysmex Shanghai	Sysmex Shanghai University	An online training program for all employees launched in fiscal 2019 to support employee development.
Sysmex Asia Pacific	LinkedIn Learning	Provides access to approximately 100 online courses through LinkedIn Learning covering management, leadership, critical thinking, business analysis, and data analytics.
	Sysmex Academy	An online training program designed to acquire product-related and medical knowledge

Career Design Support

Sysmex empowers employees to proactively shape their own careers and explore new career possibilities. As part of these initiatives, we offer career design programs that encourage employees to reflect on their career to date, take stock of the skills they have developed through their professional experience, and reassess their personal values. For employees seeking to change their career paths, we have introduced an apprentice system, under which final placements are determined after assessing suitability through a temporary trial period.

Furthermore, by extending our job-based personnel system to the Group companies, we have enabled the visualization of job descriptions and skill levels across divisions and Group companies, based on a common grading framework. This facilitates better matching between employees and their preferred regions and areas of expertise, providing growth opportunities aligned with each employee's career stage—exploration, independence, and establishment—while supporting new career development through reskilling.

Monitoring the Effects of Human Capital Investment

Sysmex aims to balance value-added productivity and employee engagement. As indicators for measuring the effects of human capital investment, we have set value-added productivity and employee engagement scores and continuously monitor these indicators. In fiscal 2025, Sysmex Corporation recorded value-added productivity[1] of 11,230 yen per hour and human capital ROI (operating profit divided by labor costs) of 82.2%. Going forward, while maintaining employee engagement at a high level, we will foster an environment where every employee can proactively take on new challenges, striving to build an organizational culture that balances greater value creation with strong engagement.

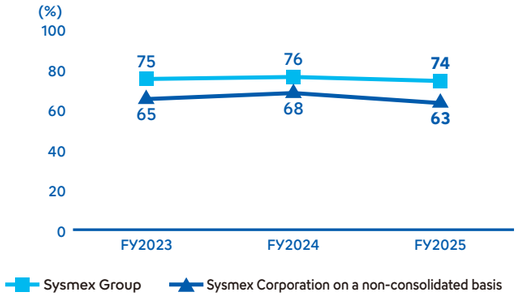
1 (Operating profit + labor costs + depreciation expenses related to human capital)/working hours

Employee Engagement

Sysmex conducts an annual engagement survey targeting all employees across the Group. In fiscal 2025, the Group-wide engagement score reached 74%. We position employee engagement as one of our key management indicators supporting sustainable corporate value creation, and we have set a sustainability target of 75%. To achieve this target, we incorporate employee opinions and feedback into management strategies and policies, with the Company and employees working together as one to enhance corporate value.

The engagement score for Sysmex Corporation in fiscal 2025 was 63%, with alignment with the corporate philosophy at 69% and well-being at 59%. By monitoring these indicators in combination, we are striving to enhance individual job satisfaction and foster an attractive organizational culture, taking into account diversifying values and changing societal expectations. Additionally, we use pulse surveys conducted at short intervals to monitor the progress of initiatives and swiftly reflect employee feedback in management decisions and initiatives.

Engagement score





*Percentage of positive responses in the FY2025 Sysmex Corporate Culture Survey

▶ Status of Sustainability Targets

Sysmex Receives "Human Capital Management Excellence 2025 Gold Award" for Its Commitment to Excellent Human Capital Management and Information Disclosure

Human Capital Management Excellence 2025 Gold Award

Sysmex Corporation received the "Human Capital Management Excellence 2025 Gold Award" in "Human Capital Survey 2025,"[1] which was jointly organized and implemented by the HR Technology Consortium, the Association to Confirm the Human Investment Value for Enterprise, and the HR Research Institute. We were highly evaluated for our human capital initiatives that contribute to enhancing corporate value.

1 Special website for "Human Capital Leaders 2025": https://www.hrpro.co.jp/human_capital_survey/2025/

Society

Promotion of Diversity, Equity & Inclusion

Promotion of Diversity, Equity & Inclusion

Building an Organization Where Diverse Talent Can Thrive

At Sysmex, we position human resources as a key management resource supporting our sustainable growth, and we are working to create an organization where diverse talent can thrive with equitable opportunities.

Through the promotion of diversity, equity and inclusion (DE&I), we are committed to fostering a workplace that respects diversity and provides an environment in which all employees can work with confidence and pursue new challenges. Furthermore, while continuously improving our policies based on employee feedback, we actively engage in promoting gender equity, fostering understanding of sexual minorities, and creating an environment where employees with disabilities and senior talent can thrive. Through these initiatives, we aim to create innovation by leveraging diverse perspectives, build an organization that can adapt flexibly to change, and become a company of choice for diverse talent.

Building an Organization That Connects DE&I to Value Creation

In a rapidly changing business environment, for a company to continuously create new value, it is essential to build an organization where diverse individuals bring together their unique experiences and values to think independently, take on challenges, and unleash their full potential. We believe that DE&I is a critical management foundation for building such an organization. Diversity goes beyond merely recognizing differences; when distinct viewpoints and experiences intersect, they spark new ideas and drive innovation. Precisely because we live in an era of intense change, it is crucial that each individual thinks and acts autonomously without being bound by past successes, supported by an organizational culture and dialogue that enable this mindset.

Our goal is to create a workplace where everyone enjoys equal opportunities, can design their own career paths, and can confidently demonstrate their abilities. Sysmex will continue to foster a corporate culture where diverse talent can fully leverage their strengths and inspire one another to grow, thereby driving innovation and achieving sustainable enhancement of corporate value.



Kensuke Iizuka
Director (Member of the Board) and Managing Executive Officer

Promoting Diverse Work Styles

Sysmex Corporation has introduced a "smart work" system with the aim of respecting the diversity of each employee, responding to an increasingly diverse and complex business environment, and achieving higher productivity.

This system adopts a hybrid work style that combines on-site (office-based) work and remote work, such as telework from home. It also allows employees to flexibly combine various work arrangements, including flexible working hours, staggered working hours, and temporary breaks during work hours ("midday break") according to their job duties and individual lifestyles. Through these measures, we encourage flexible use of working time to support the realization of a better work-life balance.



ABW office (Solution Center)

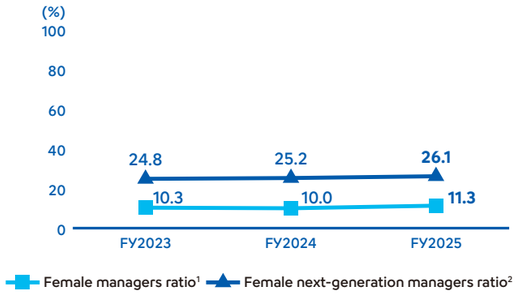
In terms of the office environment, we have implemented an Activity Based Working (ABW) office environment by introducing digital technologies, web conferencing systems, and functional furnishings, while adopting layouts designed to encourage communication and collaboration among employees.

▶ Introducing the "Smart Work" System (Sustainability News)

Empowering Women

Sysmex Corporation is working to provide a comfortable workplace environment by introducing programs that enable employees to balance work and child-rearing while also promoting the development of female leaders. Under our Action Plan (Integrating the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on Promotion of Women's Participation and Advancement in the Workplace), we have set a female managers ratio of at least 15% and limiting total annual working hours to under 1,950 hours by fiscal 2030. In fiscal 2025, the female managers ratio reached 11.3%, showing steady year-on-year progress. Meanwhile, annual working hours stood at 1,979 hours; although this fell short of the target, continuous reductions are being made. To promote women's advancement from both career development and work-style perspectives, we have established KPIs for the female managers ratio, the next-generation female managers ratio, and the childcare leave utilization rate among male employees. Based on these KPIs, we are actively implementing further measures to promote women's active participation.

Female managers ratio (Sysmex Corporation)



1 Percentage of women at director level or above
2 Percentage of women in managerial posts in the Group

Our initiatives in fiscal 2025 included ongoing unconscious bias training, empowerment programs, and training for newly appointed managers to support women's leadership development.

In terms of compensation, based on our Group-wide HR policy, we determine compensation according to job responsibilities and roles, working to eliminate the gender pay gap. Sysmex America conducts monitoring and external audits regarding both gender and racial demographics to ensure that there are no unfair pay disparities for comparable roles.

女性が活躍しています!

Obtained the highest (third-level) "Eruboshi" certification as an outstanding company, based on the Act on Promotion of Women's Participation and Advancement in the Workplace

ひょうご・こうべ
女性活躍推進認定

Certified as a "Mimosa Company" under the Hyogo-Kobe Women's Empowerment Promotion Company Certification Program (initially certified in fiscal 2022; recertified in fiscal 2025)

- Action Plan (Integrating the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on Promotion of Women's Participation and Advancement in the Workplace) (Sysmex Corporation)
- Act on Promotion of Women's Participation and Advancement in the Workplace (Ministry of Health, Labour and Welfare) (Japanese)

Supporting Employees in Balancing Work and Childcare

Sysmex Corporation is committed to helping employees balance work and child-rearing, creating an environment where they can continue their careers with confidence. As part of these efforts, we have introduced various programs covering the period from pre-childbirth through child-rearing. These programs include childcare leave for both male and female employees, leave for infertility treatment and morning sickness, spouse childbirth leave, and nursing care leave for children. In addition, employees may take advantage of reduced working hours and work-from-home arrangements from the end of childcare leave (which can be taken until a child reaches the age of two) until the child enters junior high school.



The "Sysmex Kids Park" in-house childcare center

To support employees returning from childcare leave, we hold pre-return seminars and distribute the "Diversity Newsletter" to employees on childcare leave. We also operate an in-house childcare center, "Sysmex Kids Park," within our R&D base, Technopark. In addition to full-time care, it offers temporary childcare services when family care is difficult—such as when a spouse works part-time, or due to illness or bereavement— helping employees return to work smoothly when they wish to do so.

In recognition of these initiatives, Sysmex Corporation obtained the "Platinum Kurumin Plus" certification in fiscal 2025. This certification is awarded to companies that have already received "Kurumin"[1] certification and provide an especially high level of childcare support for employees, as well as meeting specific criteria for helping employees balance infertility treatment with work. Furthermore, following fiscal 2023, we were selected in fiscal 2025 under the "Next Nadeshiko: Companies Supporting Dual-career and Co-parenting," an initiative jointly managed by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange to recognize companies that make outstanding efforts to support dual-career and co-parenting.

1 Under the Act on Advancement of Measures to Support Raising Next-Generation Children, companies that formulate a General Employer Action Plan, achieve the targets set forth in the plan, and meet specific criteria may receive Kurumin certification as childcare support companies from the Minister of Health, Labour and Welfare.

プラチナくるみん
子育てサポートしています
不妊治療と仕事との両立もサポートしています
プラス

共働き 共育て
Work Style Diversity
2026

Encouraging Male Employees to Take Childcare Leave

Sysmex Corporation actively promotes the use of childcare leave to create an environment where male employees can proactively participate in child-rearing. We promote a better understanding of work-childcare balance by distributing a "Dad's Childcare Leave Guidebook" and hosting seminars led by external lecturers for male employees and their supervisors. These seminars feature lectures and exchanges of views on topics such as current childcare trends, the significance of participating in child-rearing, concepts of work-life balance, and appropriate support methods for supervisors to provide.





As a result of these initiatives, the childcare leave utilization rate among male employees exceeded the target at the time of 60% in fiscal 2022. Since then, we have met our progressively higher targets each year, reaching 80.4% in fiscal 2025 and achieving our targets for four consecutive years. Furthermore, the average duration of leave taken has steadily increased from 34 days in fiscal 2021 to 54 days in fiscal 2025.

Stakeholder's Voice



Takuma Kitaura, Systems Engineering Division

I took approximately two and a half months of childcare leave following the birth of my second child. My main motivation was wanting to cherish this time with my family while closely watching my children grow up.

During my childcare leave, I was in charge of drop-offs and pick-ups for my older child and handled household chores in general. When I started parental leave, my partner and I discussed how to divide household responsibilities. As a result, I naturally continued taking on household tasks even after returning to work. This division of responsibilities has continued even after my return to work, helping us build a relationship in which we support one another as a family. My division has a culture that actively encourages male employees to take childcare leave, so my decision to take leave was readily accepted.

By informing my supervisor and team members well in advance of when I planned to take leave, we were able to arrange the handover of my responsibilities and adjust workloads relatively smoothly. Taking childcare leave was a meaningful experience that reaffirmed the importance of time spent with family while deepening my understanding of how to balance work and child-rearing.

Other Systems to Support Work-Life Balance

Support for Continued Work and Promotion of Social Contribution Activities

Sysmex Corporation has introduced a program allowing employees to take short-term nursing leave or funded paid leave in half-day increments up to a maximum of 40 days when they need to accompany hospitalized family members or provide other necessary care. We also support a balance between work and nursing care by providing work-from-home options for employees caring for family members requiring long-term care or support. In addition, we offer an income indemnity system for employees on nursing leave lasting one month or longer, as well as a re-employment program for employees whose careers were temporarily interrupted due to nursing care responsibilities.

To encourage the use of these systems, we hold annual seminars that provide practical guidance on preparing for family caregiving and feature testimonials from employees who have used such programs. Furthermore, we have launched an internal community as a place where employees can share their concerns and experiences regarding balancing nursing care and work. By providing information on internal systems and external support services, as well as opportunities to learn from the experiences of employees with caregiving experience, we are fostering a workplace culture where no one has to face caregiving challenges alone. We also offer leave of absence and re-employment programs for employees accompanying spouses on overseas assignments, providing diverse options for career continuity. Furthermore, we are enhancing programs that facilitate leave for specific purposes, such as volunteer leave and donor leave.

Understanding of Sexual and Gender Minorities and Our Response

Sysmex incorporates the rainbow flag into the profile images of its official social media accounts across Group companies during Pride Month in June, demonstrating Group-wide understanding of and support for LGBTQ+[1] persons.

Sysmex Corporation has established a partnership registration system, under which partners in same-sex relationships are treated as equivalent to legally married spouses. Toward the legalization of same-sex marriage (marriage equality) in Japan, we endorse “Business for Marriage Equality” (BME) and the “Business Support for LGBT Equality in Japan,” which aims to enact an LGBT Equality Act. In addition, since 2022, we have been participating in Tokyo Pride,[2] one of Japan’s largest LGBTQ+ events.

work with Pride Gold 2025

For employees, we disseminate information to deepen understanding of sexual minorities through a dedicated intranet site. We also provide e-learning materials, lend introductory textbooks to learn about improving the workplace environment from the perspective of SOGI,[3] and distribute Ally stickers. Our other efforts include holding diversity roundtables[4] on the theme of “LGBTQ+ and Gender.”

Through these initiatives, in fiscal 2025, we earned the highest rating of “Gold” for the fourth year in a row in “PRIDE Index 2025,” an indicator that evaluates initiatives related to LGBTQ+ and other sexual minorities in companies and organizations.

1 A collective term for sexual minorities, taking the acronym of Lesbian, Gay, Bisexual, Transgender, and Questioning/Queer, along with “+” representing diverse forms of sexuality
2 Renamed from “Tokyo Rainbow Pride” (starting in 2025)
3 An acronym for Sexual Orientation and Gender Identity
4 Held as a forum for exchanging opinions on a wide range of topics, including work-life balance and cross-cultural understanding, and for building cross-departmental communities

Creating an Inclusive Work Environment for People with Disabilities

Sysmex is committed to fostering an environment where individuals with disabilities can demonstrate their abilities and skills with peace of mind while growing alongside their colleagues. Specifically, in addition to providing opportunities to understand each individual’s disability-related characteristics and building support systems, we create comfortable working environments and promote employment in collaboration with universities and employment support organizations.

Sysmex Harmony, a special subsidiary,[1] maintains a high employee retention rate of 97%. It continues efforts to ensure employee retention, including assigning tasks matched to each employee’s characteristics and maintaining close communication through regular meetings with instructors. These practices have earned high external recognition.

Furthermore, Sysmex America and Sysmex Europe partner with organizations supporting the independence of people with disabilities to promote job retention and expand employment opportunities.

Going forward, Sysmex will continue to expand opportunities such as internships and strengthen support to help employees work with confidence over the long term, aiming to realize a workplace environment where diverse talent can thrive, regardless of disability.

1 A subsidiary certified by the director of a public employment security office as providing special consideration for the employment of people with disabilities. Such subsidiaries can establish employment rules and workplace environments tailored to the work capabilities and working conditions of employees with disabilities, separate from those of the parent company, making it easier to expand the range of jobs available to people with disabilities.

Empowering Senior Employees

Sysmex Corporation is advancing the creation of an environment where senior employees can continue to play an active role, regardless of age, leveraging the expertise and experience they have cultivated. In conjunction with the introduction of a job-based personnel system, we raised the retirement age from 60 to 65[1] in March 2021, eliminating age-based disparities in treatment and transitioning toward diverse work styles. This has enabled flexible work options such as reduced working hours, side jobs, and dual employment. Furthermore, we have established a framework that allows employees to continue working as contract employees beyond the age of 65, with no upper age limit, based on mutual agreement between the employee and the Company.

For senior employees who wish to continue working after the end of their current contracts, we offer internal matching opportunities (Open Career) with other divisions or domestic Group companies, supporting their placement into positions where they can apply their accumulated expertise and experience. We promote the creation of opportunities and environments that empower senior employees to contribute to knowledge transfer and the enhancement of organizational capabilities.

We also place strong emphasis on career development support. Through our “Career Development Support Program,” we assist employees in acquiring the knowledge and perspectives needed to plan their future careers. By combining e-learning, group training, and individual consulting, we encourage employees to independently shape their careers and translate their plans into concrete action.

Furthermore, starting in fiscal 2025, we launched a career design training for general employees aged 49 to 51. This training provides opportunities to reflect on ways of working that suit them and contributions to the organization and society through dialogue with senior colleagues and taking stock of their own skills and values, alongside developing financial plans for the future and understanding the personnel system. This initiative supports career development during employees’ active working years while facilitating preparation for life after retirement.

1 Employees can choose their retirement timing in one-year increments up to age 65.

Diversity Education

Sysmex Corporation is advancing the creation of a workplace where employees with diverse values and backgrounds can understand and respect one another to achieve DE&I (Diversity, Equity, and Inclusion). As part of these efforts, we publish a monthly in-house magazine, the “Diversity Newsletter,” to share information and deepen understanding among employees. We hold seminars and diversity roundtables on topics such as gender, LGBTQ+, nursing care, retention support for employees with disabilities, workplace mental health, women’s health, sleep, well-being, and childcare leave uptake by male employees. We also continuously conduct e-learning on unconscious bias to help employees recognize and address their unconscious biases. In fiscal 2025, we conducted unconscious bias training, seminars on balancing work with childcare and nursing care, and health seminars aimed at promoting employee well-being.

With regard to childcare, we invite external male lecturers every year to hold seminars on the importance of childcare and achieving work-life balance, building frameworks that encourage men’s involvement in parenting. We also offer online lunch seminars open to all employees,[1] featuring leading experts from various industries, covering topics such as DE&I and male- and female-specific healthcare (including FemTech[2] and infertility treatment).

Such diversity education is promoted globally in line with the culture and characteristics of each region. In the EMEA region, taking into account the presence of employees from diverse national, ethnic, and cultural backgrounds, we conduct training on preventing discrimination and facilitating cross-cultural communication.

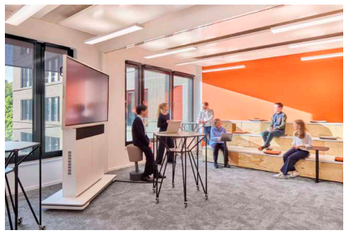
1 Including contract employees, part-timers, and others
2 The term “FemTech” refers to products and services that use technology to solve health issues specific to women.

Group Company Initiatives

Integrated Hub Driving Collaboration and Innovation

At Sysmex Europe, three Group companies responsible for functions such as R&D, sales, marketing, and business operations are now co-located at the “Hamburg Campus,” an integrated hub established in Hamburg, Germany. Consolidating previously dispersed functions has fostered daily collaboration across divisions, leading to the launch of cross-functional projects and faster decision-making. In addition, seamless information sharing has reduced operational duplication, boosting overall efficiency. Daily interactions among employees with diverse areas of expertise help create an environment conducive to generating new ideas and innovations while also contributing to higher employee engagement.

The Hamburg Campus is designed as a space that prioritizes employee well-being. It offers a comfortable and flexible work environment equipped with a cafeteria that accommodates diverse dietary needs and preferences—including religious dietary requirements, vegetarian and vegan diets—as well as sports and health support programs, alongside versatile workspaces designed for both focused individual work and collaborative projects.







Creating a Supportive Workplace Environment

At Sysmex, Group companies are also implementing various initiatives to create a supportive work environment.

Group companies in the EMEA region[1] have received the Great Place to Work[2] certification in recognition of their excellent workplace environments and high levels of employee satisfaction. All managers at Sysmex UK have completed well-being training designed to help them support each employee’s health and work-life balance. Sysmex South Africa is expanding systems to support a balance between work and child-rearing. The efforts include incorporating a maternity policy into its human resources policies and a guarantee of four months of fully paid maternity leave. Additionally, Sysmex Spain and Sysmex Portugal have been selected by El Mundo as two of the “100 Best Companies to Work For.”

Furthermore, Sysmex Spain was recognized with the ARHOE Award in 2025 by the Spanish non-profit organization ARHOE, in recognition of its initiatives to improve productivity through rationalized working hours and the promotion of work-life balance.

1 Sysmex Europe, Sysmex Deutschland, Sysmex Belgium, Sysmex Nederland, Sysmex Turkey, Sysmex Austria, Sysmex UK, and Sysmex France

2 A corporate ranking announced by Great Place to Work (GPTW), a research institute that specializes in studies and analyses of corporate employee job satisfaction. Companies that meet GPTW’s certification standards are recognized and featured through leading media outlets in approximately 60 countries worldwide.



Great Place to Work award ceremony (Turkey)



Other Activities at Group Companies

Company	Initiatives
Sysmex RA	• Use of company-led nursery facilities • Acquisition of the Ministry of Health, Labour and Welfare’s Next-Generation Certification Mark (nicknamed “Kurumin”) as a “childcare support company”
Sysmex America	• Promotion of the recruitment, employment, and workplace retention of veterans (earning the U.S. Department of Labor’s “HIRE Vets Gold Medallion Award” for four consecutive years and a 4-star rating in the VETS Indexes Employer Awards) • Introduction of a flextime system and a work-from-home system • Introduction of a childcare leave system exceeding statutory requirements (for both male and female employees) • Introduction of a family support system (childcare support, family leave)
Sysmex Europe	• Introduction of a flextime system and a work-from-home system • Provision of on-site rooms for parents and children • Introduction of a childcare leave system (for both male and female employees) • Childcare support system (allowances for use of external support systems)
Sysmex Nederland	• Installation of lactation rooms
Sysmex Shanghai	• Introduction of a flextime system
Sysmex Asia Pacific	• Introduction of a flextime system and a work-from-home system • Childcare support system (childcare leave extension system, provision of scholarships) • Introduction of a family care leave system for nursing and child care exceeding statutory requirements • Introduction of a welfare system for contract employees • Introduction of a volunteer leave system

Society

Promotion of Health and Occupational Safety

Health Management Policy

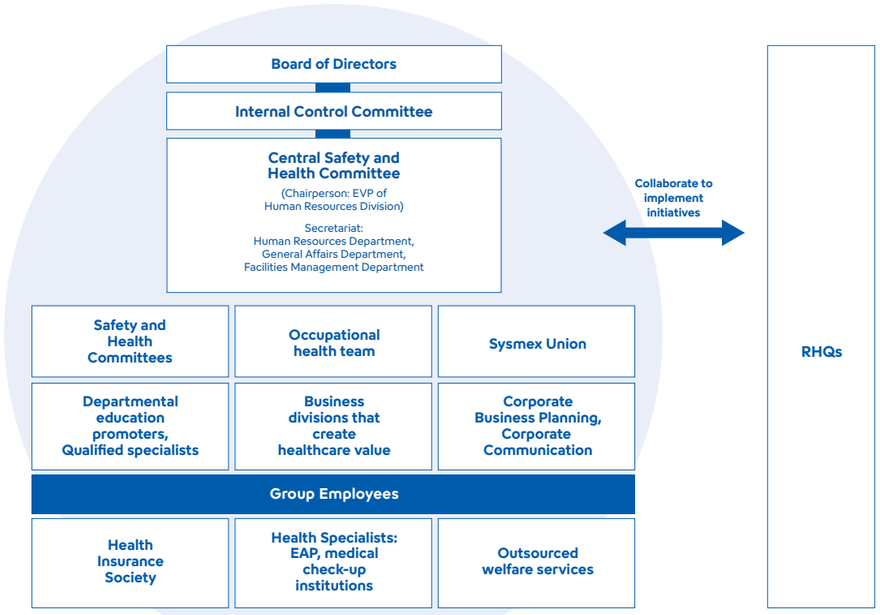
Health Management Policy

As a foundation for putting the Group corporate philosophy into practice, Sysmex positions creating an environment where every employee can work safely and with peace of mind while maintaining good physical and mental health as a key management issue.

Based on the "Sysmex Declaration of a Healthy Company" and "Health Management Strategy Map," we identify key issues in health management and set action plans and performance indicators to promote continuous health investments and improvements to our initiatives.

In addition, led by the Central Health and Safety Committee, we collaborate with the Sysmex Union, external experts, and Group companies to promote the health and well-being of all Group employees in Japan and overseas, while creating a safe and supportive workplace environment.

Note: The Sysmex Declaration of a Healthy Company and Health Management Strategy Map have been approved by the President.



▶ Sysmex Declaration of a Healthy Company

Our Efforts Towards Health Enhancement

Efforts Towards Employees' Health Enhancement

In addition to regular health checkups, Sysmex Corporation offers complete physical examinations and screenings for female-specific cancers.[1] Employees identified as requiring further examination are encouraged to undergo a secondary examination.[2] For employees engaged in work involving infectious substances, we provide company-specific health checkups twice a year, including hepatitis B and C testing, in addition to legally required specific health checkups, thereby supporting the early detection and treatment of diseases. Since fiscal 2023, we have strengthened our health management framework by expanding medical and healthcare staff, strengthening health guidance and encouraging employees with identified health risks to seek medical attention which has led to an improved secondary examination rate.

In addition, Sysmex is registered as a partner company in the Ministry of Health, Labour and Welfare's "Corporate Action to Promote Cancer Control" and "Know about Hepatitis Project." We have also signed the "Agreement to Promote an Increase in the Rate of Cancer Screening" with Hyogo Prefecture and Kobe City to drive disease awareness campaigns and boost screening participation rates. As a measure against passive smoking, we eliminated smoking areas at company-owned business sites across our domestic Group companies. We also subsidize the cost of smoking cessation treatment and related seminars through our "Cafeteria Plan" welfare program.[3]

To support employees in continuing to work while receiving treatment, we encourage the use of the smart work system and temporarily relax the limits on mobile working for employees requiring long-term or intermittent medical treatment. We have also introduced a phased return-to-work program to help employees gradually transition back to the workplace. Additionally, in fiscal 2025, we introduced a trial sick leave system that allows employees to take leave flexibly according to their health needs, followed by full implementation in fiscal 2026.

Furthermore, we conduct an annual health survey to gain insights into employee lifestyle habits and health concerns, using the results to enhance work styles and employee benefits programs. Starting in fiscal 2024, we began providing subsidies for infertility treatment and the purchase of health promotion equipment. In fiscal 2025, we further enhanced our employee benefits program by adding benefit options related to sleep support and disaster preparedness, as well as establishing an external consultation service for health inquiries and medical provider referrals accessible to employees and their families. Furthermore, in June 2026, we established the "Sysmex Health Insurance Society" for our domestic Group companies to enhance our health promotion programs aimed at improving the health and well-being of employees and their families.

1 Statutory health checkup participation rate in fiscal 2025: 100%
2 Regular health checkup participation rate: 100%; secondary examination participation rate: 56.0% (fiscal 2025)
3 Under the "Cafeteria Plan" welfare program, employees can select and apply for subsidies covering medical institution visits, vaccinations, and participation in health-related seminars, among other health and wellness expenses.

▶ Corporate Action to Promote Cancer Control (Japanese)
▶ Know about Hepatitis Project (Japanese)
▶ Establishment of the Sysmex Health Insurance Society (Japanese)

Efforts to Ensure Employees' Mental Health

Since 2009, Sysmex Corporation has been conducting an annual mental health check to maintain and improve employees' mental health and create a workplace where they can work with peace of mind. The survey assesses employees' psychological health, including stress levels, as well as factors related to the workplace environment. The response rate has remained above 95%, reaching 95.7% in fiscal 2025.

This enables us to track changes over time and drive improvements in the workplace environment. We have also provided an internal health consultation service, where employees can consult with industrial mental health physicians, public health nurses, and psychologists. Employees also have access to an external Employee Assistance Program (EAP), allowing them to seek consultation with external experts at any time.

Furthermore, in conjunction with the "*Kokoro no* Health Check," we conduct a well-being survey. In fiscal 2025, we continued to hold multiple seminars led by industrial physicians on topics of high employee interest, such as mental health, women's health, male climacteric disturbance, and methods for improving sleep quality, thereby continuously promoting health awareness among employees. We also provide managers with training aimed at improving psychological safety within the organization. Starting in fiscal 2023, we began offering training on "Psychological Safety in the Workplace and Individual Psychological Flexibility," using external consulting services and rolling out the training on a department-by-department basis, with the target divisions currently being expanded.

Promotion of Paid Vacation and Employee Benefits

Sysmex encourages employees to take paid vacation to ensure adequate opportunities for rest and provides paid vacation in accordance with applicable laws and internal regulations.

At Sysmex Corporation, initiatives to promote the use of paid vacation include the designation of recommended dates for paid vacation and the introduction of a half-day paid vacation system. Furthermore, regarding the provision of subsidies under the "Cafeteria Plan" welfare program,[1] in fiscal 2025 we relaxed the eligibility requirements for the "Super Refresh Allowance," which supports employees who take consecutive paid vacation days to enjoy travel, leisure activities, cultural classes, and other recreational pursuits. In addition, with the aim of promoting employee health by creating opportunities for physical activity, we have introduced a new subsidy for the purchase of bicycles and helmets.

1 Under this program, the Company provides employees with "Cafeteria Points" each year, allowing them to select and use various options—such as childcare and nursing care support, health support, and self-development—depending on their personal lifestyle and needs.

▶ Status of Sustainability Targets

Efforts for Active and Healthy Employee Lives

At Sysmex Corporation, as welfare facilities for health maintenance, we have established sports fields, tennis courts, and a gymnasium equipped with fitness facilities on the premises of the Solution Center, one of our main business sites in Japan. To raise employee awareness of their own health, we hold wellness events and seminars and offer the "Cafeteria Plan" welfare program, including health promotion benefits such as subsidies for the use of sports facilities. In addition, employee cafeterias provide healthy, nutritionally balanced menus. At some business sites without employee cafeterias, we have introduced healthy food services that sell prepared side dishes without additives and using carefully selected domestic ingredients to help employees improve their dietary habits and refresh themselves. Moreover, as part of our collaborative health initiatives with the Sysmex Health Insurance Society, we organize walking events and provide Specific Health Guidance sessions during working hours.





Tennis courts, gymnasium (Solution Center)

Continuous Monitoring of Employee Well-Being

As part of its annual employee engagement survey, Sysmex assesses employee well-being. The survey measures key indicators such as employees' sense of purpose at work, sense of accomplishment, vitality, and ease of working, enabling the Company to continuously monitor trends in employee well-being. Furthermore, for the survey statement "a workplace where employees can work safely," at least 80% of employees[1] have responded favorably for five consecutive years.

1 Scope: Sysmex Corporation

Recognition as an Outstanding Organization of KENKO Investment for Health (White 500)

Sysmex Corporation was recognized for its various initiatives aimed at promoting health management and its operational framework involving its domestic Group companies. As a result, in March 2026, Sysmex Corporation was certified as an Outstanding Organization of KENKO Investment for Health (White 500), a recognition awarded to organizations that demonstrate excellent health management practices.

This marks the 10th consecutive year that Sysmex Corporation has received this certification.

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500

Other Activities at Group Companies

Company	Initiatives
Sysmex RA	• Certification as an Outstanding Organization of KENKO Investment for Health by the Ministry of Economy, Trade and Industry for three consecutive years (Since 2024)
Sysmex America	• Installation of an in-house fitness room and provision of sports programs such as yoga and weight training • Provision of fitness and health allowances • Subsidies for health checkups and flu vaccination costs • Introduction of a family support system (subsidies for external support services when a family member becomes ill)
Sysmex Brazil	• Corporate membership registration with a gym (available to employees and their dependents) • Mental health support services (available to employees and their dependents)
Sysmex Europe	• Installation of an in-house fitness room • Provision of health management programs with guidance from sports and nutrition management professionals, online sports programs, including yoga, bike leasing programs, and health checkups • Provision of stress management training • Provision of counseling services for mental and social care from external experts • Provision of free lunches and fruit at the in-house cafeteria
Jinan Sysmex	• Installation of a table tennis exercise area within the office
Sysmex Shanghai	• Installation of equipment to reduce CO_2 and PM2.5 levels in the office
Sysmex Asia Pacific	• Provision of sports programs, including yoga, and health checkups • Enrollment of all employees in insurance covering 37 diseases • Childcare support system (medical insurance subsidy) • Placement of indoor plants in the office • Provision of free fruit at the in-house cafeteria

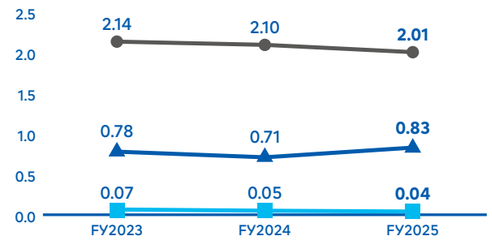
Framework and Promotion of Occupational Health and Safety

Framework for Promoting Occupational Health and Safety

Sysmex recognizes employee safety and health as a key management issue and has established a Central Health and Safety Committee[1] covering its domestic Group companies. With the committee playing a central role, we formulate policies and targets to strengthen our frameworks for occupational health and safety and health management. In addition, we work together with the labor union to assess the safety management status at each business site and consider measures for improvement. By clearly defining the roles of industrial physicians, industrial health nurses, and psychologists, we proactively conduct health promotion, disease prevention, and awareness activities that are readily accessible to employees. We have also set targets for lost-time injury frequency rates and lost-time injury severity rates as sustainability targets, reporting progress against these targets to the Board of directors semiannually.

1 The Central Health and Safety Committee consists of members from the HR and General Affairs divisions, chairpersons of the Health and Safety Committees from each business site and domestic Group companies, persons nominated by the Sysmex Union, and industrial physicians and health nurses, among others.

Lost-Time Injuries Frequency Rate/Lost Work Day Rate



Note: Lost-time injuries frequency rate: number of employee deaths or injuries resulting from work-related accidents per million hours actually worked
Lost work day rate: number of days absent from work due to work-related injuries per 1,000 hours actually worked

1 Source: "Survey on Industrial Accidents," Ministry of Health, Labour and Welfare
2 Target: Group companies in Japan

▶ Status of Sustainability Targets

Initiatives for Occupational Health and Safety

At Sysmex, Health and Safety Committee meetings are held regularly at each business site to implement measures to prevent occupational accidents from short- to long-term perspectives, based on risk assessment principles, including measures to eliminate risks identified through workplace patrols. In addition, the Central Health and Safety Committee, which oversees domestic Group companies, engages in broad discussions on setting and monitoring policies and targets for occupational health and safety and health management across the domestic Group. Its scope also includes addressing workplace risks, preventing overwork, reviewing chemical handling practices, and implementing measures based on risk assessment results. In the event of an occupational accident, the Health and Safety Committee at the relevant business site deliberates on the cause and countermeasures, reports its findings to the Central Health and Safety Committee, and works to prevent recurrence by sharing lessons learned across the Group.

In addition, we regularly conduct safety training covering appropriate first-aid measures and evacuation procedures in the event of an accident or sudden illness, as well as the safe handling of hazardous machinery and raw materials. We also offer safe driving training, comprehensive fire drills simulating large-scale disasters, AED operation training, and community first-aid and lifesaving training. In particular, we conduct regular emergency response drills to quickly secure employees' safety and confirm their status, and strengthen initial response capabilities in the event of disasters affecting business sites. Other initiatives include labor compliance training, awareness programs led by industrial physicians on the importance of secondary medical examinations, and employee-led workplace patrols and improvement activities.

Our Group companies also promote occupational health and safety management by conducting workplace patrols and inspections, risk assessments, and emergency response training in accordance with local laws and regulations and facility characteristics. Sysmex Brazil has maintained ISO 45001 certification, the international standard for occupational health and safety management systems.

Preventing Overwork

Sysmex is committed to protecting the health and safety of its employees by preventing and reducing overtime and overwork while promoting appropriate management of working hours in accordance with applicable laws and internal standards.

Recognizing that overwork can impair physical and mental health, we work closely with the Sysmex Union to prevent long working hours. To manage working hours, we track working hours using IC card entry/exit logs and PC startup/shutdown logs. In addition to complying with relevant laws and regulations, we have established internal standards that are more rigorous than the guidelines issued by the Ministry of Health, Labour and Welfare. When an employee's working hours exceed these internal thresholds, we take appropriate action to improve working conditions, such as notifying the employee's superior and requiring the employee to submit a health self-assessment form. Employees are also offered opportunities to see industrial physicians when necessary.

Furthermore, for divisions where long working hours occur, we identify the contributing factors and review corrective measures to improve understanding of appropriate working time management. At the same time, we encourage company-wide initiatives such as the use of flextime arrangements and encouraging employees to take paid vacation, helping to foster greater awareness of the importance of preventing overwork.

As a result, the average total annual working hours per employee in fiscal 2025 stood at 1,979 hours,[1] a decrease of 30 hours from the previous fiscal year. The introduction of the value-added productivity indicator[2] has instilled a work style that is conscious of productivity, leading to a reduction in overtime work and an increase in the use of paid vacation.

Going forward, Sysmex will continue to optimize personnel allocation and proactively conduct educational and awareness-building activities for employees in collaboration with the Sysmex Union, aiming for further reductions in working hours through increased productivity.

1 Regular employees of Sysmex Corporation
2 (Operating profit + labor costs + depreciation expenses related to human capital)/working hours

Society

Corporate Citizenship Activities

Sysmex contributes to the creation of a healthy society and the establishment of a vibrant community by practicing the Sysmex Way and engaging in activities based on its "Policy on Corporate Citizenship Activities and Philanthropy."

▶ Sysmex Group Corporate Philosophy: Sysmex Way and Shared Values
▶ Policy on Corporate Citizenship Activities and Philanthropy

Promoting Group-Wide Corporate Citizenship Activities

Based on its Policy on Corporate Citizenship Activities and Philanthropy, Sysmex actively engages in corporate citizenship activities that lead to the creation of a healthy society and a vibrant local community while encouraging employees to proactively participate in these initiatives.

In fiscal 2025, we implemented our Group-wide program, the Sysmex Gives Back Campaign, across two periods: from June to September and from October to January of the following year. Through these initiatives, employees participated in a wide range of corporate citizenship activities, including blood donations, environmental activities, and programs focused on health and medical care, development of the next generation, and disaster aid. Across both periods, a total of approximately 5,000 employees worldwide participated in these activities.

Programs Supporting Employee Corporate Citizenship Activities

In its Policy on Corporate Citizenship Activities and Philanthropy, Sysmex states its commitment to supporting employee volunteer activities. We encourage proactive participation by establishing a volunteer leave system and other initiatives. In addition, we have introduced the Social Contribution Point Program, under which employees earn points by participating in community volunteer activities or company-sponsored corporate citizenship initiatives. Under this program, we make donations based on the points accumulated by employees. In fiscal 2025, approximately 2,200 employees participated in the program, resulting in donations to three organizations: the NPO Japan Heart, the Mirai Kodomo Foundation, and the Japanese Red Cross Society.

Activities to Promote Breast Cancer Awareness

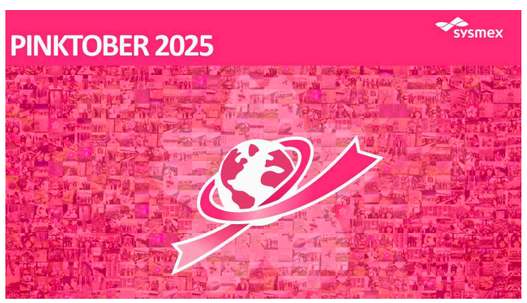
Sysmex actively participates in the Pink Ribbon campaign, a global awareness movement in the field of breast cancer, and implements a variety of initiatives throughout the year to support breast cancer patients and their families.

Since fiscal 2023, we have been collaborating with our overseas Group companies to hold global awareness events under our original initiative, "PINKTOBER,"[1] during October, the Pink Ribbon awareness month. We are driving community-based initiatives worldwide, including donation programs based on the number of photos submitted by employees, employee-led awareness and volunteer activities, participation in charity walks supporting cancer patients, and fundraising through the purchase of Pink Ribbon-related merchandise.

1 PINKTOBER is a unique name created in-house by combining "Pink Ribbon" with "October," the designated month for the Pink Ribbon campaign.



PINKTOBER activities (Italy)



Mosaic artwork created from photos submitted by employees

Our Contributions to Healthcare Through Blood Donation Activities

Since fiscal 2014, Sysmex Corporation has been registered as a “Blood Donation Supporter Company” and has actively led blood donation campaigns. We also conduct regular blood donation campaigns worldwide, with many Group employees donating blood.

Supporting Children Battling Pediatric Cancer

Supporting the SmileSmilePROJECT organized by Japan Heart—a non-profit organization that is one of the donation recipients under our Social Contribution Point Program, we invited approximately 30 children battling pediatric cancer and their families to Universal Studios Japan in September 2025. On the day of the event, 10 employees participated as volunteers to help ensure that the children and their families enjoyed a memorable day together.



Employee volunteers participating in the SmileSmilePROJECT

Initiatives for Fostering the Next Generation

As part of its contribution to the local community, Sysmex Corporation has been working to enhance local school education. Since fiscal 2022, we have delivered visiting lectures to elementary school students in collaboration with the Kobe City Board of Education, with the aim of promoting health literacy and education. Using original educational content themed around the functions of blood, we provide opportunities for students to deepen interest in the human body and think about the importance of health. These lectures are delivered by employees who have registered for our voluntary Partnership System to serve as instructors.

Since fiscal 2023, we have been participating in the Kobe SDGs Exploration Program organized by the Kobe Tourism Bureau to provide educational support for junior and senior high school students. We have also welcomed students from eight schools, providing them with opportunities to think about “Exploration, the SDGs, and Careers” and to reflect on their own future paths and career development. In addition to showroom tours introducing Sysmex’s business, we use karuta-style (card game) learning materials featuring sustainability activities, allowing students to deepen their understanding of the SDGs in an enjoyable way.

Furthermore, we provide educational support at our R&D bases for schools designated by the Ministry of Education, Culture, Sports, Science and Technology as “Super Science High Schools,” which offer advanced education in science and mathematics. Aimed at fostering the next generation of scientists and engineers capable of thriving in the international community, we offer lectures on research and technology, tours of our R&D facilities, and opportunities to interact with our researchers.



Visiting lecture



Kobe SDGs Exploration Program



Tour of our R&D base

Contributing to Biodiversity Preservation through the “Sysmex Forest”

Sysmex Corporation supports the “Enlist the Participation of All Citizens in Creating Woodland” project promoted by Hyogo Prefecture. We lease approximately two hectares of the 17-hectare “Kawai Kaiteki Forest” in Ono City, Hyogo Prefecture, where our reagent factory is located, and call it “Sysmex Forest.” Here, employee volunteers engage in forest maintenance activities, such as tree thinning. Through these efforts, we aim to help create and preserve satoyama landscapes where people and wildlife can coexist and thrive together.





Sysmex Forest (forest maintenance activities in Japan)

Women’s Track & Field Team Supports the Sports Experience Program

In support of the Sports Experience Program[1] implemented by the City of Kobe to promote children’s healthy development and foster regular exercise habits, the Sysmex Women’s Track & Field Team conducted a track and field clinic.

This track and field clinic provides children with an opportunity to experience the joy of sports and track and field while also contributing to the realization of our Policy on Corporate Citizenship Activities and Philanthropy of “Contribution to a healthy society.” In fiscal 2025, the program was held at two schools in the city, with plans to expand the number of participating schools in the following fiscal year.

1 A model program using after-school childcare facilities to provide children with opportunities to experience various sports, with the aim of encouraging them to play outdoors





Children participating in a track and field clinic led by the Women’s Track & Field Team

Other Activities at Group Companies

Theme	Activity
Healthcare	• Blood donation activities • Fundraising activities for the World Federation of Hemophilia
	• Donating proceeds from recycled goods to support community-based medicine programs in Africa • Installing in-house vending machines that enable donations to malaria elimination • Donating to cancer patient support organizations through sports charity events • Activities to promote breast cancer awareness • Pink Ribbon Charity Walk • Supporting donations through the purchase of Pink Ribbon-related merchandise • Installing in-house vending machines to support the Pink Ribbon campaign
Fostering the Next Generation	• Participating in “Onigiri Action,” a food support activity for needy children • Providing job experience programs for students • Giving presentations on career days at elementary schools • Supporting school charity runs
Welfare	• Donating to organizations supporting homeless people • Donating Christmas gifts to children living in poverty • Donating children’s toys to charitable organizations • Hair donation • Collecting Bell Marks • Team-building activities in support of children with disabilities and their families • Donating to elderly care facilities
Disaster recovery assistance	• Donating to activities to support recovery from the Myanmar earthquake
Environment	• Recycling activities • Tree planting activities • Cleaning activities • Activities to reduce food waste (donating to food banks) • Collecting plastic bottle caps • Recycling and donating used computer equipment • Implementing the “Go Green Day” (a day to promote environmental protection and sustainability) • Measures against invasive alien plants
Local communities	• Volunteering at the Kansai Pavilion of Expo 2025 Osaka, Kansai, Japan • Volunteering at local community centers • Providing support for the U11 boys soccer team • Sorting and packing relief supplies in cooperation with local organizations • Donating laptops to schools



Coastal cleanup activity (Hong Kong)


Reforestation activity (Germany)



Food Donation activity (Singapore)


Relief supply support activity (U.S.)


Blood donation activity (Taiwan)


Volunteering at a water station for the Kobe Marathon (Japan)



Environment

Reducing Environmental Impacts 70
Environmental Management 71
Resource Circulation in Product Lifecycle 81
Responding to Climate Change 87
Efficient Use of Water Resources 92
Pollution Prevention and Chemical / Hazardous Waste Management 94

Materiality

Reducing Environmental Impacts

Importance

Addressing climate change, promoting resource circulation, and tackling other environmental challenges are key management priorities that support Sysmex's sustainable growth and value creation.

Natural disasters and supply chain disruptions caused by climate change, stricter environmental regulations, and rising energy and raw material prices may impact business operations and increase costs, posing risks that could erode trust and impair corporate value.

Meanwhile, providing products and services that reduce environmental impact, promoting resource circulation, and promoting energy conservation create opportunities to strengthen our competitive advantage and enhance corporate value.

In terms of social and environmental impact, our business activities place a burden on the environment through greenhouse gas (GHG) emissions, resource consumption, and waste generation. However, through initiatives aimed at reducing our environmental impact, we contribute to the realization of a decarbonized and circular society.

Strategy

In accordance with our environmental policy— "By shaping the advancement of healthcare, our global environmental conservation activities contribute to the creation of a fulfilling and healthy society" —Sysmex has formulated its long-term environmental vision, "Sysmex Eco-Vision 2033." In collaboration with our stakeholders, we take on the challenge of green innovation. By developing eco-friendly products and services that contribute to energy conservation, reduced resource consumption, and waste reduction, as well as by reducing GHG emissions and promoting resource circulation, we aim to achieve both business growth and environmental value creation. We also promote initiatives to address environmental issues throughout our entire supply chain, extending beyond our own operations, thereby contributing to the realization of a sustainable society. At the same time, through the provision of products and services that contribute to solving environmental and social issues, we seek to create new business opportunities and establish sustainable competitive advantages.

▶ Policy on Reducing Environmental Impacts

Structure

Under the supervision and management of the Environmental Management Officer (Managing Executive Officer), appointed by the President, the Environmental Management Committee takes the lead in promoting environmental management across the Group. In addition, risks related to this topic are evaluated and managed under the company-wide risk management framework.

Indicators & Targets

To reduce its environmental impact and help realize a circular society, Sysmex has established targets based on "Sysmex Eco-Vision 2033" and tracks progress toward these targets. Focusing on key indicators, including reducing GHG emissions (Scope 1, 2, and 3), achieving zero product loss, and transitioning completely to recycled and environmentally friendly materials, we aim to address environmental challenges while achieving business growth, thereby strengthening our sustainable competitive advantage and enhancing corporate value.

Key indicators:

- GHG emissions reduction rate (Scope 1, 2, and 3)
- Reduction rate of water consumption (main reagent factories)
- Zero product loss (Cost of unused products disposed of / sales)
- Complete transition to recycled and environmentally friendly materials (Percentage of recycled and environmentally friendly materials used in containers and packaging)

For details on governance, risks and opportunities, and other related matters, please refer to "Information Disclosure Based on TCFD and TNFD Recommendations." For other indicators and targets, please refer to "Reducing environmental impacts" under ▶ Sustainability Targets.

Environment

Environmental Management

Sysmex Eco-Vision 2033

Establishment of Sysmex Eco-Vision 2033

In May 2023, Sysmex formulated "Sysmex Eco-Vision 2033." This is the long-term environmental vision that the Sysmex Group strives to achieve by 2033, in which we will take on the challenges of green innovation together with our stakeholders and utilize Sysmex's unique strengths to co-create new standards for a circular society. Furthermore, we have set new "Carbon Neutral Targets" with the aim of achieving net zero emissions of greenhouse gases from the business sites of the entire Sysmex Group by 2040.[1] We will continue to promote optimization of our operations and energy-saving measures. At the same time, we will implement measures to reduce greenhouse gas emissions, including a gradual switching to renewable energy-sourced electricity at our business sites.

1 Applies to Scope 1 emissions, which are direct emissions of greenhouse gases from fuel consumption by the company, and Scope 2 emissions, which are indirect emissions of greenhouse gases from the consumption of electricity and heat purchased by the company

Long-Term Environmental Vision

Long-Term Environmental Vision

Recognizing the relationship between the environment and health, we will collaboratively create innovative solutions that will advance the realization of a circular society.



We will transform the value chain into a resource-recycling one by utilizing our strengths to have both instruments and reagents.

We will develop and provide products, services, and solutions to reduce environmental impact.

We will collaborate with stakeholders and take on the challenge of green innovation. We will reduce product loss to zero and promote significant adoption of recycled and environmentally friendly materials.

We will promote CO_2 reduction to achieve carbon neutrality by 2040*. We will work on resource recycling and biodiversity preservation in a unique way, and significantly improve the efficiency of water use and expand the use of raw materials derived from non-animal sources.

We will encourage local environmental conservation activities and contribute to a circular resource society as Sysmex Group.

*Applies to Scope 1 emissions, which are direct emissions of greenhouse gases from the consumption of fuel that the company owns or controls; and Scope 2 emissions, which are indirect emissions of greenhouse gases from the consumption of electricity and heat purchased by the company

Long-Term Environmental Objectives

Long-Term Environmental Objectives

climate change

We will reduce our own **greenhouse gas emissions (Scope 1,2)** by **55%*** by reducing energy consumption per capita and increasing the **ratio of renewable energy** to total energy consumption to over **90%**.

We will reduce our **supply chain greenhouse gas emissions (Scope 3)** by **35%*** by making our products more energy efficient and compact and by innovating our supply chain management.

water

We will reduce **water consumption** by **90 point* per reagent production volume** at our major reagent production sites through more efficient water use.
We will also work to reduce water consumption during instrument use.

resource circulation

We will achieve zero waste of unused in-house products.
We will also reduce **total waste per net sales** by **15%**.*

We will achieve **use rate of recycling and environmentally friendly materials for containers and packaging** by **100%**.
We will also reduce plastic consumption by revising product packaging and utilizing alternative raw materials.

biodiversity

We will expand our lineup of products made from non-animal-derived raw materials.

* The targets of fiscal 2033, taking fiscal 2022 as the base year

▶ Status of Sustainability Targets
▶ Environmental Data

Accreditation of Near-Term Target from SBTi

Sysmex has been approved by the Science Based Targets initiative (SBTi), an international initiative working to overcome the environmental crisis on the basis of climate science, for the Group's fiscal 2033 greenhouse gas reduction target.

As part of Sysmex Eco-Vision 2033, Sysmex has set reduction targets for its own GHG emissions (Scope 1 and 2) and its supply chain GHG emissions (Scope 3). Among these targets, the Company's target to reduce its Scope 1 and 2 emissions by 55% was found to be based on scientific evidence in line with a 1.5°C trajectory, while its target to reduce GHG emissions from use of sold products under Scope 3 by 35% was found to be well below the 2.0°C level.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

https://sciencebasedtargets.org/

Furthermore, our newly established engagement goal was recognized as a commitment to encouraging 60% of our suppliers involved in Scope 3 categories, including purchased goods and services, capital goods, and upstream and downstream transportation and distribution, to have science-based GHG reduction targets within five years.

With global GHG emissions reduction still falling short of the 1.5°C target of the Paris Agreement, further changes in social expectations are anticipated. Viewing its SBTi certification as a key opportunity, Sysmex will continue pursuing CO_2 emission reductions by changing energy procurement at its business sites and in its sales and service operations while promoting resource recycling by adopting environmentally friendly materials in its products. We will further promote our decarbonization efforts by implementing green innovation based on the ingenuity built by combining the wisdom of the entire Group.

Information Disclosure Based on TCFD・TNFD

Since its endorsement of the TCFD recommendations in 2021, Sysmex has been working on climate change initiatives under its Sysmex Eco-Vision 2033. In July 2025, we endorsed the TNFD recommendations, which aim to promote nature-related risk management and information disclosure, and registered as a TNFD Adopter. By taking an integrated view of issues related to climate change and natural capital and advancing comprehensive evaluation of risks and opportunities, we will strengthen sustainable initiatives based on resource conservation and resource circulation, balancing positive impacts on our business activities with the preservation of the natural environment.

General Requirements Based on TNFD Recommendations

Application of Materiality

In addition to Sysmex's materiality, which is defined from the perspective of impact on both social and corporate value, we have adopted double materiality that takes into account dependencies and impacts related to climate change and natural capital.

Scope of Disclosure

We evaluate risks and opportunities by covering not only the Sysmex Group's business activities but also the entire value chain. For natural capital, priority evaluation targets are selected based on production volumes in our business activities, as well as resource use and emissions in terms of dependencies and impacts (to be expanded in due course).

Regions with Nature-related Issues

In accordance with the definition of areas requiring attention, we assess our business sites, including adjacent areas, using the biodiversity risk evaluation tool "WWF Biodiversity Risk Filter" and the water risk evaluation tool "Aqueduct," along with our own environmental performance data. Monitoring is continuously conducted in collaboration with local sites.

Integration with Other Sustainability Issues

Since climate change and natural capital mutually influence one another, we adopt an integrated approach with the disclosures already made under the TCFD.

Time Frames

The time frames for the manifestation of risks remain unchanged: short-term, 1 year; medium-term, up to 3 years; and long-term, up to 10 years.

Regional Engagement

Based on our Human Rights Policy, we position considerations for the environment as part of the Company's overall responsibility. In natural capital evaluation, we conduct communication with local governments and other stakeholders in areas surrounding our business sites to confirm and understand the environmental impacts on these regions.

▶ Materiality
▶ Environmental Policy
▶ Human Rights Policy

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES
TNFD Taskforce on Nature-related Financial Disclosures

Governance

Sysmex promotes initiatives to address environmental issues such as climate change and natural capital through the Environmental Management Committee, which meets regularly under the management and supervision of the Environmental Management Officer (Takashi Ono, Director and Managing Executive Officer). The status of activities against plans and important matters are discussed and decided at management meetings, such as the Steering Committee meetings, under the supervision of the Board of Directors.

▶ Environmental Initiatives to Realize a Sustainable Society

Strategy

Taking into account integrated scenarios[1] under the TCFD and TNFD, which reflect the interrelationship between climate change and natural capital, as well as the Eco-Social Strategy, which is the basic strategy for our long-term corporate strategy, Sysmex re-evaluated risks and opportunities across all Group businesses[2] in 2025. The financial impact of risks and opportunities was evaluated in three stages, based on their potential impact on operating profit in fiscal 2033. Regarding natural capital, Sysmex applied the LEAP approach[3] recommended by the TNFD to evaluate dependencies and impacts, identifying "freshwater" and "soil" as natural capital to be recognized. We are strengthening our initiatives toward the conservation and sustainable use of these resources.

1 External scenario tools used: AR6 (SSP1-1.9, SSP5-8.5), The IPR FPS + Nature, IEA (STEPS, NZE), Aqueduct Water Risk Atlas.
2 The scope of analysis covers the entire supply chain, including not only our own operations but also upstream activities (such as raw material procurement and outbound logistics) and downstream activities (such as product use).
3 A nature-related risk and opportunity evaluation framework recommended by the TNFD. Evaluation is conducted across four stages: Locate (interface with nature), Evaluate (dependencies and impacts), Assess (risks and opportunities), and Prepare (responses and disclosure).

Implementation of the LEAP Approach Evaluation

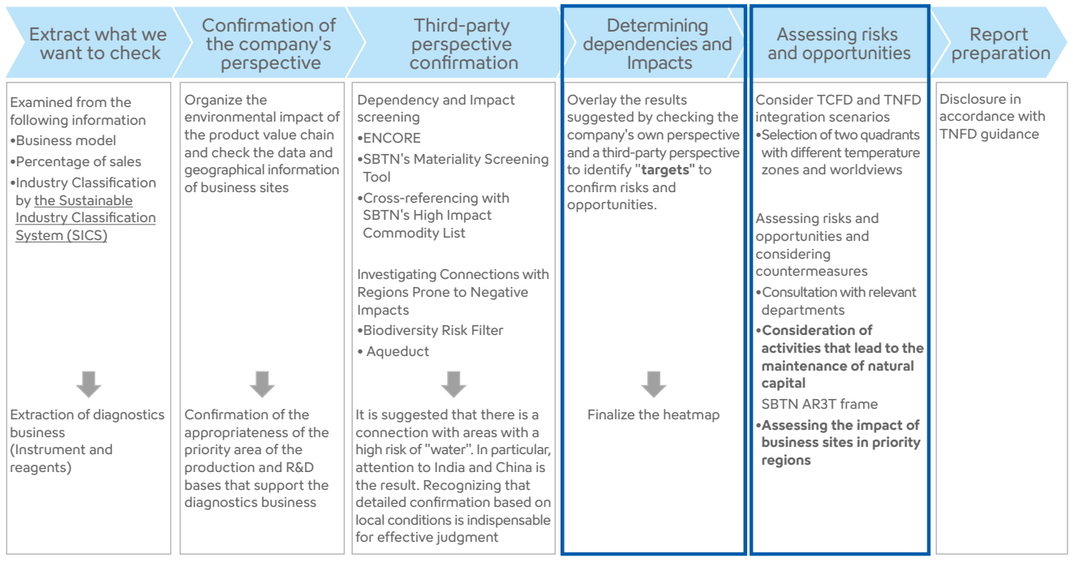
Sysmex conducted an evaluation based on the LEAP approach recommended by the TNFD.

From both internal and external perspectives, we mapped environmental impacts across the product value chain in our diagnostics business, taking into account our business model, sales composition ratio, and Sustainable Industry Classification System (SICS). After reviewing the geographic information of business sites, we cross-referenced our findings with ENCORE, the SBTN Materiality Screening Tool, and the High Impact Commodity List.

For regional risk evaluation, we utilized the Biodiversity Risk Filter and Aqueduct to identify regions where natural capital could be significantly impacted, extracting freshwater and soil as priority areas of risks and opportunities.

Furthermore, based on the integrated TCFD and TNFD scenarios, we used two quadrants of different temperature ranges and worldviews to assess future impacts. Through discussions with relevant divisions based on the results, we confirmed and organized the relationship between business activities and natural capital in priority regions.

Going forward, we will expand the scope of regions subject to evaluation and strategically advance initiatives that contribute to the preservation and restoration of natural capital (freshwater and soil).



Identification of Dependencies and Impacts

For the identified target areas, we organized and evaluated the presence and magnitude of our dependencies on natural capital and the impacts of our business activities from both internal and external perspectives.

■ Materiality Evaluation (Heat Map)

			Instrument	Reagent
Dependence	Soil	Soil protection / Erosion prevention	—	Middle
	Freshwater	Groundwater	—	High
		Surface water	—	—
		Water cycle	—	Middle
	Ecosystem	Genetic material	—	—
Impact	Resource utilization	Water use	—	High
	Pollution	Air pollution	—	—
		Soil pollution	Middle	Middle
		Solid waste	Middle	Middle
		Water pollution	Middle	Middle
	Obstruction	Noise and light pollution	—	—

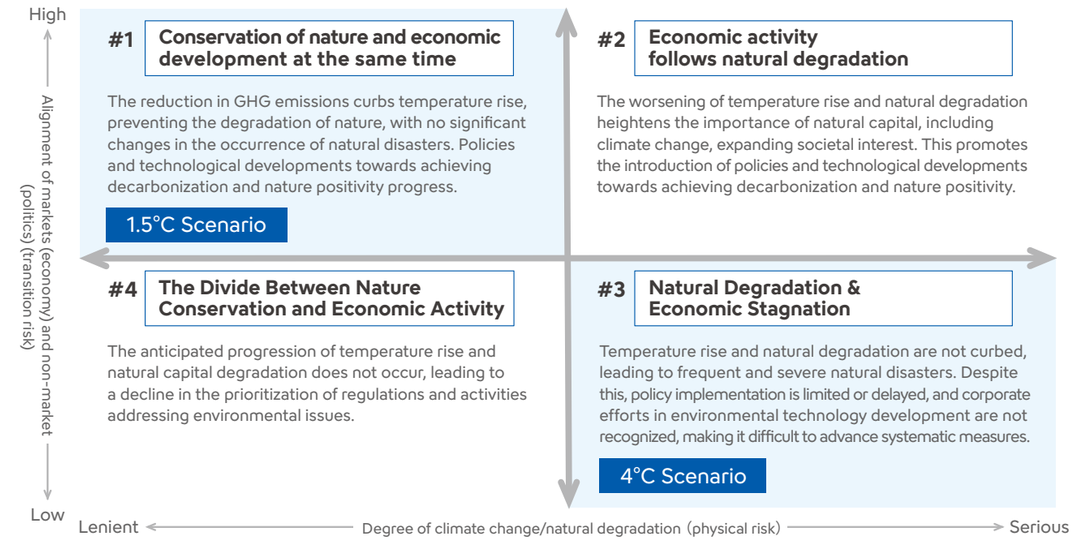
Evaluation of Risks and Opportunities

Based on the analysis of dependencies and impacts, we evaluated risks and opportunities, using two future scenarios that integrate natural capital and climate change, and examined appropriate response measures. Toward achieving nature-positive outcomes, we organized our activities that contribute to the preservation of natural capital in accordance with the AR3T[1] framework for natural capital recommended in the SBTs for Nature (SBTN).

1 An action framework for nature-related risks recommended by the TNFD. Countermeasures are considered based on a hierarchy of priorities: Avoid, Reduce, Restore & Regenerate, and Transform.

Scenario Analysis

Select scenarios #1 and #3, which offer different worldviews, from future scenarios that integrate climate change and natural capital.



Risks and Opportunities

As a result of the evaluation, we identified the following as particularly material risks: increased energy, raw material, and logistics costs; reduced competitiveness due to changing environmental awareness among customers; and the impact on product supply caused by large-scale natural disasters. On the other hand, we recognized opportunities such as increased efficiency in logistics and product design, resource savings in packaging and containers, and growing demand for environmentally friendly products and services.

Risks Related to Environmental Issues

Risk	Category	Possible Risks	Impact Period[1] Financial Impact	Initiatives
Transition Risks				
Policy	Climate change Natural capital	Changes in regulations may restrict the use of certain raw materials or technologies, making it difficult to supply products or requiring the use of costly alternatives.	Mid to long term Low	Establish QA/RA divisions at each regional headquarters to respond to regulatory changes. Conduct regular risk assessments of raw materials and ensure a stable supply by considering switching to alternative raw materials.
Market	Climate change	Energy and raw material costs, as well as global logistics costs, will increase.	Short to long term High	Reduce energy costs through the introduction of renewable energy, energy-saving measures, and improving equipment efficiency, alongside expanding the scope of concentrated reagent products with high transportation efficiency and developing a borderless logistics network.
Technology	Climate change Natural capital	Shifting to materials and technologies with low environmental impact will lead to an increase in R&D costs and capital investment. It will be difficult to commercialize products that comply with environmental regulations at the expected timing.	Mid to long term Low	Promote the development of products and technologies based on laws and regulations, customer requirements, and market and industry trends while systematically transitioning to environmentally friendly materials.
Reputation	Climate change Natural capital	Changes in customers' environmental awareness will lead to criticism of the environmental impact of our products, resulting in decreased demand and reduced competitiveness.	Mid to long term High	Promote environmentally conscious planning and design and technology and product development by using a Voice of the Customer (VOC) system, which incorporates customer feedback into product development and quality improvements, as well as by developing reagent containers suitable for closed-loop recycling.

Risk	Category	Possible Risks	Impact Period[1] Financial Impact	Initiatives
Physical Risks				
Acute	Climate change Natural capital	Large-scale natural disasters can cause damage to factories and disruptions in supply chains, making it difficult to provide a stable supply of products.	Short to long term High	Diversify risks by building a distributed production system in the vicinity of consumption areas, based on the Business Continuity Plan (BCP), alongside securing multi-sourcing supply systems, alternative transport routes, and safety stock for raw materials.
Chronic	Climate change Natural capital	Regional shortages of water due to drought will disrupt the stable supply of products.	Mid to long term Middle	Reduce risks by periodically monitoring water-related risks and establishing BCPs.

1 Short term: 1 year; Medium term: Up to 3 years; Long term: Up to 10 years

Opportunities Related to Environmental Issues

Opportunity / Category	Potential Opportunities	Impact Period[1] Financial Impact	Initiatives
Resource Efficiency			
Climate change	The use of more efficient transportation methods and the application of IoT will optimize operations.	Short to long term High	Promote CO_2 reduction through the digitalization of global logistics processes, the provision of remote services, and the digital conversion of product-related information such as package inserts and display values.
Climate change Natural capital	Review of packaging and product design will lower raw materials costs and waste.	Short to long term High	Reduce waste and recycle resources by conserving resources through revised packaging materials and formats, transitioning to plastic-free materials, expanding the scope of dry ice-free ultralow-temperature transportation, reducing product loss to zero, and converting resources generated during manufacturing and development processes into valuable resources.
Energy			
Climate change	Energy saving will reduce energy costs, and a shift toward low-carbon energy sources will improve corporate reputation.	Mid to long term Low	Reduce energy consumption through energy-saving measures, improved equipment efficiency, the introduction of renewable energy, the acquisition of ZEB certification, the transition of company vehicles to fuel-efficient models, and the promotion of replacement of existing products with high power consumption.
Products & Services			
Climate change Natural capital	Changes in long-term disease trends due to environmental degradation will create new testing opportunities and expand demand for testing.	Mid to long term Middle	Promote the development of products that contribute to combating infectious diseases, such as malaria and antimicrobial resistance (AMR), while promoting initiatives to strengthen collaboration with public health policies, using digital technologies.
Market			
Climate change Natural capital	Changes in customer purchasing preferences will create opportunities to develop new products and services, driven by increased demand for environmentally friendly products and products that can be used both in normal and emergency situations.	Mid to long term Middle	Promote the development of energy-saving and miniaturized products, circular economy products that leverage energy- and resource-saving technologies, and diagnostic reagents with extended shelf lives.
Reputation			
Climate change Natural capital	Initiatives on climate change and natural capital and information disclosure will increase our evaluation and expectations in financial markets.	Short to mid term Low	Disclose environmental information through alignment with the TCFD and TNFD frameworks, as well as the Sysmex Sustainability Data Book.
Resilience			
Climate change Natural capital	A stable supply of products and services in the event of a natural disaster will improve customer trust.	Mid to long term Middle	Establish a global supply structure and a backup system through multi-sourcing of raw materials.

1 Short term: 1 year; Medium term: Up to 3 years; Long term: Up to 10 years

Activities that lead to the maintenance of natural capital (freshwater and soil)

SBTN AR3T Classification[1]	Maintenance of Water Resources	Maintenance of Soil Function
Avoid	—	• Review of materials and formats related to containers and packaging • Application of FSC-certified paper to reagent packaging boxes • Digitization of product-related information such as package inserts and display values
Reduce	• Expansion and distributed production of concentrated reagent products • Reduction of water consumption in the production processes	• Zero product loss (recycling of unused products) • Extension of reagent shelf life
Regenerate / Restore	—	• Development of reagent containers suitable for closed-loop recycling • Conversion of resources generated during production and development processes into valuable resources
Transform	Development of environmentally friendly technologies and green innovation products	

1 SBTN AR3T: The Science Based Targets Network's action framework (Avoid, Reduce, Regenerate, Restore, and Transform)

▶ For details of each initiative, see "Resource Circulation in Product Lifecycle."

▶ For evaluation of the impacts of business sites in priority regions, see "Involvement with Biodiversity."

Management of Risks and Impacts

As part of the company-wide risk management structure, the Internal Control Committee is organized under the Board of Directors and the President, with the Environmental Management Committee positioned as one of its subordinate bodies. The Environmental Management Committee reviews environmental risks and opportunities, including those related to climate change, twice a year, and it assigns necessary initiatives to relevant divisions. The Committee also monitors the progress of these initiatives.

From a mid- to long-term perspective, the Environmental Management Committee identifies significant environmental risks with potential large impacts on business every few years and implements countermeasures. The results are reported at management meetings, chaired by the President, and are incorporated into company-wide risk assessment led by the Internal Control Committee.

▶ Risk Management

Metrics & Targets

Sysmex has set forth Sysmex Eco-Vision 2033 and sustainability targets to advance the non-financial targets defined in the "Declaration of Achieving Carbon Neutrality by 2040"[1] and in the Long-Term Corporate Strategy, which runs through fiscal 2033.

Natural capital-related metrics and targets reflect the evaluation results obtained through the LEAP approach in line with the TNFD recommendations. These are integrated into the Company's overall non-financial target framework and are centrally managed together with other environmental targets.

Specifically, as climate change targets, Sysmex aims to reduce greenhouse gas (GHG) emissions. For natural capital, our targets include reducing water consumption per unit of reagent production at major reagent production bases, achieving zero product loss (maintaining the disposal rate of unused Sysmex products below 0.1%), and transitioning completely to recycled and environmentally friendly materials. We continue advancing a wide range of initiatives across all stages of the product lifecycle—from R&D through production, logistics, and disposal.

Furthermore, GHG emission reduction targets and other objectives based on our Eco-Vision are cascaded to the objectives of relevant divisions, managers, and employees. Achievement levels are reflected in compensation such as bonuses, and organizations or individuals delivering exceptional results are recognized through internal award systems.

1 Targeting net zero greenhouse gas emissions from Group business sites by 2040 (Scope 1 and Scope 2)

▶ See Status of Sustainability Targets "Reducing Environmental Impact"

▶ Environmental Performance Data

Evaluation Process and Results

Sysmex recognizes considerations for natural capital, including water, forests, and soil, to be essential alongside climate change countermeasures, and it pursues an integrated approach to these challenges.

Specifically, based on the recommendations of the TNFD, we identified freshwater and soil as key natural capital resources where our business activities have significant dependencies and impacts on natural capital. We also evaluate the environmental impact in the regions where our business sites are located, alongside our initiatives toward appropriate resource use and their effectiveness.

In the first year, we conducted surveys targeting three sites in Japan, where resource usage and production scales are substantial. In fiscal 2025, we carried out similar surveys at two sites in Europe with stringent environmental regulations and high market expectations. These evaluations revealed no adverse environmental impacts on the surrounding areas. In the future, we plan to gradually increase the number of sites we evaluate.

Impact Assessment of Two Sites in Europe

Site	Major dependencies and impacts		Impact on the local communities
Sysmex Europe Neumünster Factory (Neumünster, Germany)	Freshwater	Use and discharge of water resources	Compared to the amount of water distributed by the municipality, the impact of our use on the community is limited. Activities to reduce water consumption in the manufacturing process are being promoted.
	Soil	Use of plastic containers	Compared to the total amount of plastic materials produced in Germany, plastic material usage is extremely limited. The use of environmentally friendly alternatives for packaging materials is promoted.
Sysmex Europe Headquarters[1] (Norderstedt, Germany)	Soil	Waste emissions	Ongoing communication is maintained with relevant authorities through reporting and consultations led by waste management representatives.

1 For Sysmex Europe Headquarters, the assessment covers the most recent one-year period prior to its relocation in fiscal 2025.

Impact Assessment of Three Sites in Japan

Site	Major dependencies and impacts		Impact on local communities
Technopark (Kobe City, Hyogo Prefecture)	Freshwater	Use of groundwater	No adverse effects on the surrounding area, such as land subsidence, have been confirmed due to its use. A continuous monitoring system has been established to ensure proper management of water resources and reduce water consumption, including reporting to the City of Kobe every two months.
Ono Factory (Ono City, Hyogo Prefecture)	Freshwater	Use and discharge of water resources	Compared to the amount of water distributed by the municipality, the impact of our use on the community is limited. The annual water use and discharge tend to decrease.
	Soil	Use of plastic containers	Compared to the total amount of plastic materials produced in Japan, the amount used is extremely small, and the impact on the environment is limited. Further reduction in consumption is expected through closed-loop recycling and substitution with environmentally friendly materials.
i-Square (Kakogawa City, Hyogo Prefecture)	Soil	Use and disposal of metals (iron)	Compared to the total amount of iron produced in Japan, the impact of our use on the environment is limited as the usage is negligible. A high level of resource efficiency is achieved through a recycling rate of 96% and the conversion of waste materials into valuable resources.

Environmental Management System

Group Environmental Management System

▶ "Governance" of Information Disclosure Based on TCFD・TNFD

Promoting ISO 14001 Certification

Sysmex is promoting the acquisition of ISO 14001 certification, the international standard for environmental management systems, across major Group companies.

As of the end of March 2026, 21 Group companies had obtained ISO 14001 certification, and these companies account for approximately 72% of the net sales of the Group.

Furthermore, Sysmex Corporation, Sysmex RA, and Sysmex Medica[1] have obtained integrated certification covering nine sites across the three companies. Through this integrated certification, the companies continuously implement the systematic sharing of information related to environmental management and streamlining management processes.

1 Sysmex Medica was absorbed into Sysmex Corporation through a merger effective April 1, 2026.

List of ISO 14001 Certified Locations

Region	Company
Japan	Sysmex Corporation (including Sysmex Medica), Sysmex RA
Americas	Sysmex America, Sysmex Reagents America, Sysmex Brazil
EMEA[1]	Sysmex Europe, Sysmex Deutschland, Sysmex France, Sysmex Espana, Sysmex UK, Sysmex Belgium, Sysmex Nederland, Sysmex Nordic, Sysmex Hungaria, Sysmex Portugal
China	Sysmex Wuxi, Jinan Sysmex
AP	Sysmex Asia Pacific, Sysmex India, Sysmex Australia

1 EMEA: Europe, the Middle East, and Africa

TÜVRheinland® CERTIFIED
Management System
ISO 9001:2015
EN ISO 13485:2016
ISO 14001:2015
www.tuv.com
ID 0910589004

▶ For details, refer to ID 0910589004 on www.tuv.com.

(The applicable scope of activities and websites vary in accordance with standards.)

Conducting Environmental Audits

In line with the requirements of the environmental management system, Sysmex performs regular internal and external environmental audits at business sites that have obtained ISO 14001 certification. In fiscal 2025, there were zero cases of nonconformities in both internal environmental audits and external environmental audits at business sites covered by integrated certification.

Environmental Education

Conducting Environmental Education and Training

Sysmex conducts general education for all employees to foster awareness of the Group's environmental activities and the environmental impacts of their daily operations. We also provide specialized training for leaders and staff responsible for promoting environmental management systems in each division to help them acquire practical knowledge. Additionally, individual divisions conduct specialized training and emergency response drills as needed.

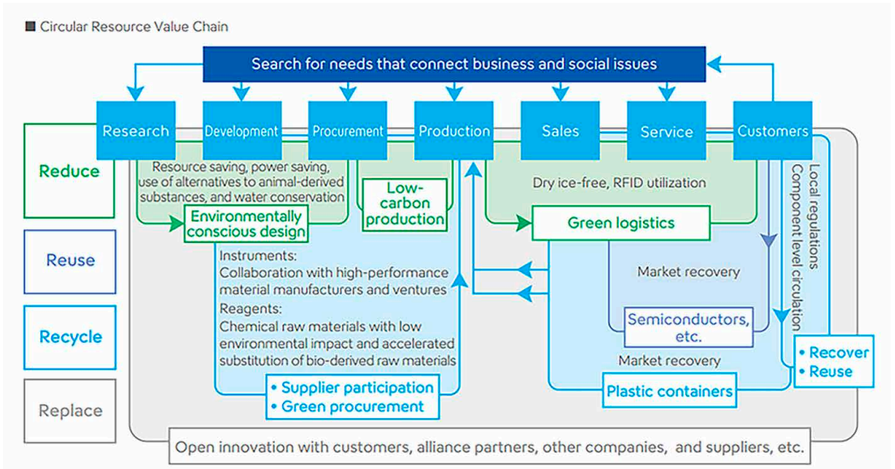
In fiscal 2025, we continued to provide general environmental e-learning training for all employees at our business sites covered by integrated ISO certification. We also held seminars on laws and regulations for representatives of business sites and personnel in the product lifecycle divisions.

Environment

Resource Circulation in Product Lifecycle

Product Lifecycle and Initiatives at Each Stage

Sysmex undertakes a variety of initiatives at all stages of its business activities to reduce environmental impact throughout the product lifecycle, with a focus on dependencies and impacts. Since fiscal 2023, under our Eco-Social Strategy, which is one of the core strategies in our long-term corporate strategy, we have been promoting further initiatives toward the realization of a circular resource value chain, in addition to our existing activities.



Environmentally Conscious Research and Development

Energy Saving and Miniaturization of Products

To help customers reduce energy use and waste during product use, Sysmex has incorporated environmentally responsible practices considered appropriate from a management perspective for each stage of the product lifecycle into its global product lifecycle management regulations. Following this guideline, we develop products that help reduce energy use and waste for our customers, such as energy-efficient analyzers and concentrated reagents.



Automated immunoassay system

The sample transportation system modules for the hematology analyzer launched in 2021 achieved a 15% reduction in width and an approximately 47% reduction in maximum power consumption compared to conventional systems. Our fully automated urine particle analyzer launched in 2022 incorporated eco-friendly design features that reduced product size by 30%, cleaning solution volume per test by 10%, and maximum power consumption by approximately 30% compared to previous models. The automated immunoassay system, launched in 2026 as an improved model, employs a high-efficiency power supply and energy-saving cooling fans, reducing daily power consumption by approximately 13% compared to previous models.

Internal Program “Environmental Academy” to Promote Green Innovation

In fiscal 2024, Sysmex launched an internal program called the “Environmental Academy.” Under this program, leaders primarily from the design and development divisions discuss ways to achieve environmentally conscious design for Sysmex products. Starting in fiscal 2025, we expanded the scope of the program to include major divisions across our value chain. By positioning environmental impact reduction as a key consideration in new product development and model changes, we aim to promote green innovation through the implementation of our Eco-Social Strategy. We also seek to realize more effective environmental initiatives by incorporating customer expectations and societal needs. Through this program, we aim to enhance the competitiveness of our products and services while accelerating our responses to climate- and natural capital-related risks and opportunities, as well as our efforts under initiatives such as the SBTi.

▶ Status of Sustainability Targets

Development of Alternatives to Animal-Derived Raw Materials (Biodiversity Considerations)

To reduce the use of natural resources, Sysmex has established production methods using silkworms and cultured cells for the production of animal-derived protein raw materials used in diagnostic reagents.

In the past, the production of these raw materials consumed a great deal of energy. However, silkworms can be raised indoors and require only artificial feed supplied in containers, contributing to a stable supply and consistent quality of raw materials. In addition to energy savings, this approach helps reduce environmental impact, including water consumption.



Raw material production using silkworms

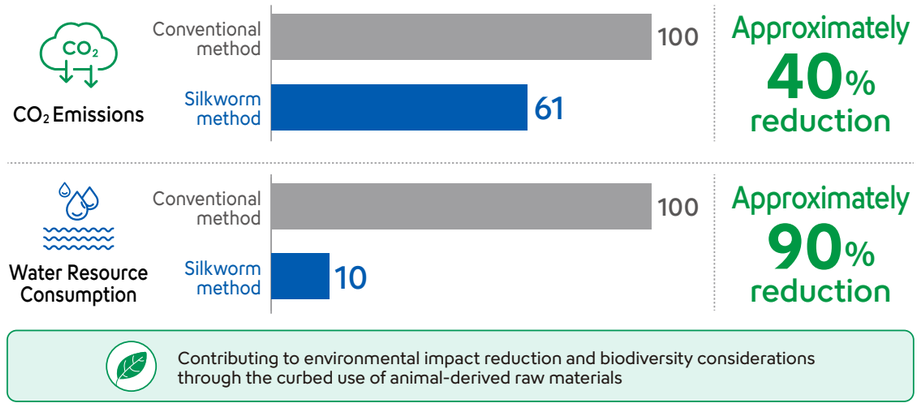
The coagulation reagents launched in fiscal 2017 use genetically modified proteins produced from silkworms as raw materials.

These reagents were the first in Japan to receive manufacturing and marketing approval as products using genetically modified proteins as raw materials. We are currently expanding the application of these raw materials to reagents marketed overseas.

Through joint research with Professor Norihiro Itsubo of Tokyo City University (currently at Waseda University), we conducted a quantitative life cycle assessment (LCA) of this production method. Based on actual operational data over the seven-year period from fiscal 2017 to fiscal 2024, the assessment confirmed that, compared to producing an equivalent volume using conventional methods, this approach reduced CO_2 emissions by approximately 40% and water consumption by approximately 90%.

This initiative contributes to reducing environmental impacts, particularly carbon footprint, while also indirectly supporting biodiversity conservation by reducing the use of animal-derived raw materials. We are currently exploring the application of similar raw materials and production methods to other reagents, with the aim of expanding our product lineup with lower environmental impacts.

Environmental Impact Reduction Achieved by the Silkworm Method



※Comparison with the conventional method (LCA results based on actual operational data from seven fiscal years, FY2017 and FY2019-FY2024)
※An index where the environmental impact of production using conventional methods is set to 100
※LCA assessment results based on actual operational data

Environmental Considerations in Raw Material and Procurement Stages

Promoting Green Procurement

Sysmex has established the "Green Procurement Standards," which set out the Company's fundamental stance on environmental considerations in procurement activities. Guided by these standards, we promote the procurement of raw materials and parts with lower environmental impact while expanding our business with suppliers actively committed to environmental protection. We also conduct an annual CSR survey of suppliers to confirm that they have environmental management policies in place, as well as targets and plans for CO_2 reduction and energy conservation.

At the procurement policy briefing in 2023, we introduced our Eco-Social Strategy. We also requested collaboration from suppliers on CO_2 emissions reduction and various environmental measures, recognizing and rewarding suppliers that achieved outstanding progress in environmental improvements.

Furthermore, having obtained SBTi certification, we have established an engagement target to encourage suppliers to set their own greenhouse gas (GHG) reduction targets as part of our efforts to reduce Scope 3 emissions.

Toward achieving this engagement target, in fiscal 2024, we held a seminar for suppliers to share the importance of SBTi certification and target setting, as well as best practices in emission reductions. Approximately 130 suppliers participated in this session. In fiscal 2025, we provided training on CO_2 emissions calculation for suppliers and subsequently received calculated emission data from 51 companies.

- ▶ Procurement Policy
- ▶ Supplier Code of Conduct
- ▶ Green Procurement Standards
- ▶ Supply Chain Management

Environmental Considerations in Product Transportation, Sales, and Services

Saving Resources by Reviewing Transport Packaging

Sysmex is advancing resource conservation and resource circulation through the redesign of its transport packaging.

In medical instrument packaging, we are transitioning from traditional wooden pallets and steel packaging to durable cardboard packaging. In fiscal 2025, we completed this transition for approximately 90% of our major products, achieving a reduction in packaging weight of around 70% and contributing to lower CO_2 emissions during transport. Simultaneously, packaging costs were reduced by approximately 75% per package, achieving both environmental impact reduction and cost savings.

We are also promoting a review of our transport materials. We are driving reductions in material consumption and waste through initiatives such as the following: adopting recycled-content stretch film (converting approximately 11 tons annually), introducing reusable foldable plastic containers and reusable cushioning materials to cut cardboard and other material use (reducing material consumption by roughly 57 tons), and reusing cooling materials in overseas transport (reducing waste by approximately 8.5 tons).

Through these initiatives, we are simultaneously reducing environmental impacts and improving operational efficiency while advancing the development of a more sustainable logistics system.

Complete Transition to Recyclable and Environmentally Friendly Materials

Sysmex is continuously working to substitute all materials used in product containers and packaging with recyclable and environmentally friendly alternatives. For product containers, we are transitioning to FSC-certified paper for reagent packaging boxes. For packaging materials, we are adopting cardboard made from recycled paper and FSC-certified paper while replacing vinyl cushioning with paper-based materials. In addition to these initiatives, in fiscal 2025 we replaced our transport packaging materials with those containing recycled content, increasing the utilization rate of environmentally friendly materials to 67% against our annual target of 65%. In fiscal 2026, we plan to replace plastic packaging materials for instruments with recycled-content alternatives.



New product packaging (Oxford Gene Technology)

Group companies are also advancing environmentally friendly product packaging. Oxford Gene Technology launched the Green Packaging Project, introducing new product packaging that achieves an approximate 97% reduction in plastic usage compared to conventional packaging.

Environmental Considerations in the Use and Disposal of Products

Industry-First Closed-Loop Recycling of Reagent Containers and Certification Under the Plastic Resource Circulation Act



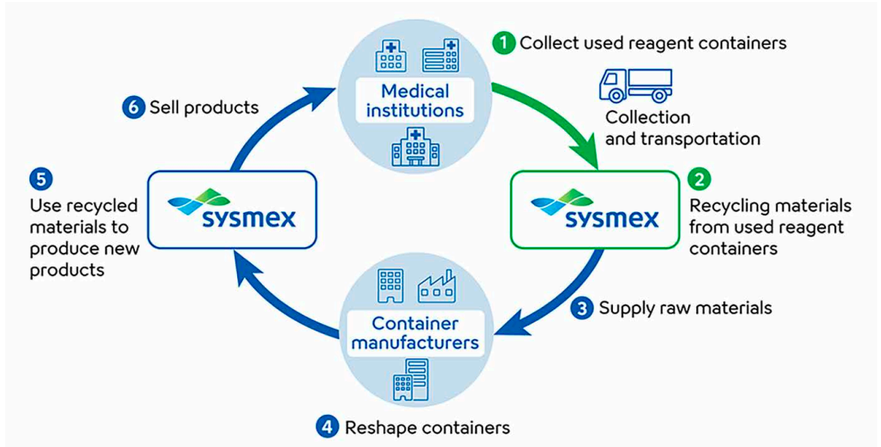
In January 2025, Sysmex became the first in the industry[1] to begin closed-loop recycling[2] of plastic reagent containers. While this had previously been considered difficult in the healthcare industry due to strict quality requirements, Sysmex secured recycled resins that meet medical-grade standards, thereby enabling used plastic reagent containers to be recycled back into raw materials. This initiative is expected to reduce the consumption of virgin resin used in containers (by approximately 30%) while lowering CO_2 emissions associated with the disposal of used containers (by around 15 tons annually).[3] In recognition of this advanced packaging solution that combines environmental sustainability with technological innovation, the initiative received international acclaim, winning a "WorldStar 2026 Award."

In June 2025, Sysmex received certification for its business plan for "collection and recycling by manufacturers and retailers" under the Act on Promotion of Resource Circulation for Plastics. This certification eliminates the need to obtain industrial waste collection and transportation permits from individual local governments when collecting used plastic reagent containers from medical institutions nationwide. Under this certification, we collaborated with sales distributors to establish a collection framework from customers in the Tokyo Metropolitan area, initiating material recycling operations at our own factories in November 2025 to process collected containers into raw materials for closed-loop recycling.

1 Based on Sysmex research

2 A recycling method in which used products are processed into raw materials to manufacture the same type of product again

3 Estimated by Sysmex based on manufacturer data indicating that incineration of a similar 160 g plastic container generates approximately 500 g of CO_2. CO_2 emissions were estimated by applying this emission factor to the volume of used containers generated by Sysmex.



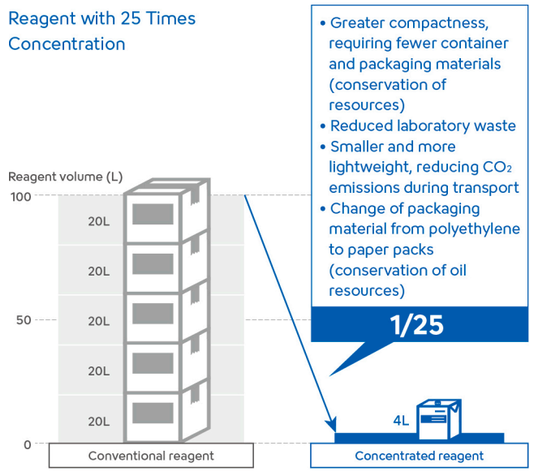
Waste Reduction Through Product and Part Recycling

Since 2023, Sysmex has been selling replaced maintenance parts from analyzers as valuable resources instead of disposing of them as waste. In 2024, we expanded this initiative to include analyzers damaged during transport that could no longer be sold. Furthermore, in 2025, we broadened the scope to encompass expired reagents and consumables. As a result of these efforts, we achieved a waste reduction of 35.1 tons.[1]

1 Calculated assuming all waste as plastic and using the industrial waste conversion factor set forth by the Ministry of the Environment

Reducing Environmental Impact and Improving Usability Through Concentrated Reagents

Sysmex has introduced reagents concentrated 25-fold compared with conventional reagents for some analyzers in the hematology field. Employing these concentrated reagents contributes significantly to improving usability by reducing the frequency of reagent replacement in laboratories and saving storage space. Additionally, adopting concentrated reagents achieves environmental benefits, including a reduction in waste from containers and packaging materials, as well as lower CO_2 emissions during transportation. This concentration technology has also been recognized through invention awards for its contribution to reducing transport volume and improving resource efficiency. We have set the adoption rate of concentrated reagents as a sustainability target and will work on initiatives to reduce the environmental impact.



▶ Sysmex Receives “Chairman’s Prize from the Hyogo Institute of Invention and Innovation” and “Encouragement Prize for Invention” at Kinki Local Commendation for Inventions in 2025

Managing and Recycling Waste

Reducing Waste and Promoting a Stable Recycling Rate

Sysmex is continuously implementing initiatives to reduce waste and increase its recycling rates. At our R&D base, Technopark, we have installed polystyrene foam melting machines and large-scale shredders for confidential documents. Polystyrene foam generated on-site is converted into recycled plastic raw materials and sold as valuable resources. Additionally, shredded wastepaper is processed into toilet paper for reuse. In addition, we initiated an operational framework to sell scrap metal—including in-house instruments and obsolete freezers and refrigerators—as valuable resources, bringing the total volume of materials commercialized as valuable resources to approximately 63 tons in fiscal 2025.

In our domestic reagent production factories, we have promoted environmental initiatives in collaboration with suppliers to reduce waste from delivery packaging materials by replacing cardboard boxes with reusable returnable containers and revising excessive packaging.

Our domestic instrument production factories—i-Square, the Kakogawa Factory, and Sysmex RA—implement waste sorting processes for mixed plastic waste. In fiscal 2025, approximately 30 tons were sold as valuable resources, reducing overall waste volume by roughly 20% compared to the previous fiscal year. Furthermore, to decrease food waste from its in-house canteen, the Kakogawa Factory uses a specialized garbage disposal system to convert food waste into organic fertilizer, which is provided to local farmers. By purchasing agricultural produce grown with this fertilizer, Sysmex contributes to the realization of a circular society.

▶ Regarding the reduction of waste through the recycling of packing materials and parts, etc., please see “Environmental Considerations in Product Transportation, Sales, and Services.”

Promoting the Digitization of Documents

Sysmex is advancing paperless operations by promoting the electronic exchange of documents using personal computers, tablets, and smartphones. These efforts have reduced paper use and waste generation. In addition, at our manufacturing bases, we are promoting paperless operations by digitizing device history records and manuals.

Major Initiatives at Each Business Site

Company	Initiative
Sysmex Corporation	• Implement a method to enhance sludge dewatering efficiency in the wastewater treatment process at the Ono Factory, reducing the volume of waste sludge by approximately 50% compared to levels prior to introduction • Establish internal guidelines for the proper segregation and reduction of industrial waste while conducting employee education and awareness-raising activities
Sysmex America	• Switch the reagent waste processing method from landfill to energy-from-waste treatment (reducing waste by approximately 200 tons over the three-year period from 2023 to 2025) • Introduce shrink film containing recycled plastic, reducing the amount of plastic used in packaging materials by approximately 15%
Sysmex Brazil	• Collaborate with partner companies to reuse polystyrene foam and cold packs used in import packaging
Sysmex Medica	• Switch 100% of copy paper from standard paper to environmentally friendly paper
Sysmex Asia Pacific	• Replace the aluminum foil used for weighing drums with reusable materials • Recycle containers for chemical raw materials that were previously discarded
Sysmex Malaysia	• Recycle cardboard boxes and plastic materials, and donate items to charitable organizations
Jinan Sysmex	• Recycle cardboard boxes and plastic materials, and donate items to charitable organizations

▶ Status of Sustainability Targets

Environment

Responding to Climate Change

Initiatives to Reduce Greenhouse Gas Emissions

Efforts to Reduce Greenhouse Gas Emissions at Business Sites

To reduce directly and indirectly generated greenhouse gas emissions, Sysmex is advancing the installation of energy-saving equipment, including high-efficiency air conditioning systems, LED lighting, motion sensors, and demand control systems that measure and monitor electricity consumption.

In fiscal 2023, the electricity used at major domestic facilities, including reagent production factories and R&D bases, was switched to electricity derived from renewable energy sources. Sysmex RA, one of the Group's key factories, received Net Zero Energy Building (ZEB[1]) certification under the Building-Housing Energy-efficiency Labeling System (BELS[2]) for its new factory building, which commenced operations in April 2025.

At Sysmex Europe, in connection with the relocation of its headquarters in fiscal 2025, the facility achieved LEED v4 Gold certification[3] and established two designated nature conservation areas on-site. Its reagent production factory introduced ice thermal storage air conditioning systems[4] alongside solar panels, covering approximately 35% of the energy required for reagent production. In addition, Sysmex business sites in EMEA[5] and the Americas are progressively adopting electricity derived from renewable energy sources.

Sysmex America has formed a cross-departmental Green Team to promote environmental activities with a view to obtaining LEED certification for its headquarters site. It is pursuing ongoing initiatives to meet certification standards, including installing electric vehicle charging stations, upgrading LED lighting, and installing solar panels.

1 ZEB (Net Zero Energy Building): A building that aims to achieve a net-zero annual primary energy balance by installing high-efficiency equipment systems to realize significant energy savings (energy conservation) while maintaining indoor environmental quality and generating renewable energy (energy creation)

2 BELS (Building-Housing Energy-efficiency Labeling System): A building energy-efficiency labeling system established under the Act on the Improvement of Energy Consumption Performance of Buildings (Buildings Energy Efficiency Act)

3 LEED (Leadership in Energy and Environmental Design): A certification system that comprehensively evaluates the environmental performance of buildings from the viewpoints of reducing environmental impacts and promoting occupant health, including assessments of water-use efficiency, energy optimization, material resource conservation, and indoor air quality. The Gold certification referenced herein is based on LEED v4 Building Design and Construction: Core and Shell Development.

4 Thermal energy storage technology using ice

5 Europe, the Middle East, and Africa



New factory (Sysmex RA)



New office (Sysmex Europe)

Major Initiatives at Each Business Site

Initiatives	Company	Details
Increase the efficiency of equipment and facilities	Sysmex Corporation	Switch to high-efficiency air conditioning and LED lighting. Increase productivity through a production optimization initiative.
	Sysmex CNA	Use LEDs for all lighting.
	Sysmex Europe	Use LEDs for lighting in major reagent-filling rooms. Introduce motion sensors.
	Sysmex Asia Pacific	Use LEDs for lighting in factories and warehouses. Introduce a control panel that places instruments in standby mode to save energy when the air compressor is not in use.
	Sysmex India	Use LEDs for lighting in factories.
	Jinan Sysmex	Use natural gas boilers (switching from oil boilers). Switch from gas boilers to air-source heat pumps for winter space heating and purified raw water heating.
	Sysmex Wuxi	Save energy with restrictions to air conditioning temperature settings.
Introduce renewable energy	Sysmex Corporation	Use electricity from renewable energy sources. Install solar panels. Save energy through the use of natural light (i-Square).
	Sysmex America Sysmex Reagents America	Use electricity from renewable energy sources (all electricity). Introduce renewable natural gas.
	Sysmex Europe	Use electricity from renewable energy sources (all electricity). Install solar panels.
	Sysmex UK	Use electricity from renewable energy sources. Install solar panels.
	Jinan Sysmex	Install solar panels.
Raise employee awareness	Sysmex Europe	Provide incentives for using trains for business trips; establish an in-house website for car sharing; provide bikes for commuting.
	Sysmex Nordic	Cover the installation costs of home charging units to promote the transition to electric vehicles (EVs).
	Sysmex Malaysia	Provide incentives to employees who use hybrid vehicles for commuting.
	Sysmex Australia	Promote EV conversion for employee lease cars to support the shift to low-carbon mobility.
	Sysmex India	Ensure that all personal vehicles used by employees to commute are PUC certified.[1]
	Sysmex Brazil	Switch to biofuel for company vehicles.

1 Acronym for "Pollution Under Control," which certifies that vehicle emissions are below pollution regulation standards

Decreasing CO_2 Emissions from Company Vehicles

To control fuel consumption and reduce CO_2 emissions from its approximately 400 company vehicles in Japan, Sysmex Corporation has equipped all vehicles with dashcam-based telematics services. This allows us to visualize key indicators such as eco-driving practices and regulatory compliance for each vehicle, thereby enhancing the visibility of driving quality. We also conduct eco-driving training for all employees to improve the environmental awareness of individual drivers. In recognition of these activities, Sysmex received the Certificate of Excellence at the FY2024 Eco-Driving Activity Contest sponsored by the Foundation for Promoting Personal Mobility and Ecological Transportation. We are promoting the replacement of our company vehicles with more fuel-efficient vehicles. By the end of fiscal 2025, approximately 90% of all our vehicles had been converted to hybrid or fuel-efficient vehicles.

We are also accelerating the introduction of environmentally friendly vehicles and low-emission fuels across our global operations. Sysmex Brazil uses biofuels derived from sugarcane for its company vehicles and is expanding the use of electric vehicles for deliveries from its own warehouses to customers. Sysmex UK has eliminated diesel vehicles and replaced all company vehicles with hybrid models. Meanwhile, Sysmex Europe is driving the electrification of its company vehicles, with electric vehicles currently accounting for approximately 70% of its fleet.

Reducing CO_2 Emissions Through Logistics Network Optimization

Sysmex recognizes the reduction of CO_2 emissions from logistics as a key priority and is promoting initiatives that combine the review of transport methods with the optimization of production, procurement, and logistics bases.

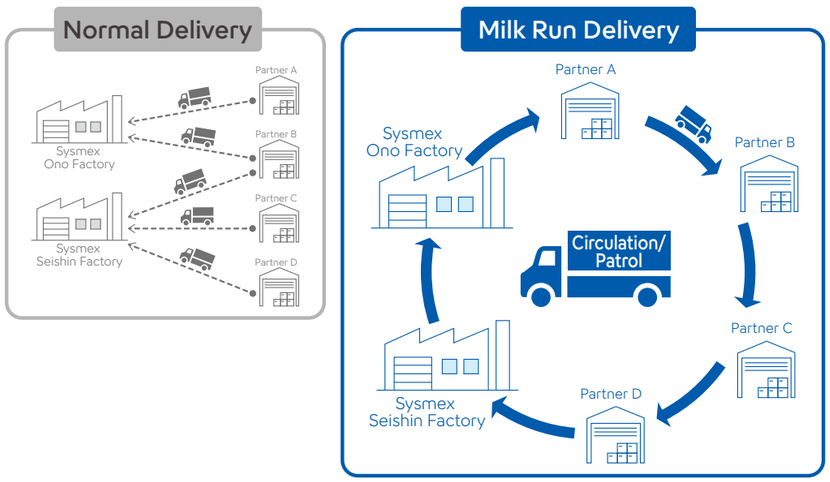
In terms of transportation, we are shifting to transport methods with lower environmental impact. Specifically, we are promoting modal shifts from air to ocean freight and from truck to rail transport, thereby reducing CO_2 emissions associated with transport.

In production and procurement, we are relocating reagent production bases while strengthening local sourcing and production frameworks. In Wuxi, China, we have established in-house production of reagent containers with complex structures through collaboration with local suppliers, replacing our previous reliance on external sources. This initiative has strengthened the local supply system while reducing CO_2 emissions by shortening transport distances.

Furthermore, in Japan, we established the East Japan Logistics Center in May 2026 to strengthen our stable supply system for reagent products. By consolidating deliveries to customers in eastern Japan at this center, we aim to shorten supply lead times and enhance logistics efficiency while optimizing transport distances to contribute to CO_2 emission reductions.

Additionally, for transporting reagent raw materials and instrument parts, we have introduced a “milk run method,” whereby a single vehicle visits multiple suppliers to collect and deliver these materials.

This consolidates transport and increases efficiency in vehicle operations to achieve CO_2 reductions. In fiscal 2025, we expanded the coverage areas and participating partners to further refine and advance this initiative.



CO_2 Reduction with Dry-Ice-Free and Consolidated Cargo Transportation

Sysmex previously used dry ice to transport reagents for genetic testing and quality control materials for clinical chemistry testing, which require strict quality and temperature control. However, the use of dry ice poses challenges including environmental impacts from CO_2 emissions, as well as supply instability and rising prices in recent years. Careful handling is also required to address safety risks, including frostbite caused by ultralow temperatures and oxygen deficiency resulting from the buildup of carbon dioxide.

To address these challenges, in 2021, we partnered with Yamato Transport Co., Ltd. to establish dry-ice-free consolidated transportation for reagents for genetic testing at ultralow temperatures below − 70°C. Since 2022, in partnership with a major distributor in Japan, we have also provided completely dry-ice-free transportation for quality control materials for clinical chemistry testing to more than 300 customer facilities.

Furthermore, in 2026, we developed dedicated shipping containers for small-volume deliveries and began expanding dry-ice-free transportation to a broader range of customers. We will continue expanding this initiative nationwide, aiming to reduce dry ice use in the transportation of major frozen products by at least 80% by fiscal 2028 compared with fiscal 2021. By reducing environmental impacts and our dependence on dry ice in logistics, we aim to mitigate supply risks, improve transportation safety, and build a sustainable logistics system that supports the stable supply of diagnostic reagents.

Initiatives at Group Companies: Collaboration with Logistics Partners Considering the Environment

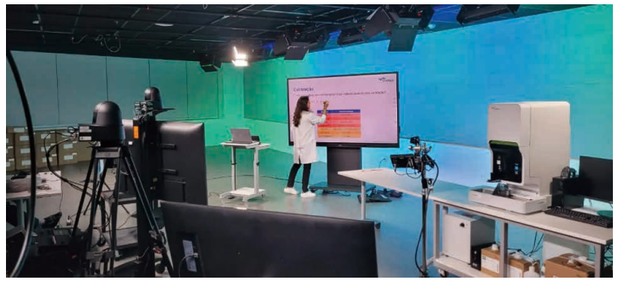
Sysmex Brazil, in collaboration with its logistics partners, has introduced the first electric trucks in the Americas region. These vehicles are used not only to deliver reagents to customers and sales distributors but also to transport products between warehouses and factories, supporting the decarbonization of logistics operations. Meanwhile, Sysmex Nordic is partnering with industry associations and customers to explore strategies for reducing transport distances and shipment frequencies to lower logistics-related CO_2 emissions. In addition, Sysmex Europe has incorporated environmental criteria into its distribution partner selection process, including certification under environmental management systems and the use of green logistics practices. Sysmex Malaysia uses reusable vacuum-insulated boxes for the transport of temperature-sensitive products, achieving CO_2 reductions through energy savings while decreasing waste from polystyrene foam boxes.



Electric truck (Sysmex Brazil)

Company	Initiatives
Sysmex Reagents America	• Replace raw material transport boxes with reusable containers • Work with business partners to change packaging for raw materials to recyclable containers
Sysmex Europe Other affiliates in the EMEA region	• Select distribution partners that actively use renewable electricity and electric vehicles • Store products in external warehouses equipped with solar panels • Consider consolidation and combination of shipments/deliveries to reduce the frequency of transportation • Use recyclable plant-based fiber for reagent containers • Consider the use of alternatives to polystyrene foam boxes for cold storage (sheep’s wool insulation, etc.) • Replace polystyrene foam cushioning materials made from recycled paper • Replace plastic packing tapes with paper-based tapes • Reuse packages and cushioning materials
Sysmex Malaysia	• Use reusable vacuum-insulated boxes for transporting temperature-controlled products
Sysmex Australia	• Use reusable insulated containers that maintain recommended cooling temperatures during transport of temperature-controlled products

Environmental Considerations in Product Training



Sysmex is working to reduce CO_2 emissions associated with participant travel by developing and expanding environments that enable user training on instrument operation and maintenance, as well as scientific seminars, to be conducted online in regions around the world. In addition to e-learning, which enables customers to acquire skills anytime and anywhere at their convenience, we provide highly immersive virtual training through fully equipped online studios. This allows customers, even in regions far from training centers, to receive standardized, high-quality product training.

Furthermore, we offer virtual training programs for technical service and application support personnel from both Sysmex and its distributors to acquire specialized product skills. By leveraging online training in this manner, we are promoting both high customer satisfaction and the reduction of CO_2 emissions.

▶ Enhancing Customer Satisfaction

Environment

Efficient Use of Water Resources

Efficient Use and Conservation of Water Resources

Reducing Water Consumption

Sysmex uses municipal water and groundwater in its business activities, including using water as a raw material in reagent production.

Accordingly, we position the reduction of water use as a key priority. Under Sysmex Eco-Vision 2033, we have established targets for reducing water consumption alongside mid-term sustainability targets while advancing initiatives to enhance water use efficiency at our reagent production factories.

At the Ono Factory, a reagent production facility, we reviewed the cleaning processes during continuous production of the same product, successfully reducing or omitting cleaning cycles while assuring product quality. By conducting verification and equipment modifications tailored to differing tank structures and aligning these with production planning, we maximized the effectiveness of these efforts. In addition, by reviewing production processes, we have developed technology to recover residual product solution remaining in piping, which was previously disposed of as waste liquids, and convert it into finished products.

Through these initiatives, we reduced water consumption by a cumulative total of 7,500 tons over three years. These initiatives also contributed to achieving the sustainability target of "water consumption reduction rate" set for the Group's major reagent factories, achieving a 25-percentage-point reduction against the 23-percentage-point target for fiscal 2025.

Looking ahead, we are considering the horizontal deployment of these initiatives to other global factories, aiming for further reductions in water consumption.

Major Initiatives at Each Business Site

Company	Initiatives
Sysmex Corporation	• Reduce water consumption by improving production efficiency at diagnostic reagent production facilities
Sysmex Asia Pacific	• Improve its ultrapure water plant to recycle RO water (purified water) during periods when the plant is not in operation • Reduce water consumption by monitoring the purification efficiency of purified water production equipment • Reduce consumption of water used for production equipment cleaning after reagent production
Sysmex India	• Recycle water generated in the production process for use as irrigation water • Install a zero liquid discharge system[1] at the new plant with the aim of eliminating wastewater discharge outside the factory premises
Sysmex Brazil	• Recycle water generated in the production process for use as domestic water • Change the cleaning system for purified water production equipment from year-round operation to weekday-only operation
Sysmex Wuxi	• Set a target for reducing water consumption, appoint personnel dedicated to environmental, health, and safety issues, and conduct periodic environmental, health, and safety audits • Review and optimize processes and cycles for water use during production to reduce water consumption

1 A system that purifies and reuses wastewater from factories through multiple treatment methods, thereby eliminating wastewater discharge outside the factory premises



New production base in India

Promoting Global KAIZEN Activities at Reagent Production Facilities

Sysmex holds the KAIZEN Forum as a platform for sharing improvement activities undertaken by its global factories throughout the year. Marking its fifth year, this year's forum brought together over 100 participants.

In addition to enhancements in productivity and quality, each factory presented numerous initiatives contributing to environmental impact reduction through more efficient use of resources and energy. For example, initiatives shared included integrating the filtration and filling processes for cleaning and decontamination solutions to reduce chemical usage and waste, as well as extending filter lifespan to conserve resource inputs.

By sharing these activities, the KAIZEN Forum facilitates knowledge exchange among factories and the deployment of best practices across the Group, promoting *monozukuri*—manufacturing practices that balance environmental sustainability with higher productivity. It represents one of our key initiatives toward achieving sustainable manufacturing processes.

Wastewater Management and Processing

Sysmex prioritizes the protection of water quality. To ensure that wastewater from R&D sites and factories handling chemical substances does not adversely affect rivers or groundwater, we have established our own discharge standards and manage wastewater accordingly.

Each reagent factory is equipped with a wastewater treatment system to appropriately process and purify waste liquids generated during reagent production, thereby contributing to water quality preservation.

Major Initiatives at Each Business Site

Company	Initiative
Sysmex Corporation	• Install an alarm system at the Ono Factory, a diagnostic reagent production facility, to issue an alert when biochemical oxygen demand (BOD) exceeds the threshold levels, preventing the outflow of waste liquids containing organic matter
Sysmex RA	• Install waste liquids treatment equipment to render infectious waste liquid harmless through sterilization before discharging it directly into the sewage system
Sysmex America	• Install a wastewater treatment system to remove boron-containing substances from waste liquids generated during reagent production
Sysmex Asia Pacific	• Install a wastewater treatment system to purify waste liquids generated during reagent production before discharging it into the sewage system
Jinan Sysmex	• Commission third-party institutions to recycle and appropriately process recyclable waste, such as waste drums and waste paper generated during the production process

Environment

Pollution Prevention and Chemical / Hazardous Waste Management

Managing Hazardous Substances

Managing Chemical Substances

Sysmex uses chemical substances in its R&D and production processes. Accordingly, we strive for the proper management of chemical substances, not only to prevent loss or leaks but also to prevent damage to the health of our employees working on-site.

Chemical Substance Management in Products

Sysmex complies with regulations governing chemical substances in countries and regions around the world, including the RoHS Directive that restricts the use of certain hazardous substances in electrical and electronic products, and the Stockholm Convention on Persistent Organic Pollutants (POPs Convention), an international framework regulating persistent organic pollutants. To respond to these regulations, we have established management standards for chemical substances contained in our products. Based on these standards, we appropriately manage chemical substances (substances of environmental concern) present in the parts, devices, reagent solutions, and other components that make up the products we produce and sell.

- ▶ Containing Prohibited Substances (Products)
- ▶ Containing Prohibited Substances (Chemicals)
- ▶ Containing Substances Scheduled to Be Prohibited (Products)
- ▶ Containing Substances Scheduled to Be Prohibited (Chemicals)
- ▶ Containing Controlled Substances (Products)
- ▶ Containing Controlled Substances (Chemicals)

Managing and Treating Hazardous Waste

Sysmex rigorously manages biologically derived substances to prevent the risk of accidental infection. In accordance with established manuals, we restrict storage and handling locations and ensure that such substances are strictly segregated from general waste and disposed of appropriately. For other hazardous substances, we work to prevent dispersion, leakage, and groundwater penetration through comprehensive measures covering both equipment and management procedures. In these ways, we endeavor to keep emissions below regulatory limits.

Managing and Processing Atmospheric Emissions

In response to the Act on Rational Use and Proper Management of Fluorocarbons, Group companies in Japan have established company-specific procedure manuals. Through these manuals, they identify all owned and managed fluorocarbon-containing equipment, ensure its proper use, conduct inspections, and track calculated fluorocarbon leakage volumes.

Enhancing Safety and Environmental Considerations Through Methanol-Free Staining Solutions and Compatible Instruments

Sysmex has launched a new initiative to balance safety in medical settings and environmental sustainability. In blood testing, methanol-containing staining solutions are used when preparing blood smear samples to evaluate blood cell morphology. However, medical institutions face several challenges associated with methanol, including health risks to healthcare professionals due to its toxicity, rising costs associated with regulatory compliance, and environmental burdens posed by hazardous substances.

To resolve these issues, Sysmex has launched a methanol-free staining solution along with compatible instruments, providing a solution that supports safer and more secure laboratory operations. This solution helps reduce health risks associated with methanol exposure while also lowering the costs and risks related to the transportation and storage of methanol, thereby improving operational efficiency at medical institutions. Furthermore, by reducing the use of hazardous substances, it contributes to reducing environmental impact.

We remain committed to incorporating solutions that balance safety in medical settings with environmental sustainability into our products and services, thereby earning stakeholder trust and enhancing our corporate value.



Governance

Strengthening Governance 96
Compliance Management 97
Compliance Promotion Initiatives 99
Risk Management 102
Business Continuity Management 114
Stable Supply of Products 116
Cybersecurity Measures for Information Systems and Products 119
Respect for Human Rights 120

Sustainability Management | Society | Environment | Governance | External Evaluation Performance Data

Materiality

Strengthening Governance

Importance

Compliance with laws and regulations, respect for human rights, business activities based on high ethical standards, and ensuring cybersecurity serve as a crucial foundation that supports Sysmex's sustainable growth.

Misconduct, human rights violations, information leaks, and other incidents may erode trust and affect business continuity, posing risks that could impair corporate value.

Meanwhile, high ethical standards, highly transparent management, and the strengthening of information security and privacy protection create opportunities to enhance corporate value by increasing trust and strengthening our competitive advantage.

In terms of social impact, through ethical business practices and responsible tax practices, we contribute to the sound development of markets and the sustainable development of society. In addition, by ensuring product and service security alongside information protection, we help ensure safety and security in medical settings.

Strategy

At Sysmex, we position compliance with laws and regulations, respect for human rights, business activities based on high ethical standards, and ensuring cybersecurity as a crucial management foundation. We thoroughly enforce compliance and respect for human rights across all business activities and our supply chain while strengthening our response to cyber risks under a global information security management framework. Through these initiatives, we aim to enhance trust among our stakeholders and sustainably increase corporate value.

▶ Compliance / Risk Management Policy

Structure

To reinforce the audit and supervisory functions of the Board of Directors and to further enhance the transparency and objectivity of management, Sysmex has adopted the structure of a Company with an Audit and Supervisory Committee. To accelerate decision-making in business execution and respond promptly to changes in the business environment, we have also introduced an executive officer system.

We have established the Compliance Committee and the Internal Control Committee to manage key risks, including those related to respect for human rights, information security, and privacy protection, under a company-wide risk management framework.

▶ Corporate Governance

Indicators & Targets

To ensure compliance with laws and regulations, respect for human rights, business activities based on high ethical standards, and cybersecurity, we set relevant indicators and targets and continuously monitor our progress. Through these indicators, we work to reduce business risks and enhance trust, thereby contributing to the sustainable enhancement of corporate value.

Key indicators:

- Number of whistleblowing reports
- Number of ethics violations
- Number of participants in information security training

For other indicators and targets, please refer to "Strengthening governance" under ▶ Sustainability Targets.

Governance

Compliance Management

Group Policy

Pursuing Open and Aboveboard Business Activities

Based on its Group corporate philosophy, the Sysmex Way, and its Shared Values, Sysmex defines compliance as "the conduct of open and aboveboard business activities based on the observance of laws and regulations and high ethical standards." In accordance with this definition, we have established the Global Compliance Code, in which particularly important rules and behavioral guidelines for all Group executives and employees are detailed. This code, written in Japanese, has been translated into multiple languages, including English, so all Group executives and employees can understand and adhere to it.

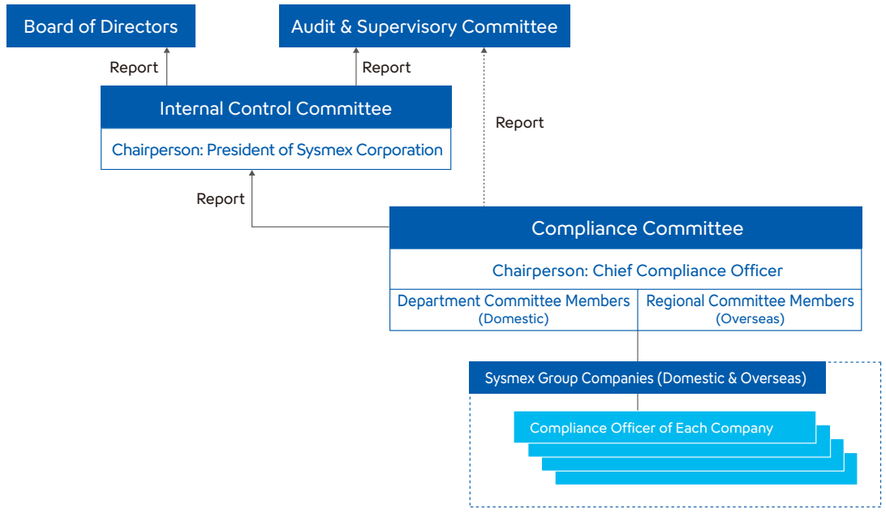
▶ Full text of the Global Compliance Code

Compliance Promotion Structure

Sysmex considers compliance violations to be the most serious type of risk that could damage the trust that society places in us. Under the Group-wide risk management structure, we have established a Compliance Committee as the central oversight body to promote and enhance compliance. The chairperson of the Compliance Committee drives initiatives throughout the Group as the Group Compliance Officer. Under the Group-wide policy, each Group company, both in Japan and overseas, has appointed its own compliance leader to spearhead local initiatives. The Compliance Committee monitors Group-wide compliance promotion activities and their progress. We also conduct an annual internal audit of compliance based on risk assessment results. In fiscal 2025, these internal audits covered compliance matters, including adherence to the Antimonopoly Act concerning collusion and cartels. Furthermore, our compliance promotion structure is annually assessed by a third party as part of our internal controls.

In the event of a major or potential compliance violation that would significantly affect the Group or any Group company, the compliance leader of the relevant company promptly reports it to the Group Compliance Officer. Upon receiving such a report, the Group Compliance Officer reports the matter to the Internal Control Committee, chaired by the President, as well as the Directors serving as Audit and Supervisory Committee Members. We also appropriately disclose information on matters requiring disclosure in accordance with our information disclosure regulations.

There were 26 ethics incidents in fiscal 2025; however, no serious violations were identified.



Whistleblowing System

Sysmex has built a global system whereby all Group employees can seek advice on or report compliance issues, including bribery and human rights abuses. In fiscal 2025, to ensure Group employees understand the system more clearly and can use it with confidence when needed, we introduced "VOICES" as the collective name for our whistleblowing system. This name is derived from the initials of Value Of Integrity, Compliance, and Ethics of Sysmex. It reflects our belief in supporting the values Sysmex cherishes—integrity, compliance, and ethics—through the voices of each and every employee.

VOICES consists of regional whistleblowing hotlines and the Global Compliance Hotline (GCH) established by the Group Compliance Officer. Each regional hotline is set up and operated by the respective regional headquarters, with regional compliance leaders accepting consultations and reports from Group employees. Through the GCH, all Group employees can directly seek advice from or make reports to Sysmex Corporation headquarters. These hotlines are operated by independent external service providers separate from the Sysmex Group.

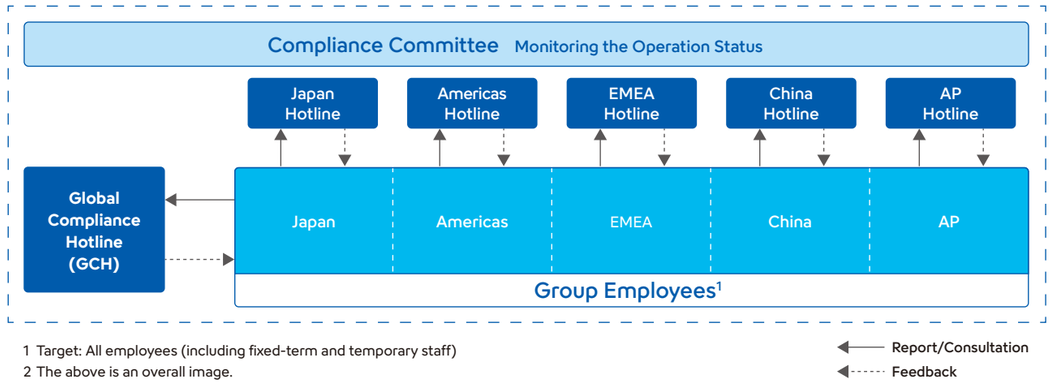
In Japan, we have established a dedicated whistleblowing hotline administered by the Audit and Supervisory Committee to receive consultations and reports on compliance issues related to the management team.

All of these whistleblowing hotlines accept anonymous consultations and reports, and any information received is handled as strictly confidential. Sysmex strictly prohibits dismissal or any other disadvantageous treatment of individuals for seeking consultation or making a report. If disadvantageous treatment against a whistleblower is confirmed, the Group executives or employees who committed the act will be subject to disciplinary action in accordance with the rules of their Group company and the laws and regulations of the relevant country or region.

When a report or consultation concerns a potential compliance violation, the Legal Affairs division takes the lead in investigating the facts. If a compliance violation is confirmed, corrective actions and measures to prevent recurrence are implemented without delay. We continuously raise awareness of this system through the intranet and training sessions. By striving to create an environment where employees feel safe to consult or report, we facilitate the early detection of compliance violations.

The operational status of the whistleblowing system is monitored by the Compliance Committee. In fiscal 2025, a total of 50 reports were received through the whistleblowing system across Japan and overseas.

Internal Reporting System



1 Target: All employees (including fixed-term and temporary staff)
2 The above is an overall image.

Compliance Education

Continuing Compliance Education

Sysmex views employee education and awareness activities as the foundation for promoting and ensuring compliance, implementing them on an ongoing basis. We leverage opportunities such as new hire and rank-based training to foster an understanding of and adherence to the Global Compliance Code.

In fiscal 2025, based on the Group-wide compliance education policy, we conducted global compliance training in multiple languages for all Group employees. This training reinforced understanding and awareness regarding the importance of compliance, the Global Compliance Code, and appropriate actions to take upon detecting potential violations.

▶ Education regarding Fair Marketing Activities
▶ Education and Training on Respect for Human Rights
▶ Diversity Education

Governance

Compliance Promotion Initiatives

Anti-Corruption

Sysmex supports the spirit of the UN Global Compact and undertakes thorough efforts to prevent corruption in line with one of the Ten Principles, which states: "Businesses should work against corruption in all its forms, including extortion and bribery."

The Internal Control Committee conducts periodic risk assessments covering all divisions and the Group companies in Japan and overseas. Through this process, we recognize compliance violations, including corrupt practices, as critical risks that could damage our social credibility, and we continuously work to mitigate these risks. Furthermore, the "Corruption and Bribery" section of the Global Compliance Code prohibits corrupt practices, such as giving or offering bribes or providing inappropriate entertainment or gifts. It also prohibits any other practices that may appear to be such corrupt practices, as well as accepting excessive entertainment or gifts.

In addition, our Global Anti-Bribery Regulations, applicable to all Group companies, define specific banned activities, including bribery, facilitation payments, the provision of inappropriate entertainment, gifts, benefits, or donations, and the acceptance of bribes. These regulations also establish mandates for conducting due diligence during mergers and acquisitions, providing training, and maintaining management systems, thereby driving initiatives to ensure Group-wide compliance. If a violation of the Global Anti-Bribery Regulations is identified, we promptly take appropriate corrective measures and preventive measures against recurrence after investigating and reviewing the relevant facts. The Group executives or employees who committed the violation will be subject to disciplinary action in accordance with the rules of their Group company and the laws and regulations of the relevant country or region. The Board of Directors oversees the operation of the Group's compliance framework, including the Global Compliance Code and the Global Anti-Bribery Regulations, and receives periodic reports on initiatives based on these frameworks from the Internal Control Committee.

▶ Global Compliance Code
▶ Anti-Bribery Regulations (Summary)

Transparency in Relationships with Medical Institutions

At Sysmex, our opportunities to collaborate with healthcare professionals and medical institutions are increasing across various stages of our business activities—from research and development to production, sales, and customer care. It is therefore essential that we conduct our transactions with high ethical standards. Guided by the "Transparency of Relationships with Healthcare Professionals and Healthcare Organizations" section of the Global Compliance Code, we are committed to establishing and maintaining appropriate relationships with healthcare professionals and medical institutions and ensuring transparency in these relationships. Additionally, the "Global Regulations on Ethical and Transparent Interactions with Healthcare Professionals and Healthcare Organizations," applicable to all Group companies, provide for topics such as specific banned activities, coordination among Group companies, provision of training, and management systems. Through these regulations, we promote efforts to build ethical and highly transparent relationships throughout the Group.

In Japan, Sysmex Corporation concurs with the philosophy of the "Guidelines on Transparency of Relationships between Corporate Activities and Medical Institutions" established by the Japan Association of Clinical Reagents Industries as a member company, and it discloses information regarding funding to medical institutions.

In countries and regions outside Japan, laws requiring companies to ensure transparency in their relationships with medical institutions (such as Sunshine Acts) and medical device industry codes have been enacted and are actively enforced. In compliance with the laws, regulations, and industry codes of each country and region, the Sysmex Group reports and discloses information on financial contributions to applicable medical institutions and other entities to the respective national authorities and industry associations as follows.

▶ Japan
▶ U.S.
▶ France
▶ Belgium
▶ Netherlands
▶ Portugal
▶ Europe
▶ UAE
▶ Global Regulations on Ethical and Transparent Interactions with Healthcare Professionals and Healthcare Organizations (Summary)
▶ Japan Association of Clinical Reagents Industries "Guidelines on Transparency of Relationships between Corporate Activities and Medical Institutions" (Japanese)

Research Ethics

Implementation of Appropriate Research and Development Activities

In the "Proper Research and Development Activities" section of the Global Compliance Code, Sysmex stipulates that it must be engaged in appropriate research and development activities while protecting the dignity and human rights of test subjects and complying with the relevant laws, regulations, and ethical guidelines of each country and region. Based on this, we promote our research and development activities with high ethical standards. We have also established the "Group Ethics Regulations on Clinical Research and Development" and a Research Ethics Examination Committee, which includes outside members such as legal and scientific experts, to review research content. The list of committee members and deliberation results are disclosed on our website to ensure transparency. Furthermore, in accordance with the "Guidelines for Responding to Misconduct in Research Activities" established by the Ministry of Education, Culture, Sports, Science and Technology, we have set up a Reporting Hotline for Misconduct in Research Activities.

▶ Global Compliance Code
▶ Group Ethics Regulations on Clinical Research and Development
▶ Responses to and Reporting of Unfair Practices in Research (Japanese)
▶ Partner Hotline (EthicsPoint)

Policy on Animal Testing and the Use of Genetically Modified Organisms (GMOs)

Sysmex conducts animal testing in compliance with the laws and regulations of each country and region, giving priority to the consideration of alternative methods to minimize the number of animals used while taking sufficient measures to reduce animal suffering. We also ensure strict adherence to relevant national and regional laws and regulations in the use of genetically modified organisms (GMOs) and implement measures to prevent their release in order to avoid adverse effects on biodiversity. These experiments are conducted in line with internal regulations that conform to applicable laws and guidelines. Our Testing Control Committee rigorously deliberates on all testing plans to ensure compliance with relevant regulations.

Applicable laws and guidelines include the following:

- Act on Welfare and Management of Animals (Ministry of the Environment)
- Standards Relating to the Care and Keeping and Reducing Pain of Laboratory Animals (Ministry of the Environment)
- Fundamental Guidelines for Proper Conduct of Animal Experiments and Related Activities in Academic Research Institutions Under the jurisdiction of the Ministry of Health, Labour and Welfare (MHLW)
- Guidelines for Proper Conduct of Animal Experiments (Science Council of Japan)
- Act on the Conservation and Sustainable Use of Biological Diversity Through Regulations on the Use of Living Modified Organisms
- Act on the Prevention of Infectious Diseases and Medical Care for Patients with Infectious Diseases
- WHO Laboratory Biosafety Manual, 4th edition (2020)

▶ Global Compliance Code
▶ Development of Non-Animal-Derived Products (Biodiversity Considerations)

Fair Marketing Activities

To ensure fair and proper competition in its global promotional activities, Sysmex has established an ethics code for marketing based on the "Antitrust/Anti-Competitive Behavior" section of the Global Compliance Code. We have also established the Global Regulations for Compliance with Competition Laws to ensure strict compliance with competition laws in each country and region.

For activities in Japan, we have formulated the Sysmex Promotion Code. In fiscal 2025, we held training sessions using case studies regarding the Promotion Code for 65 departments in our sales divisions and also conducted compliance training for general employees, striving to deepen their understanding and awareness.

In connection with an investigation by the Japan Fair Trade Commission (JFTC) into a suspected violation of the Antimonopoly Act, the commitment plan submitted by Sysmex pursuant to the Act was approved in February 2025. We are currently implementing this commitment plan steadily. Although this approval does not constitute a finding that we violated the Antimonopoly Act, we take seriously the fact that we were investigated by the JFTC on suspicion of a violation of the Act. Moving beyond the mere execution of the commitment plan, the Group is dedicated to further strengthening its compliance system, including strict adherence to the Antimonopoly Act.

▶ Global Compliance Code
▶ Sysmex Promotion Code

Tax Policy

Sysmex has established a "Tax Strategy" in the Global Compliance Code approved by the President with the aim of increasing tax-related transparency. We appropriately pay taxes according to the spirit of the law, thereby contributing to the economic development of each country and region where we pay taxes. In transactions with foreign affiliates, we appropriately calculate transfer prices in accordance with the OECD Transfer Pricing Guidelines and the transfer pricing laws of the relevant countries and regions, ensuring proper tax payments in each jurisdiction. We do not transfer created value to low-tax jurisdictions, such as tax havens, solely to gain a tax advantage, nor do we engage in abusive tax planning that uses artificial tax structures lacking business substance or a genuine business purpose.

In addition, we disclose the Group's corporate income tax payments in our securities reports and other documents, as well as the factors contributing to the difference between the effective and statutory tax rates.

The Internal Control Committee, chaired by the President, is our governance body responsible for overseeing sustainability-related risks and opportunities, including tax risks. Important matters related to such risks and opportunities are reported to and, if necessary, deliberated by the Board of Directors.

▶ Global Compliance Code
▶ Sysmex Report (Operating Results and Financial Analysis)
▶ Securities Report
▶ EU Public Country-by-Country Report

Tax Strategy in the United Kingdom

▶ UK Tax Strategy

Respect for Intellectual Property

Sysmex requires all Group executives and employees to respect and appropriately handle the intellectual property rights of third parties, as well as its own intellectual property rights. This rule is stipulated in the "Intellectual Property Rights" section of the Global Compliance Code, and we work to ensure it is thoroughly disseminated. Furthermore, during new product development, our intellectual property, R&D, and business development divisions collaborate to conduct and discuss IP reviews from a global perspective.

We strive to maintain appropriate intellectual property management by identifying potential risks of infringing third-party IP rights and exploring ways to protect and use our own intellectual property.

▶ Global Compliance Code
▶ Intellectual Property

Promotion of Security Trade Control

In the "Security Trade" section of the Global Compliance Code, Sysmex stipulates that it will comply with the export control regulations in each country and region and will not engage in transactions likely to impede the maintenance of international peace and security. We have established the Security Trade Control Committee, which is under the direct control of the President, to prevent illegal exports. We have also assigned personnel to overseas regional headquarters to oversee security trade control, bolstering our global operational structure. We continuously implement a variety of educational programs, including annual basic e-learning for all employees and seminars covering the latest global situation and regulatory requirements, to deepen understanding of security trade control and ensure strict regulatory compliance.

▶ Global Compliance Code

Governance

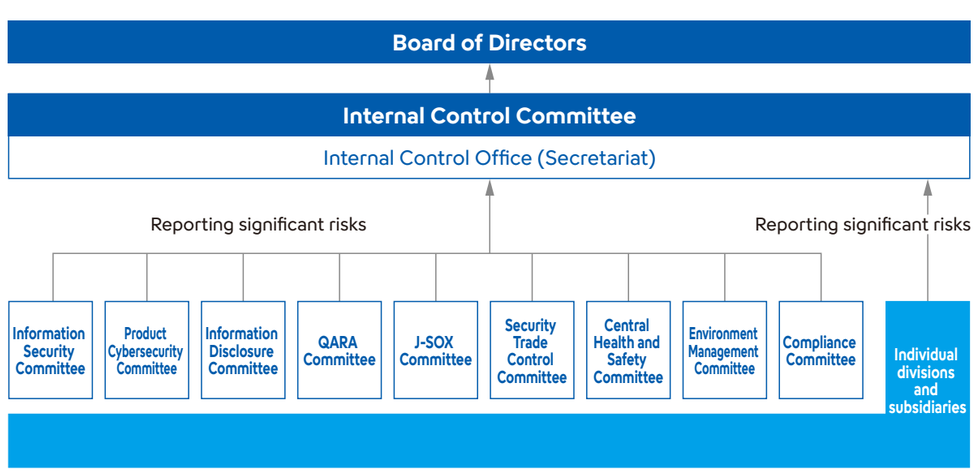
Risk Management

Risk Management Structure

Promoting Risk Management by Establishing a Dedicated Committee

Sysmex established the Internal Control Committee to supervise the Group's risk management as a whole. The Internal Control Office, an organization independent of business divisions and under the President's direct control, functions as the Committee's secretariat. Chaired by the President, the Committee consists of the Chairperson, executive officers in charge, and full-time Audit and Supervisory Committee members. Outside Directors attend the Committee as observers.

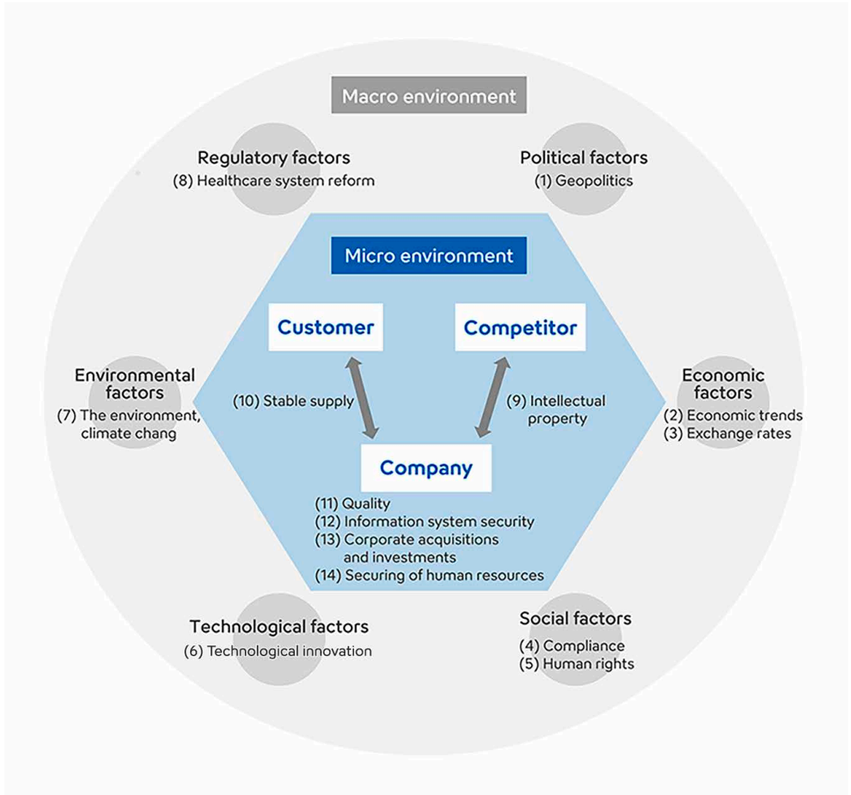
The Committee analyzes and assesses risks across key areas, including fair trade; compliance (such as corruption and business ethics); cyber security; personal data protection; human resources; occupational health and safety; environmental matters; and accounting and finance (including tax), taking into account potential impacts and likelihood. By annually assessing such risks, the Committee identifies those significantly affecting the Group's operations and implements necessary countermeasures. In addition, relevant committees, including the Compliance Committee as well as individual divisions and subsidiaries, manage operational risks and periodically report on them to the Board of Directors. When a major risk that has a significant impact on the Group's business arises, they also report it to the Managing Board to discuss how to respond, following the PDCA cycle. The Internal Audit Office is conducting an internal audit related to risk management. Furthermore, our risk management structure is annually assessed by a third party as part of our internal controls. Additionally, as part of efforts to strengthen the risk culture, response plans for identified risks are incorporated into each division's execution plan and are linked to employee compensation.



▶ Corporate Governance

Operating Risks

We believe that 14 items related to the Sysmex Group's operational and accounting conditions could have a significant impact on investors' decisions. Below, we have classified these items as macro-environmental risks and micro-environmental risks. Forward-looking statements contained in this document are based on the judgment of the Sysmex Group and are not all-inclusive; the Group may be affected by risks other than those described herein.



1. Geopolitics

Threats and opportunities

<Threats> Impact on operations of rising geopolitical tensions

The Sysmex Group engages in global manufacturing, sales and service, R&D and other activities, and we have locations around the world.

With geopolitical tensions rising, such as inter-country conflicts and trade friction, the risk of disputes between countries is becoming apparent. This could lead to stricter import/export regulations or further protection of local industries in the countries where the Sysmex Group has its bases of operations or in neighboring regions, which may restrict its sales, procurement, and other business activities. In addition to the operational constraints described above, geopolitical instability could also adversely affect the safety of employees and others.

<Opportunities> Enhance reliability through an ongoing supply of products and services

Promoting the local production of reagents on a global scale and reinforcing our stable supply system could enhance our reliability and competitiveness from the customer perspective. In addition, having bases of operations in various regions allows us to accurately ascertain local needs and provide products and services that closely meet these needs.

Responses

The Sysmex Group uses its global network to anticipate geopolitical and economic security risks, continuously gathering information on the situation in each country and region. Concurrently, we are strengthening our global procurement and overseas production capabilities. In particular, in countries that are working to protect domestic industries, we may be required to engage in the local production and procurement of parts and raw materials, and we strive to remain abreast of the latest information. Meanwhile, we are working to transition to local production, particularly of reagents. In India, a new production facility—our Group's first to offer manufacturing capabilities for both diagnostic reagents and instruments in response to policies such as Make in India—is now fully operational and undertaking local production. In both China and India, we are also promoting the local procurement of raw materials within each country to strengthen the Group's overall supply capabilities.

Furthermore, in the event of geopolitical conflict or other emergencies, we implement measures to ensure the uninterrupted supply of our products—essential for humanitarian aid and medical care. These efforts prioritize the protection of human life and comply with import/export regulations related to national security.

We will continue to respond appropriately to the ever-changing global situation, taking into consideration its impact on the Group's business.

2. Economic trends

Threats and opportunities

<Threats> Decline in sales opportunities due to deteriorating economic conditions

The Sysmex Group operates primarily in the healthcare sector, which is relatively stable. However, if a global economic downturn causes governments to tighten their healthcare finances or medical institutions to reduce their budgets, capital investment could decline, affecting our operating results and financial position. In particular, the impact of healthcare cost-containment policies in China has already materialized.

In addition, sharp changes in the economic environment—such as import/export regulations including tariffs, rapid inflation, surging energy prices, and fluctuating interest rates—may further increase costs related to raw materials and cross-border trade, potentially impacting our business performance.

<Opportunities> Increased investment in healthcare infrastructure due to favorable economic conditions

When the global economy is strong, increased investment in medical infrastructure and other factors may provide additional sales opportunities for the Sysmex Group's products.

In particular, in emerging markets such as India and Latin America, which are slated for population and economic growth, there is a rising need for improved medical standards. Against this backdrop of growing demand for testing, further market expansion can be expected.

Responses

Amid rising uncertainty, the Sysmex Group will continue to gather information globally and in a timely manner on changes in market conditions across countries and regions, and to provide high-value-added products and services to our customers. We are also driving the standardization and efficiency of testing by providing solutions that help medical institutions improve profitability through the use of robotics, AI, and other technologies. Furthermore, in emerging markets where economic and population growth is expected to spur investment in medical infrastructure, we are contributing to Universal Health Coverage[1] by developing and introducing products that meet a wide variety of market needs and improving access to and quality of healthcare. In particular, within the Global South—a high-growth market—we will deploy strategic products in countries and regions such as India, Brazil, the Middle East, and Africa to sustain our growth. The entire Group will continue working to create further added value.

1 A condition in which all people have access to affordable and proper services to improve their health, prevent or treat illnesses, and recover

3. Fluctuations in exchange rates

Threats and opportunities

<Threats> Negative impact on consolidated results, including decreases in overseas sales and assets due to yen appreciation

<Opportunities> Positive impact on consolidated results, including increases in overseas sales and assets due to yen depreciation

The Sysmex Group sells to customers in other countries and regions through its overseas affiliates and distributors. Overseas sales account for a high proportion of consolidated net sales: 86.7% in the fiscal year ended March 31, 2025 and 88.3% in the fiscal year ended March 31, 2026. The line items in the local-currency financial statements of overseas affiliates are affected by fluctuations in exchange rates when converted into yen, thereby affecting the Sysmex Group's operating results and financial statements. Yen appreciation could have an adverse effect on operating results. Conversely, yen depreciation causes SG&A and other expenses at overseas affiliates to increase in yen terms, but higher sales tend to overshadow these increases, which can have a positive impact on consolidated operating results.

In the fiscal year ended March 31, 2026, a ¥1 change in exchange rates had the following impacts on net sales and operating profit.

	Net sales	Operating profit
USD	¥798 million	¥207 million
EUR	¥596 million	¥71 million
CNY	¥4,089 million	¥2,993 million

Responses

The Group hedges its foreign currency-denominated receivables and payables, including foreign currency-denominated trade receivables, loans to affiliated companies, and borrowings, mainly by entering into forward exchange rate contracts.

We are also taking measures to mitigate the impact of currency fluctuations by globally diversifying our production sites, particularly for diagnostic reagents.

4. Compliance

Threats and Opportunities

<Threats> Loss of social trust due to compliance violations

The Sysmex Group operates globally, and the applicable laws and regulations are diverse and wide-ranging. Any legal violations or misconduct may result not only in the loss of social trust but also in potential litigation or liability. Furthermore, significant and unforeseen changes in regulations or delays or deficiencies in responding to their application could affect our business activities.

Beyond legal compliance, deviations from social norms or unethical behavior may also compromise the sense of trust and security among internal and external stakeholders.

<Opportunities> Strengthening stakeholder trust through compliance adherence

The Sysmex Group regards compliance as a critical element of sustainable corporate management. Through Group-wide efforts to uphold compliance, we expect to further strengthen trust from stakeholders both inside and outside the Company. These initiatives also contribute to fostering a healthy corporate culture, which can enhance employee engagement, which in turn is anticipated to improve productivity and ultimately lead to the further enhancement of corporate value.

Reonses

Guided by our Group's corporate philosophy, the "Sysmex Way," and our "Shared Values" derived from it, the Sysmex Group defines compliance as "the conduct of open and aboveboard business activities based on observance of laws and regulations and high ethical standards". Recognizing compliance violations as one of the most serious risks that can undermine social credibility, we have established a Compliance Committee under our Group-wide risk management system. This committee serves as the central body to promote and strengthen compliance initiatives.

We have also formulated a Global Compliance Code that outlines particularly important rules and behavioral guidelines to be followed by all officers and employees throughout the Group.

In addition, the Group has established a global system that enables all officers and employees to seek consultation or report concerns related to compliance—including bribery and human rights violations. This is extended to our business partners via the "Partner Hotline," which accepts reports on any confirmed or suspected compliance violations involving the Group. Furthermore, education and awareness-raising activities are positioned as the foundation of our compliance promotion efforts, and we are committed to providing ongoing training across the entire Group.

In connection with an investigation by the Japan Fair Trade Commission (JFTC) into a suspected violation of the Antimonopoly Act, the commitment plan submitted by Sysmex pursuant to the Act was approved in February 2025. We are currently implementing this commitment plan steadily. Although this approval does not constitute a finding that we violated the Antimonopoly Act, we take seriously the fact that we were investigated by the JFTC on suspicion of a violation of the Act. Moving beyond the mere execution of the commitment plan, the Group is dedicated to further strengthening its compliance system, including strict adherence to the Antimonopoly Act.

▶ Partner Hotline (EthicsPoint))

5. Human rights

Threats and opportunities

<Threats> Loss of public trust due to inadequate response to human rights

Respect for human rights is one of the most important elements of our corporate activities, and we are undertaking a number of measures in this regard in various countries. If the Sysmex Group's efforts to respect human rights are inadequate or tardy, and human rights violations such as discrimination based on race, gender, or other factors, or if forced labor or child labor occur, we could experience a deterioration of trust among our business partners, investors, and other stakeholders.

<Opportunities> Improving reliability through appropriate human rights measures

Promoting fair and sustainable corporate management and responding appropriately to human rights—such as by fostering DE&I[1] that creates and embraces an inclusive, comfortable working environment for diverse human resources, and eliminating discrimination in the supply chain—may lead to increased reliability among stakeholders and ultimately to the creation of competitive advantage.

1 Diversity, equity, and inclusion

Responses

The Sysmex Group has announced a global compliance code that outlines its commitment to respecting human rights and eliminating discrimination. Based on the spirit of the UN Guiding Principles on Business and Human Rights and the ILO Core Labour Standards, we are committed to creating a corporate management and work environment that respects human rights. In addition, our human rights policy stipulates the implementation of human rights due diligence. We are promoting efforts to identify human rights impacts and to prevent and mitigate any negative impacts on human rights, not only within the Group but also across external partners involved in the supply chain. We have established preventive frameworks to ensure that our business activities do not contribute to or become complicit in human rights violations, including the prohibition of forced labor and child labor, and the elimination of discrimination based on gender, disability, race, beliefs, and other attributes.

In addition to internal reporting channels both in Japan and overseas, we accept human rights-related consultations and reports from external stakeholders—including those in the supply chain—via the "Engagement and Remedy Platform" operated by JaCER, a third-party organization.

Information received through these channels is handled appropriately, and measures are in place to protect whistleblowers from any disadvantage. We have also established systems to implement necessary corrective and remedial actions. Furthermore, we provide training to prevent harassment and disseminate accurate labor-related information to prevent human rights infringements before they occur.

6. Technological innovation

Threats and opportunities

<Threats> Decline in competitive advantage due to delayed response to technological innovation

Recent technological innovation has led to rapid advances in technologies—including AI and robotics—in the healthcare field. Progress in technologies like remote healthcare solutions and AI-driven diagnostics has the potential for significant changes to existing business models. Operating in this environment, delays by the Sysmex Group in responding to this situation may reduce its competitive advantage.

Furthermore, if internal digitalization and data use initiatives do not progress sufficiently to yield their intended effects, improvements in business productivity and efficiency may stall. Consequently, this could result in increased business operating costs and a decline in the overall competitiveness of the organization.

<Opportunities> Enhanced added value through innovation

The creation and active use of innovative technologies can facilitate further innovation, such as improving the efficiency and sophistication of healthcare, including laboratory operations, thereby enabling the provision of high-value-added products and services. In addition, we have the potential to create new market opportunities and expand sales opportunities by adapting quickly to changes in business models that accompany the spread of innovative technologies.

Furthermore, reviewing internal business processes based on data use and improving operational efficiency and productivity through digitalization may contribute to enhancing corporate value.

Responses

Guided by our Group's corporate philosophy, the "Sysmex Way," and our "Shared Values" derived from it, the Sysmex Group is committed to creating innovation through various technological developments and providing products and services that help address social challenges. While continuing to invest aggressively in the development of new technologies, we promote open innovation that effectively creates new clinical value by integrating the Group's technologies with those of universities, research institutions, and other companies. We are also working to enhance productivity and efficiency through the use of data accumulated across the Group and the introduction of AI and digital technologies.

Furthermore, we have established R&D sites around the world to facilitate these activities and are working to contribute not only to the conventional field of *in vitro* diagnostics but also to personalized medicine and preventive medicine.

As part of these efforts, we are focused on enhancing our presence and market penetration in Alzheimer's disease testing. While Alzheimer's disease treatments (anti-amyloid β antibody drugs) are expected to slow the progression of dementia, adverse reactions may occur in some patients. Sysmex became the first company in Japan to obtain manufacturing and marketing approval for an assay kit assessing the risk of these adverse reactions. Furthermore, we have commenced a global sales collaboration with Fujirebio Holdings, Inc., aiming to secure market dominance through early market entry while striving for further growth in immunochemistry centering on Alzheimer's disease testing.

In response to increasingly sophisticated medical environments in recent years, we are advancing further automation of laboratory processes and developing AI-powered test result analysis systems to improve productivity. These efforts will also support laboratory automation as a means of addressing the growing shortage of laboratory technologists. Moving forward, we will continue to advance the digital transformation of healthcare through the creation of new technologies and innovations. By implementing a digital strategy centered on testing data and AI to solve urgent challenges faced by medical frontlines and society as a whole, we will contribute to extending healthy life expectancies and pursue sustainable growth.

7. Climate change and other environmental factors

Threats and opportunities

<Threats> Impact on business due to inadequate environmental response or natural disasters

As calls for a sustainable society intensify, countries around the world are increasingly being urged to take environmental measures, such as reducing environmental impact. If the Sysmex Group fails to respond appropriately or in a timely manner to environmental regulations and related requirements, it may result in penalties, bidding restrictions, or other actions.

In addition, natural disasters caused by climate change may affect the supply of products to customers around the world and the safety of our employees.

<Opportunities> Improving reliability and competitive advantage by addressing environmental issues

By keeping abreast of information on environmental laws and regulations in each country and responding proactively, we can improve the reliability of our products among stakeholders and expand sales opportunities.

In addition, providing added value through environmentally friendly product development and production activities may contribute to further strengthening our competitive advantage and driving business growth.

Responses

The Sysmex Group has established an Environmental Management Committee as an organization to promote environmental management. The Group is committed to the realization of a circular-oriented society and aims to provide sustainable value to the environment and society by both solving social issues and achieving business growth through its products and services.

We have formulated the Sysmex Eco-Vision 2033 and are working to reduce environmental impact across our entire value chain, including production, development, sales, and service. This is achieved through environmentally conscious products and services designed with careful consideration for CO_2 emissions, water usage, and biodiversity. Key initiatives include adopting horizontally recycled containers,[1] promoting the use of concentrated reagents, introducing dry-ice-free transportation, and developing products using non-animal-derived raw materials. Our horizontally recycled containers were the first in the industry to be certified under the Act on Promotion of Resource Circulation for Plastics.

We also support the recommendations of the TNFD[2] and became the first in the industry to register as a TNFD Adopter. We have also obtained SBTi[3] certification and were selected for the CDP A List in the 2025 assessment, the highest rating awarded by CDP, the world's only independent environmental disclosure system. With growing recognition of the links between climate change and human health in the healthcare industry, and increasing expectations from medical institutions in Japan and overseas for environmental compliance, we are accelerating our environmental initiatives. By driving green innovation, we aim to contribute to nature-positive outcomes that restore and regenerate the natural environment, as well as to the realization of a sustainable society.

1 A recycling method in which used products are processed into raw materials to manufacture the same type of product again
2 Taskforce on Nature-related Financial Disclosures (TNFD)
3 Science Based Targets initiative (An international initiative that addresses environmental crises based on climate science)

8. Healthcare system reform

Threats and opportunities

<Threats> Decreased sales opportunities due to inadequate or delayed response to healthcare system reforms

The marketing of the Sysmex Group's instruments and reagent products requires regulatory approval, and the requirements for obtaining such approval are becoming increasingly complex and sophisticated in each country. In particular, with the practical application of new diagnostic methods using digital technology and software in recent years, there has been a trend toward revising regulatory frameworks for these products. This trend may increase the cost of compliance, and delays in responding to such requirements may result in lost opportunities to acquire markets, including an impact on new product launches.

In addition, if individual countries review their insurance coverage systems or reduce health insurance compensation related to testing fees, sales opportunities for the Group's products could decrease. In China, the impact of medical cost-containment policies, including the principle of minimum necessary medical treatment and a volume-based procurement system, has already materialized.

<Opportunities> Improved competitive advantage through rapid response to regulations and needs

In the healthcare industry, compliance with increasingly strict regulatory requirements, including the IVDR[1] in Europe, may create barriers for new entrants and reinforce the Sysmex Group's competitive advantage. In addition, we could see an increase in sales opportunities if the budgets of medical institutions grow due to improved healthcare finances in various countries. Furthermore, demand is expected to grow due to the expansion of healthcare systems in emerging markets and increased investment in medical infrastructure.

1 *In Vitro* Diagnostic Medical Devices Regulation

Responses

We strive to remain abreast of the latest regulatory information by participating in industry associations in various countries. Concurrently, utilizing the Sysmex Group's global network, we work to obtain and maintain regulatory approvals in a timely and accurate manner to further strengthen our competitive advantage. We are promoting the development of new diagnostic technologies that contribute to personalized healthcare, based on an accurate understanding of increasingly diverse and sophisticated needs amid changing environments in various countries and regions. Leveraging our comprehensive strengths across IVD instruments, diagnostic reagents, IT, and service and support, we will work to address healthcare challenges such as improving medical workflows, enabling earlier disease detection, and expanding access to healthcare in emerging markets. Going forward, we will continue to closely monitor regulatory reforms and local requirements in each country to ensure the stable delivery of our products to customers worldwide.

9. Intellectual property

Threats and opportunities

<Threats> Impact on business due to infringement or violation of intellectual property rights

The Sysmex Group files applications for intellectual property rights, including patents, trademarks, and design rights, on a global basis, but such rights may not be granted in some or all countries. Furthermore, if counterfeit products that infringe on the intellectual property rights of the Sysmex Group are distributed in the market, the reliability of test results may not be ensured, and medical institutions and patients may be affected.

In addition, disputes over intellectual property rights may arise, such as lawsuits for infringement of intellectual property rights of third parties or demands for payment of royalties, despite the legitimacy of the Sysmex Group claims.

<Opportunities> Provide unique products and services by acquiring intellectual property rights

The appropriate protection of the intellectual property rights held by the Sysmex Group should strengthen its independence and competitiveness and enhance its brand image.

The Sysmex Group also has the potential to further accelerate innovation through the appropriate use of third-party licenses as well as intellectual property rights owned by the Sysmex Group.

Responses

The Sysmex Group has established a basic policy on intellectual property activities under which we respect the intellectual property rights of both our company and third parties. We actively seek to secure rights for valuable intellectual property created through all our business activities and respond appropriately to third-party intellectual property rights, with the aim of establishing a globally competitive advantage. Through internal training, employees are made aware of the importance of respecting the intellectual property rights of the Sysmex Group and third parties in the conduct of business. Furthermore, we have established an award system to motivate employees to acquire intellectual property rights.

As part of our efforts to address infringements of the Sysmex Group's intellectual property rights, we are securing intellectual property rights globally and taking firm action to eliminate counterfeit products, thereby ensuring that customers can use our products with confidence. To protect key brands, we are actively securing trademark rights worldwide—including in emerging markets and developing countries. In particular, we have filed trademark applications for our corporate logo in 195 countries and regions. As a result, approximately 81% of our total intellectual property rights are now held outside Japan.

10. Stable supply

Threats and opportunities

<Threats> Impact on product supply due to interruptions or delays in procurement or production

The Sysmex Group supplies IVD instruments and reagents, which are essential for medical institutions to perform daily testing, to customers all over the world. Although we make every effort to ensure an uninterrupted supply of products to our customers, sudden changes in market conditions, policy trends in specific countries or regions, or business suspensions of suppliers could make it difficult to procure parts and raw materials, including critical minerals, potentially impacting product supply. In addition, the disruption of distribution routes due to interstate conflict or trade friction, as well as major accidents like large-scale natural disasters or fires at supply chain locations, including production factories and warehouses, and pandemics, could disrupt the stable supply of products.

<Opportunities> Provide peace of mind and improve reliability through efforts to ensure a stable supply of products and services

Our ability to provide a stable supply of products necessary for testing in the event of a natural disaster, serious accident, or other contingency can help avoid interruptions in medical operations. In addition, establishing a system prepared for such contingencies may help us earn trust in our ability to continue supplying products in emergencies, thereby further enhancing our brand image.

Responses

The Sysmex Group is committed to the stable supply of products and services on a global basis, in line with its social mission of supporting medical care by providing accurate test results and ensuring confidence through the delivery of high-quality products around the world. To prepare for supply chain disruptions or stagnation caused by natural disasters, geopolitical factors, or other events, we proactively secure inventories of products and raw materials and promote multi-sourcing for raw materials during normal operations. At the same time, we enhance preventive and recovery measures against large-scale disasters such as earthquakes, windstorms, and floods at our factories and warehouses, while securing alternative transportation methods. For reagents, which account for 61.7% of the Sysmex Group's sales (fiscal year ended March 31, 2026), we secure inventory levels that take into consideration the period required to ensure business continuity. In addition, we produce reagents at multiple locations. In particular, for reagents in our mainstay hematology field, we have established a mutual supply network among major bases to ensure a stable supply.

In addition, the Sysmex Group as a whole has a business continuity plan (BCP) in place, and through daily training we prepare to restore operations quickly in the event of an emergency so that medical institutions can continue their testing operations. At the new factory of Sysmex RA Co., Ltd., completed this fiscal year, we have expanded the production area to increase capacity and leveraged the automation of in-plant logistics to stock additional raw material inventories. This has reinforced its BCP functionality, enabling swift backup support even if emergencies arise at other Group factories.

Furthermore, we have established procurement policies and guidelines with the aim of building a company that grows together with its business partners. We will continue to strengthen our efforts to ensure that customers are able to use our products with confidence.

11. Quality

Threats and opportunities

<Threats> Reduced reliability due to poor quality of products and services

Products in the healthcare industry must be high-quality and safe. If the products we manufacture or procure are found to be of poor quality, this could result in delays or errors in testing at medical institutions, which could affect customers and patients. This could reduce trust in our products and of the Sysmex Group as a whole, and may also affect operating results.

<Opportunities> Improvement of reliability and competitive advantage through quality improvement

By further improving quality through the development and operation of a quality control system that complies with the laws and regulations of each country and international standards, we can strengthen customer trust and expand sales opportunities.

Since our founding, the corporate philosophy of the Sysmex Group, has called on us to instill confidence in our customers through reliable quality. The brand image we have built up to date could help to maintain and enhance our corporate value and competitive advantage.

Responses

The Sysmex Group is committed to group-wide management to maintain quality in compliance with the laws and regulations of each country and international standards. We have established a quality policy to monitor and improve the quality and safety of our products and services. In addition, all of our production bases have acquired ISO 9001 or ISO 13485 certification, the international standards for quality management systems. Furthermore, we collect and analyze information on product reliability and safety from a wide range of domestic and overseas sources, and utilize this information to improve product quality.

We have also established the QARA Committee to promote quality assurance and regulatory compliance on a global scale. As quality-related laws and regulations become increasingly stringent, demanding swifter and more appropriate global quality assurance and regulatory responses, we will continue to strengthen our framework. Through the high-quality products and services of the Sysmex Group, we remain committed to improving the quality of healthcare worldwide and delivering peace of mind to our customers.

12. Information system security

Threats and opportunities

<Threats> Impact on customers and business due to cyber-attacks

The Sysmex Group's products are equipped with network-based service capabilities. In the unlikely event that products are compromised by cyberattacks targeting medical institutions, testing operations could be suspended, and third parties could gain unauthorized access to personal information.

Within the Company, we are also implementing various information systems to improve operational efficiency, with much of our business-related information now managed and operated via networks. In the event of system outages or leaks of confidential information due to failures in these systems and networks or cyberattacks, or in the event of the provision of misinformation or infringement of third-party rights due to inadequate information management in the use of generative AI, the efficiency and reliability of the Group's operations may be impaired.

<Opportunities> Improved reliability of products and services by strengthening security support

By enhancing the security of our products and services, we can further enhance the trust customers place in our products and provide our customers with network-based services that they can use with confidence.

In addition, through the promotion of DX, including security enhancement, and the appropriate use of generative AI, we can expect to further improve business efficiency and productivity by strengthening information collaboration within the Group while managing information appropriately.

Responses

The Sysmex Group is promoting cybersecurity measures for its products and services, led by the Product Cybersecurity Committee, in order to reliably ensure confidence among customers and patients. In line with these efforts, we have established a Product Security Policy and set up a PSIRT[1] to design and manufacture products in accordance with the security policy and to manage after-sales vulnerabilities in cooperation with product security managers in each region.

Furthermore, we recognize that protecting the information assets of our customers and business partners is a testament to trust and quality. To that end, we have established an Information Security Policy and, under the leadership of the Information Security Committee, are working to maintain and enhance the confidentiality, integrity, and availability of information assets. To minimize the operational impact of information system or network line failures, computer viruses, or external intrusions into information systems, we are working to tighten information management. Our security measures include introducing mechanisms to detect unauthorized communications and isolate malware, conducting 24-hour monitoring, establishing a CSIRT,[2] and joining external organizations to quickly obtain information in case of emergencies or major incidents, alongside the development of business continuity systems and training programs. In addition, for critical systems, including our global core system, we ensure stable operations and business continuity through identity and access control, change management, monitoring, and backups, and strive to enhance productivity and efficiency while strengthening information security.

In addition, we are promoting efforts to inform employees of the rules for the use of AI technologies in general, taking security into consideration, and to accelerate innovation through proactive use of AI technologies, thereby enhancing the efficiency and productivity of our corporate activities.

1 Product Security Incident Response Team

2 Computer Security Incident Response Team

13. Corporate acquisitions and investments

Threats and opportunities

<Threats> Delays in achieving strategic objectives due to insufficient return on investment

The Sysmex Group is working to expand its R&D, production, and other bases. At the same time, the Group aims to accelerate growth through proactive investment in IT infrastructure and leading-edge technologies, as well as through corporate acquisitions and capital tie-ups. In these initiatives, changes in the business environment or the emergence of unpredictable risks could prevent the full realization of the expected impacts and affect the achievement of our strategic objectives.

<Opportunities> Accelerate business by maximizing investment effectiveness

Through proactive investments made from a long-term and global perspective based on our management strategy, we may accelerate the pace of achieving our strategic objectives by generating greater-than-anticipated synergies. These synergies may arise from strengthening our business foundation and delivering new value to customers through an expanded product portfolio.

Responses

The Sysmex Group aims to maximize the effectiveness of its investments by strengthening its systems for reviewing and making decisions on investments and monitoring PMI.[1] Investment decisions are made after thorough advance investigation and deliberation at management meetings as to the purpose, impacts, and potential risks of such investments. Even after making a decision, we believe it is important to respond to changes and make course corrections flexibly. We are working to strengthen the investment management process through regular monitoring.

As an example of these efforts, we are expanding our product portfolio and driving global expansion by acquiring the biochemical testing business, which is the medical equipment business of JEOL Ltd.

In addition, by leveraging our ongoing investments in digitalization, we will streamline internal operations while promoting healthcare digital transformation (DX) through the use of test data and AI.

We will continue to accelerate the growth of the Sysmex Group by making appropriate decisions, actively taking risks on investments necessary for business growth, and continuing to provide high-value-added products and services by expanding our business and acquiring new technologies.

1 Post-merger integration

14. Securing of human resources

Threats and opportunities

<Threats> Decline in competitiveness due to intensifying competition for human resources and outflow of human resources

Global competition for human resources is intensifying. If the Sysmex Group is unable to secure the human resources needed to promote its business, it could affect operating results.

In addition, inadequate assurance of health and safety in the workplace environment may damage the mental and physical health of employees, potentially leading to lower morale and an exodus of human resources.

<Opportunities> Enhancing corporate value through maximizing human capital

The Sysmex Group positions its human capital strategy as a core component of its management strategy, alongside its business and technology strategies, viewing its people as a key source of value creation. We conduct human capital management using value-added productivity as a key indicator while placing a strong focus on the development and acquisition of highly specialized talent and next-generation leaders.

These initiatives have been recognized externally as an essential approach to enhancing corporate value, and the Company was selected for the "Human Capital Management Excellence 2025 Gold Award." We believe that maximizing human capital will boost our capacity to generate added value, thereby potentially driving the medium- to long-term enhancement of our corporate value.

Responses

The Sysmex Group regards human resources as a critical management resource for sustainable growth. Our Group corporate philosophy, the "Sysmex Way," promises employees that Sysmex "ensures *anshin* by honoring a diversity of employees, respecting their personalities, and providing a workplace where they can fulfill their potential. We value independence and a challenging spirit, provide employees with opportunities for self-fulfillment, growth, and reward for their accomplishments." Guided by this philosophy, we promote human resource development and create an environment where our diverse talent can thrive.

To enable employees to take ownership of their career development, we provide training programs tailored to each career stage and have implemented a job-based human resource system across the Group. This framework ensures that even after experiencing major life events, employees can be appointed to positions based on their abilities and potential. In addition, we have adopted a hybrid work style that allows all employees to choose their work location and hours according to their duties and lifestyle. We are also working to develop attractive compensation systems, such as an employee stock ownership plan.

Furthermore, we are the first manufacturing company in Asia to acquire certification under ISO 30414, the international guideline for human capital reporting. We will continue to strive for highly transparent human capital reporting while enriching our human resource system to support the Group's sustainable growth in terms of both talent recruitment and retention, ultimately aiming to maximize our human capital.

Governance

Business Continuity Management

Establishment of Business Continuity Plans (BCPs)

We have worked to implement risk management to ensure the continuity and development of our business. Within this framework, we position business continuity management as one of our important initiatives. As part of these efforts, each Group company has established business continuity plans (BCPs) for its critical operations, to ensure the continuity of critical operations and enable rapid recovery in the event of any crisis—including large-scale disasters such as earthquakes, storms, and floods, infectious diseases, and system failures. The BCP pre-defines necessary response policies and procedures to ensure that each operation can continue even in the event of a crisis.

Sysmex's Fundamental Stance on Business Continuity

Our fundamental stance is to ensure the safety, security and reassurance of all stakeholders, even in the event of a crisis.

From a business continuity perspective, the top priority is the protection of human lives, followed by the continuity of critical operations and the protection of assets.

In particular, we place high priority on ensuring that our customers' testing operations are not interrupted and consider "supplying diagnostic reagents" and "providing technical services" as top-priority critical operations.

Furthermore, we will cooperate in securing the safety of the local community and nearby residents, thus fulfilling our corporate social responsibility.

Business Continuity Promotion Structure

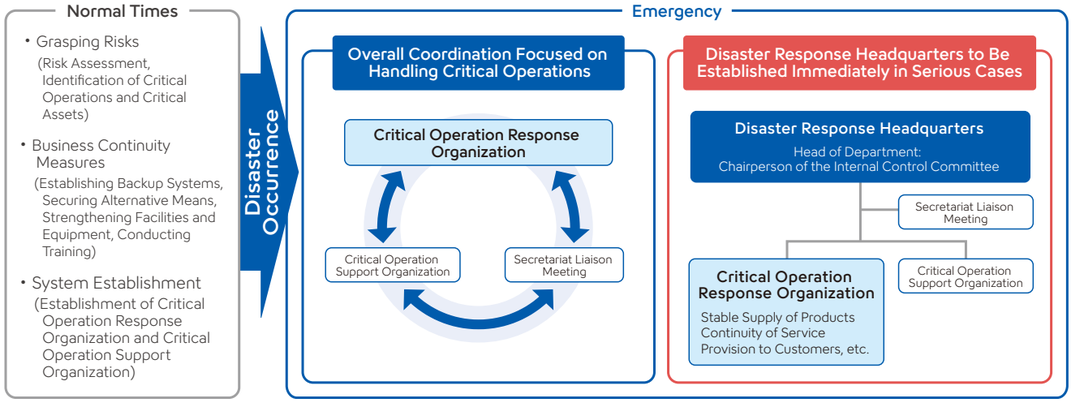
We have established a structure for preparedness in normal times and emergency response under the Internal Control Committee, chaired by the President.

In normal times, each department and Group company conducts risk assessments to identify critical operations and assets. Additionally, we are taking measures such as securing alternative means of operation, establishing backup systems, and strengthening inventory and equipment. Furthermore, we are working to improve resilience by establishing a communication structure and conducting regular training and reviews.

We also maintain an organizational structure to ensure a swift and effective response in times of emergency. Specifically, we have established a critical operation response organization that designates a person in charge and the person responsible for each critical operation, enabling this organization to respond to ensure the continuity of each operation in the event of a crisis. We have also established critical operation support organization for general affairs, IT, human resources, public relations, and management, creating a structure to support the continuity of critical business operations.

In the event of an emergency, a task force will be established as needed to ensure a swift initial response, information sharing, and decision-making process. These organizations taking proactive action will enable a swift response and recovery.

Emergency Response Structure



Major BCP Initiatives

Securing Employee Safety and Business Continuity

We strive to achieve both employee safety and business continuity through measures such as confirming the safety of employees during disasters, establishing emergency contact systems, and utilizing flexible work arrangements. In addition, we have set the participation rate in disaster prevention training as a monitoring indicator in our sustainability goals to improve employees' disaster awareness and response capabilities.

Stable Supply of Products

To support the continuity of testing in healthcare facilities, we are promoting initiatives aimed at proactive preparation and rapid recovery from risks such as disasters and supply chain disruptions.

Basic Policy

(1) Global decentralization of diagnostic reagent production facilities
(2) Strengthening the resilience of diagnostic reagent production facilities
(3) Securing a continuous supply of raw materials and promoting procurement from multiple suppliers
(4) Securing safety stocks of products and storing them at multiple locations
(5) Establishment and strengthening of logistics networks
(6) Mutual supply in preparation for greater impacts

▶ Stable Supply of Products

Continuity of Technical Service Provision to Customers

To support the continuity of testing in healthcare facilities, we are working to maintain our service provision system, including responding to customer inquiries and providing on-site repairs.

Furthermore, we have established a system to ensure continuity in responding to inquiries and maintaining a support system, so that necessary support can continue even in the event of disasters or system failures.

▶ Pursuit of Quality and Trust

Securing the Continuity of IT Systems

In addition to developing a Business Continuity Plan (BCP) against cyberattacks, we are also working on establishing monitoring systems, alternative operations, backups, and recovery procedures to ensure that critical operations can continue even in the event of a crisis or system failure.

▶ Cybersecurity Measures for Information Systems and Products

We will continuously improve our business continuity management to enhance business resilience and ensure the stable provision of services for healthcare facilities.

Governance

Stable Supply of Products

We position diagnostic reagents, which are essential for maintaining testing, to be highly critical for business continuity. Based on the principle of never interrupting testing in healthcare facilities under any circumstances, we have established a stable supply system for diagnostic reagents through our bases around the world.

By securing safety stocks of raw materials and products in each region in advance to respond to emergencies, we are prepared to continue supplying products to healthcare facilities even if our factories or warehouses are hit by a disaster. Specifically, we have not only established the following six fundamental principles as rules, but have also been implementing business continuity activities by presenting concrete measures and procedures through guidelines.

1) Global decentralization of diagnostic reagent production facilities

We are systematically transferring production of our main diagnostic reagent products to factories located near sales regions, establishing a local production and consumption model.

This will help ensure a stable supply by diversifying supply risks, and by shortening transportation lead times, it will enable us to provide products with longer usable periods. Furthermore, global decentralization contributes to reducing environmental impact, such as reducing CO_2 emissions.

2) Strengthening the resilience of diagnostic reagent production facilities

Establishing a production transfer system in advance to prepare for disasters enables rapid alternative production at other locations even if some plants are damaged.

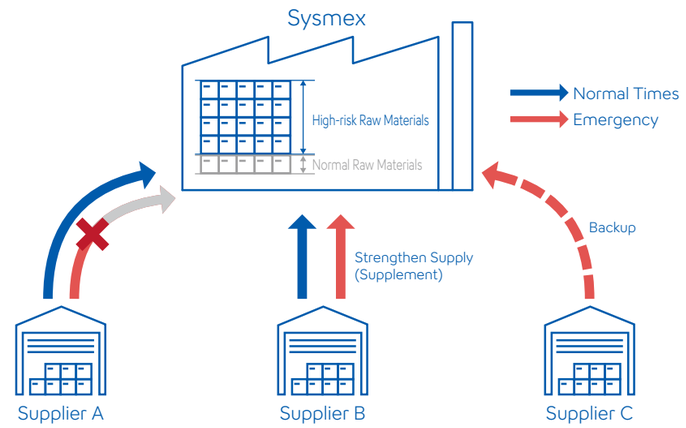
Furthermore, each factory is working to minimize the risk of operational shutdowns during disasters and to achieve early recovery by implementing measures such as diversifying production lines, strengthening earthquake-resistant and disaster prevention measures for equipment, securing emergency power sources, developing disaster response manuals, and conducting training.

3) Securing a continuous supply of raw materials and promoting procurement from multiple suppliers

We maintain safety stock levels commensurate with their risk characteristics even in normal times. We also maintain sufficient Business Continuity Plan (BCP) stocks for high-risk raw materials to ensure that supply can continue even if our suppliers are affected by a disaster.

For essential raw materials that are difficult to substitute, we are working to reduce reliance on a single source by diversifying procurement across multiple sources and implementing backup production in cooperation with suppliers.

Procurement of High-risk Raw Materials from Multiple Suppliers



4) Securing safety stocks of products and storing them at multiple locations

We secure appropriate inventory levels of diagnostic reagent products at each base, and are prepared to continue supplying them for a certain period (generally one month or longer) even if production is temporarily suspended. We thoroughly manage expiration dates and administers proper inventory management.

Furthermore, we have globally distributed inventory locations of service parts and centrally manages a wide variety of parts using an inventory management system, making it possible to provide rapid maintenance services even in the event of equipment failure.

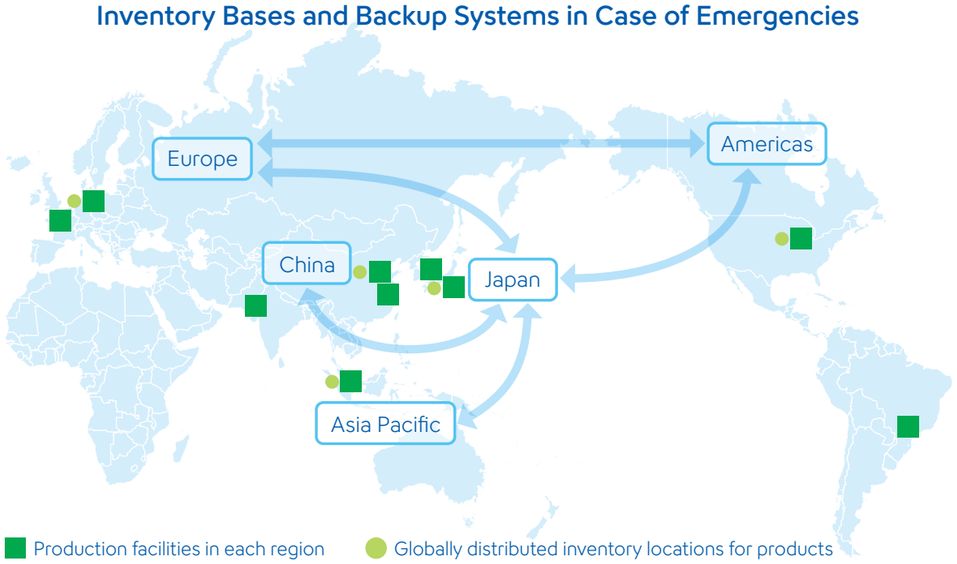
5) Establishment and strengthening of logistics networks

We have developed manuals outlining alternative transportation routes and procedures in case normal transportation routes are disrupted due to disasters or geopolitical risks. We have established a structure where information on alternative airports and ports, as well as import permits and licenses, is shared in each region, and a switch to alternative transportation routes is enabled rapidly as needed.

6) Mutual supply in preparation for greater impacts

In cases where the impact of a disaster is huge and it is difficult for the affected area to maintain supply on its own, we will leverage our strengths in global production and supply networks to supplement supply to the affected area by providing not only mutual supply within the region but also, for main products, cross-regional product supply (global mutual supply).

Decentralization of Production and Inventory Bases and Backup Systems in Case of Emergencies



Governance

Cybersecurity Measures for Information Systems and Products

Information, Cybersecurity Policy and Structure

Sysmex is working to strengthen Group-wide security governance by enhancing its information security level. To provide safer and more reliable services to our customers and business partners, we have formulated the Information Security Policy and disclosed the Group's fundamental philosophy and policies.

Furthermore, under the supervision and management of Kensuke Iizuka, Director (Member of the Board), Managing Executive Officer, and Information Security Officer, Sysmex has established the Global Information Security Committee. The committee plays a central role in formulating policies related to Group-wide information security, developing business continuity plans, and addressing day-to-day security issues. By building a Group-wide information security management framework, Sysmex works to protect its information assets from various threats and ensure business continuity.

▶ Information Security Policy

Information and Cybersecurity Initiatives

Sysmex has established the Sysmex Computer Security Incident Response Team (Sysmex-CSIRT) and strengthened its information and cybersecurity initiatives by leveraging a managed Security Operations Center (SOC). These efforts encompass preventive measures and continuous monitoring during normal operations, incident response, and recovery activities to support business continuity.

Prevention, Monitoring, and Vulnerability Management

As part of our preventive measures, we use alerts from the SOC and threat intelligence provided by external organizations, such as JPCERT/CC, to prevent information leaks and data breaches. As a method to protect our IT assets, we have introduced Attack Surface Management (ASM) to manage IT asset risks through the continuous detection and evaluation of vulnerabilities. In addition, we collaborate with external organizations by joining the Nippon CSIRT Association and the Forum of Incident Response and Security Teams (FIRST), through which we share threat intelligence to prepare for emergencies and major incidents. We also implement a range of security controls, including strict management and periodic review of information access privileges, regular updates of security patches, login restrictions on company-provided computers and mobile devices using biometric authentication (facial and fingerprint recognition), and security reviews of installed applications. Furthermore, as a countermeasure against ransomware (endpoint technical security measures), we have introduced Endpoint Detection and Response (EDR) for PCs and servers and continuously operate and manage these systems.

Incident Response

We have established a prompt escalation process from employees to the information security supervisory divisions when an incident or suspicious event occurs. In the event of an incident, we strive to prevent the spread of damage through rapid detection and initial response. In fiscal 2025, there were no major incidents.

Business Continuity and Recovery Response

To minimize the impact of cyberattacks on our business and ensure the continuity and rapid recovery of critical operations, we have developed a business continuity plan against cyberattacks. We work to ensure its effectiveness through response training conducted in collaboration with relevant divisions.

Product Security Initiatives

Sysmex has established a Product Security Policy and set up the Product Cybersecurity Committee to promote stronger security measures for its analyzers, thereby ensuring customers can use our products with peace of mind. We continue to carry out these security enhancement activities.

In addition, we have established a Product Security Incident Response Team (PSIRT) to manage vulnerabilities throughout product design, manufacturing, and post-market phases. We regard sensitive information (including personal, patient, and test subject information) entrusted to us by our customers and those who cooperate in research and development and experimental activities, as well as advanced proprietary technologies and intellectual property related to products, as critical corporate information assets. Accordingly, we implement measures to prevent information leakage outside the Company and internal fraud.

▶ Product Security Policy

Information and Cybersecurity Education

Sysmex implements initiatives to raise information security awareness for all Group employees. These include information security e-learning, targeted email attack simulations (addressing business email compromise [BEC] and phishing), and Company-wide training aimed at preventing ransomware damage.

To reinforce our incident response capabilities, we encourage Sysmex-CSIRT members to obtain internationally recognized security certifications, such as ISC2 CISSP, SANS GIAC, and CompTIA. Through the development of these specialized professionals, we are working to strengthen our information and cybersecurity framework.

Acquiring Information Security Certification

To enhance information security management, Sysmex has obtained ISO 27001 certification, the international standard for Information Security Management Systems (ISMS).

- Sysmex Corporation (research involving personal information such as gene sequencing)
- Sysmex CNA (service and support divisions)
- Sysmex Europe (sales and service, IT services, etc.)
- Sysmex New Zealand
- Sysmex UK[1]
- Oxford Gene Technology[1]

1 In addition to ISO 27001 certification, both Sysmex UK and Oxford Gene Technology have also obtained Cyber Essentials certification (a certification system initiated in 2014 by the UK government to improve corporate cybersecurity). These entities undergo surveillance assessments every six months.

Governance

Respect for Human Rights

Policies and Initiatives Related to Human Rights

Sysmex strives to deliver “confidence” to all its stakeholders through business activities under its Group corporate philosophy, the Sysmex Way, and its Shared Values. Believing that respect for human rights is fundamental to achieving “confidence,” we emphasize respect for human rights and the elimination of discrimination in our Global Compliance Code. We have also established a Human Rights Policy to serve as a concrete guideline for respecting human rights. Based on this policy, we strive to conduct business and create workplace environments that respect the human rights of all employees and various stakeholders. These initiatives are in keeping with the UN Guiding Principles on Business and Human Rights and the spirit of the ILO’s Core Labor Standards, which define the minimum labor standards to be observed in the workplace.

To ensure that these principles are effectively put into practice, we have codified rules and behavioral guidelines to prohibit discrimination, harassment, forced labor, and child labor, based on our zero-tolerance policy. We conduct various types of training to raise employee awareness of these standards. In 2011, we joined the UN Global Compact and clarified our corporate stance by demonstrating our commitment to its Ten Principles regarding human rights, labor, the environment, and anti-corruption. Furthermore, as part of its efforts to respect human rights, including the prevention of forced labor and child labor, Sysmex UK publishes a statement in compliance with the UK Modern Slavery Act.

▶ Human Rights Policy
▶ Global Compliance Code
▶ Anti-Slavery and Human Trafficking Policy

Human Rights Promotion Structure

Based on its Human Rights Policy and Global Compliance Code, Sysmex promotes initiatives to respect human rights across the entire Group. We have established a Human Rights Due Diligence Promotion Subcommittee as a subordinate body of the Compliance Committee to advance human rights due diligence, organize response policies for human rights risks, and take necessary actions. We work to identify the impact of our business activities on human rights not only within the Company but also across the supply chain and prevent or mitigate any negative impacts.

Human Rights Due Diligence

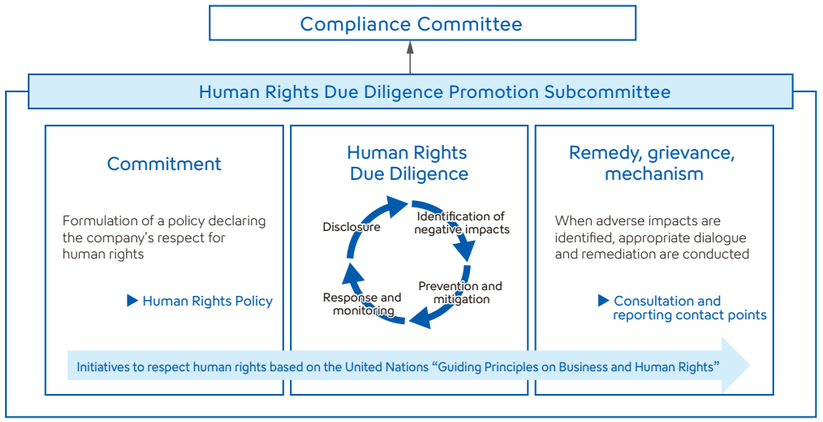
Since 2024, the Human Rights Due Diligence Promotion Subcommittee has collaborated with external experts to prioritize the scope of our human rights due diligence, taking into account relevance to our business and country- and region-specific human rights risks. As a result, we initially conducted a survey of suppliers involved in the procurement and production processes of our core hematology business.

Questionnaires were distributed to approximately 400 key suppliers in Japan and overseas to assess the status of their human rights management and to confirm whether any human rights violations were present, with a response rate of 96%. Analyzing the survey results, we carried out risk mapping based on severity and likelihood. The survey confirmed no risks immediately leading to critical human rights violations. However, we identified “occupational health and safety” and “harassment” as priority human rights risks requiring prioritized action. For certain suppliers, we are conducting follow-up interviews to clarify details and engaging in dialogue and consultation to encourage improvements in their human rights initiatives.

Going forward, Sysmex will continue to enhance mechanisms to proactively identify and address potential human rights impacts, ensuring that its business activities and transactions with business partners do not contribute to or become involved in human rights violations.

<Key Survey Items in the Human Rights Due Diligence Questionnaire for Suppliers>

General Human Rights Management	• Policies and structure • Dissemination and understanding of the Human Rights Policy • Implementation of human rights due diligence • Access to remedy
Management by human rights issue	• Human rights in the workplace: Harassment, discrimination and unfair treatment in employment based on gender, disability, race, etc., forced labor, child labor, unfair wages, inappropriate working hours, occupational health and safety, violations of freedom of association and the right to collective bargaining • Management of transaction information: Leakage of personal information • Human rights in research and development: Violations of the will, life, or health of research participants • Human rights in local communities: Human rights violations related to the health and livelihood of local residents • Human rights in conflict-affected areas: Financing of armed groups, use of conflict minerals
Status of human rights violations	• Presence or absence of incidents related to the above human rights issues • Status of responses



▶ Maintaining Stable Supply Through the Development of a Resilient Supply Chain

Grievance Mechanism Related to Human Rights

Sysmex accepts consultation to and receives reports from suppliers, partners, customers, and members of the local community to identify at an early stage any negative human rights impacts caused by its business activities and to facilitate corrective and remedial action. For external stakeholders, we have also established a reporting contact point through the Engagement and Remedy Platform operated by the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER).[1] This platform accepts reports on human rights concerns that may arise within the supply chain, such as responsible mineral procurement, workers' human rights, and working environments.

We have a system in place to appropriately handle information received and protect anyone who consults with us or reports to us from being disadvantaged and to take necessary corrective and remedial measures if an investigation confirms negative human rights impacts. As of the end of March 2026, no reports concerning the Sysmex Group had been received through the JaCER reporting form.

▶ JaCER Report Form

1 JaCER (Japan Center for Engagement and Remedy on Business and Human Rights) is an organization that accepts human rights-related grievances through the Engagement and Remedy Platform, aiming to support and promote the handling of complaints for its member companies from a professional standpoint.

Education and Training on Respect for Human Rights

Sysmex conducts educational and awareness-raising activities to prevent harassment and promote a proper understanding of labor practices. Through these efforts, we work to prevent human rights violations, raise human rights awareness, and foster a workplace environment where a diverse workforce can work with peace of mind.

Fiscal 2025 Results

- Harassment and labor management training (for newly appointed supervisors, new hires, and existing leaders)
- Ongoing unconscious bias[1] training (for general employees)
- Training regarding sexual diversity (for all employees[2])
- Management training to improve psychological safety (for supervisors)
- Psychological safety seminar conducted by an industrial physician (for all employees[2])
- Global compliance training including content on respect for human rights (for all employees)

1 Seeing things in a biased way due to unconscious prejudices or preconceptions
2 Scope:Sysmex Corporation and its Group companies in Japan

▶ Compliance Education

Labor-Management Dialogue

Sysmex respects employee rights, such as the right to form a union and the right to collective bargaining, based on its participation in the UN Global Compact and its support for the ILO's Core Labor Standards.

As of the end of March 2026, 66% of eligible employees were members of the Sysmex Union, our in-house labor union. We conduct annual collective bargaining with the Sysmex Union. In fiscal 2025, in addition to regular labor-management council meetings, labor and management held discussions improving productivity through the optimization of working hours and operational efficiency, enhancing working environments and personnel systems to meet the needs of diverse employees, responding to working environment changes, and promoting health management.

Similar dialogues are conducted across Group companies. Labor unions have been formed at overseas Group companies, including Jinan Sysmex, Sysmex Vietnam, and HYPHEN BioMed, and hold regular dialogues with respective Group companies. At Sysmex CNA, an employee group consisting of departmental representatives has been formed, holding quarterly labor-management discussions on topics such as workplace environments, working hours management, and the use of paid vacation. Sysmex TMC also holds quarterly labor-management meetings. Through these dialogues, we strive to reflect employees' opinions in our corporate management and workplace operations, working to create a comfortable working environment and enhance employee engagement.



External Evaluation

External Evaluation ····· 124

External Evaluation

Evaluations and Results Related to Sustainability

Sustainability Indices

Responsible investment, which evaluates corporate sustainability from non-financial environmental, social, and governance (ESG) perspectives alongside financial ones to make long-term investment decisions, is expanding. Around the world, a variety of sustainability indices are used as benchmarks for responsible investment. Recognized as a highly sustainable company, Sysmex has been selected for inclusion in numerous sustainability-related indices.

- **Dow Jones Best-in-Class World Index**[1] (Fiscal 2016–)
- **Dow Jones Best-in-Class Asia Pacific Index**[2] (Fiscal 2012–)

ESG investment indices published by S&P Dow Jones Indices LLC in the United States. These indices evaluate corporate sustainability from the perspectives of "governance and economic, environmental, and society" and are used to select companies expected to achieve long-term sustainable growth based on comprehensive and advanced initiatives.

The World Index covers listed companies worldwide, while the Asia Pacific Index covers listed companies in the Asia-Pacific region.

1 Renamed from the "Dow Jones Sustainability World Index" in February 2025.
2 Renamed from the "Dow Jones Sustainability Asia Pacific Index" in February 2025.

- **FTSE4Good Index Series** (Fiscal 2008–)

An ESG investment index published by FTSE Russell, a member of the London Stock Exchange Group in the United Kingdom. It selects outstanding companies based on ESG evaluations that rely solely on publicly available information from major global companies.

- **FTSE JPX Blossom Japan Index**[3] (Fiscal 2017–)

An ESG index in which FTSE Russell in the United Kingdom selects Japanese companies demonstrating outstanding ESG practices. It uses the FTSE4Good inclusion criteria, which are derived from international standards, including the Sustainable Development Goals (SDGs).

- **FTSE JPX Blossom Japan Sector Relative Index**[3] (Fiscal 2022–)

An ESG index in which FTSE Russell in the United Kingdom selects Japanese companies that demonstrate relatively strong ESG practices within their respective sectors, using the FTSE4Good inclusion criteria. For companies with high greenhouse gas emissions, only those evaluated for their transition toward a low-carbon economy are selected.

3 The two indices were renamed from the "FTSE Blossom Japan Index" and the "FTSE Blossom Japan Sector Relative Index," respectively, effective December 22, 2025.

- **MSCI Selection Indexes**[4] (Fiscal 2011–)

An ESG investment index developed by MSCI Inc. in the United States. It selects companies based on assessments that focus on material ESG issues, taking into account the characteristics of each company's industry.

4 Renamed from the "MSCI ESG Leaders Indexes" (effective February 2025).

- **MSCI Japan ESG Select Leaders Index** (Fiscal 2024–)

One of the ESG investment indices developed by MSCI Inc. in the United States. It selects companies with relatively high ESG ratings within their respective industries from among the constituents of its parent index, the MSCI Japan IMI Index.

- **MSCI Japan Empowering Women Index (WIN)** (selected in FY2017 and continuously selected since FY2019)

One of the ESG investment indices developed by MSCI Inc. in the United States. It selects companies with outstanding gender diversity within their respective industries from among the top 500 Japanese stocks by market capitalization.

2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

2026 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

• **S&P/JPX Carbon Efficient Index** (Fiscal 2018–)
An index, developed by S&P Dow Jones Indices LLC in the United States, which uses the TOPIX (Tokyo Stock Price Index) as its universe and determines the investment weights of its constituents based on their levels of environmental information disclosure and carbon efficiency (carbon emissions per unit of sales).

• **Morningstar Japan ex-REIT Gender Diversity Tilt Index** (Fiscal 2023–)
An index, developed by Morningstar, Inc. in the United States, which selects constituent companies based on evaluations of their commitment to gender equality, using the Equileap Gender Scorecard.

• **Sompo Sustainability Index** (Fiscal 2018–)
An index established by Sompo Asset Management Co., Ltd., comprising approximately 300 companies selected for their outstanding ESG practices

Sompo Sustainability Index

• **iSTOXX MUTB Japan Platinum Career 150 Index** (Fiscal 2023–)
An index comprising 150 Japanese companies selected by Mitsubishi UFJ Trust and Banking Corporation and STOXX Ltd. (a subsidiary of Deutsche Börse Group) for their proactive efforts to support employee career development. It selects Japanese companies that are actively and continuously engaged in long-term initiatives, based on their Platinum Career scores and financial data.

ESG Evaluations and Awards

• **S&P Global Sustainability Yearbook 2026**
An annual publication by S&P Global that features leading companies in corporate sustainability based on the results of its Corporate Sustainability Assessment (CSA). Sysmex was recognized as a Top 1% company in the “Health Care Equipment & Supplies” sector.

• **MSCI ESG Rating**
A globally recognized ESG rating provided by MSCI Inc. in the United States. It assesses how effectively companies manage financially relevant ESG risks and opportunities and assigns ratings across seven levels, ranging from the highest rating of AAA to CCC.

• **ISS ESG “Prime” status** (Fiscal 2019–)
A sustainability rating provided by ISS ESG, the ESG investment solutions unit of Institutional Shareholder Services (ISS), a leading global proxy advisory firm in the United States. Companies that achieve high ESG performance relative to their industry are recognized as “Prime.”

• **Global 100 (100 most sustainable corporations in the world)** (selected for the sixth time in 2025))
An annual ranking of the world’s 100 most sustainable corporations, compiled by the Canada-based Corporate Knights. The ranking is announced annually in conjunction with the World Economic Forum Annual Meeting in Davos.

• **TIME’s World’s Most Sustainable Companies of 2026**
A ranking of 750 of the world’s most sustainable companies, compiled by U.S.-based TIME magazine and Germany-based Statista. Companies are evaluated based on more than 20 key ESG indicators, including sustainability-related commitments and transparent information disclosure.

• **Sustainalytics ESG Risk Ratings (Industry ESG Top Rated)**
An ESG assessment by Netherlands-based Sustainalytics, a subsidiary of U.S.-based Morningstar. Taking industry characteristics into account, the assessment evaluates the level of financial risk arising from ESG factors and how effectively a company manages those risks. Companies assessed as having particularly low ESG risk relative to their industry peers are selected as “Industry ESG Top Rated.”

• **Financial Times’ Asia-Pacific Climate Leaders 2025**
A ranking of 350 companies in the Asia-Pacific region recognized for their active commitment to reducing greenhouse gas (GHG) emissions, selected by UK-based Financial Times and Germany-based Statista. Companies are comprehensively evaluated using multiple ESG-related indicators, including Scope 1 and 2 emissions reduction, Scope 3 disclosure, and participation in international initiatives such as CDP and SBTi.

• **CDP Climate Change A List**
CDP Supplier Engagement Leader
In the evaluation conducted by CDP, an international environmental non-profit organization, companies recognized for outstanding climate change initiatives and transparent disclosure receive the highest rating of A and are included on the Climate Change A List. Additionally, the Supplier Engagement Assessment (SEA, formerly known as the Supplier Engagement Rating) evaluates supply chain climate initiatives across key categories: risk management processes, governance and business strategy, supplier engagement, Scope 3 emissions, and targets. Companies receiving the highest evaluation are recognized as Supplier Engagement Leaders.

Evaluations and Certifications Related to Human Capital

Received “Platinum Kurumin Plus” certification (Fiscal 2025) (Received “Kurumin” certification in 2011 and 2022)

Recognized as an Outstanding Organization of KENKO Investment for Health (White 500) (Recognized as an Outstanding Organization of KENKO Investment for Health continuously since FY2017)

Received the highest (third-level) “Eruboshi” certification as an outstanding company, based on the Act on the Promotion of Women’s Participation and Advancement in the Workplace (Fiscal 2016–)

Received the highest rating in the Pride Index 2025, an evaluation benchmark for corporate initiatives concerning LGBTQ+ and sexual minority inclusion in Japan (Fiscal 2022–)

Selected for “Human Capital Management Excellence 2025 Gold Award” (Fiscal 2023–)

Selected as a “Next Nadeshiko: Companies Supporting Dual Careers and Co-parenting”

Evaluation of IR Activities

Integrated Report Award 2025 “Best Practice Award”
Sysmex Report 2025 received the “Best Practice Award” in the Integrated Report Award organized by Nikko Research Center, Inc. in recognition of its excellence as an integrated report that meets the needs of investors.

Performance Data

Social Data

Human Capital

▶ "Maximizing Human Capital" Based on the Status of Sustainability Targets

1. Workforce

Item			Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Total number of employees[1]			people	Sysmex Corporation	3,286	3,420	3,523
Total number of employees (full-time/part-time)	Full-time employees		people	Sysmex Corporation	2,946	3,085	3,197
	Part-time employees		people	Sysmex Corporation	340	335	326
Full-time equivalent (FTE)			FTE	Sysmex Corporation	3,198	3,331	3,430
Temporary workforce (outsourced or temporary agency workers)			people	Sysmex Corporation	396	404	357
Total full-time equivalent (TFTE)	Employee FTE + temporary agency worker FTE		FTE	Sysmex Corporation	—	—	3,787
Average age			years	Sysmex Corporation	42.4	42.3	42.4
Average annual salary			thousand yen	Sysmex Corporation	8,743	9,133	8,835
Gender ratio in the Group[2]	Japan	Men	%	—	57.6	57.6	57.7
		Women	%		42.4	42.4	42.3
	Americas	Men	%	—	61.0	61.2	60.4
		Women	%		39.0	38.8	39.6
	EMEA[3]	Men	%	—	54.3	56.0	55.5
		Women	%		45.6	44.0	44.5
	China	Men	%	—	65.3	64.7	64.9
		Women	%		34.7	35.3	35.1
	Asia Pacific	Men	%	—	65.0	63.8	63.9
		Women	%		35.0	36.2	36.1
	Total[3]	Men	%	—	60.6	58.9	58.6
		Women	%		39.3	41.1	41.4
Overseas employee ratio[2]			%	Group	61.7	61.8	61.0

1 Excluding temporary employees
2 Excluding certain companies as data is compiled for companies covered by the global HR system from fiscal 2025
3 Figures are based on employee data with reported gender; therefore, the total gender ratio for fiscal 2023 does not add up to 100%

2. Diversity

Item		Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Age	60 or older	%	Sysmex Corporation	7.3	7.3	7.5
	50 to 59	%	Sysmex Corporation	23.8	25.1	26.1
	40 to 49	%	Sysmex Corporation	31.0	28.3	27.0
	30 to 39	%	Sysmex Corporation	25.8	25.8	24.5
	20 to 29	%	Sysmex Corporation	12.1	13.4	14.8
	15 to 19	%	Sysmex Corporation	0.1	0.1	0.1
	14 or younger	%	Sysmex Corporation	0	0	0
Gender	Ratio of female employees	%	Sysmex Corporation	41.8	41.8	41.5
	Percentage of male employees	%	Sysmex Corporation	58.2	58.2	58.5
People with disabilities	Employment rate of persons with disabilities	%	Group companies in Japan	2.38	2.69	2.63

Item			Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Function	Sales		%	Sysmex Corporation	13.6	14.2	14.3
	Service		%	Sysmex Corporation	6.9	6.8	6.9
	SCM		%	Sysmex Corporation	1.8	1.7	2.7
	R&D		%	Sysmex Corporation	33.4	36.0	35.9
	Business development		%	Sysmex Corporation	8.3	8.3	8.1
	Corporate		%	Sysmex Corporation	11.1	11.2	10.9
	QA/RA		%	Sysmex Corporation	2.8	2.8	2.6
	Manufacturing		%	Sysmex Corporation	22.2	18.9	18.6
Nationality	Percentage of Japanese employees		%	Sysmex Corporation	97.1	97.1	97.1
	Percentage of non-Japanese employees		%	Sysmex Corporation	2.9	2.9	2.9
Type of recruitment	New graduate recruitment		%	Sysmex Corporation	48.8	49.0	50.2
	Mid-career recruitment		%	Sysmex Corporation	39.0	39.5	38.8
	Others (re-employment, secondment acceptance, status change, intercompany transfer)		%	Sysmex Corporation	12.1	11.4	11.0
Executive diversity	Percentage of female executives		%	Sysmex Corporation	8.3	8.3	12.0
	Percentage of non-Japanese executives		%	Sysmex Corporation	16.7	16.7	16.0
	Percentage of mid-career executives		%	Sysmex Corporation	54.2	54.2	56.0
Gender ratio of total hires	New graduate recruitment	Men	%	Sysmex Corporation	61.3	57.0	62.5
		Women	%	Sysmex Corporation	38.7	43.0	37.5
	Mid-career recruitment	Men	%	Sysmex Corporation	83.0	63.5	84.3
		Women	%	Sysmex Corporation	17.0	36.5	15.7
Ratio of female managers[1]			%	Sysmex Corporation	10.3	10.0	11.3
Ratio of female next-generation managers[2]			%	Sysmex Corporation	24.8	25.2	26.1
Ratio of mid-career hires in managerial and professional positions			%	Sysmex Corporation	39.8	39.0	37.8

1 Percentage of women at director level or above
2 Percentage of women at manager or leader positions

3. Cost

Item		Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Total employment cost[1]		million yen	Sysmex Corporation	26,382	27,941	28,380
Total human resources development and training cost	Total human resources development and training cost	million yen	Sysmex Corporation	241	261	221
		million yen	Group	369	595	606
	Training cost per employee	thousand yen	Sysmex Corporation	83	82	67
		thousand yen	Group	45	51	52
Total workforce cost[2]		million yen	Sysmex Corporation	34,798	36,861	36,848

1 Total salary paid + Allowances + Other allowances + Training cost
2 Total workforce cost incurred by the Company (including employees, directors/executive officers, and temporary employees) + Training cost

4. Productivity

Item		Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Value-added productivity, sales, EBIT, and operating profit per FTE	Value-added productivity[1]	thousand yen	Sysmex Corporation	14.8	15	11.2
	Sales per FTE[2]	million yen	Sysmex Corporation	69	71	58
	EBIT per FTE[3]	million yen	Sysmex Corporation	12	17	9
	Operating profit per FTE[4]	million yen	Sysmex Corporation	18	18	8
Ratio of total workforce cost to total cost[5]	Total workforce cost (manufacturing and service labor costs + SG&A labor costs + training costs) / total costs (cost of sales + SG&A expenses)	%	Sysmex Corporation	40.3	41.5	40.6
Human capital ROI	Added value[6]	million yen	Sysmex Corporation	108,809	114,291	86,029
	Real human capital investment change rate[7]	%	Sysmex Corporation	1.2	1.3	1.2
	Human capital ROI[8]	%	Sysmex Corporation	167.9	173.1	82.2

1 Value-added productivity = Value added / (Average number of employees during the period × Average annual working hours per employee).
Sysmex monitors value-added productivity to quantitatively measure the value created through human capital.
2 Sales per FTE = Sales / FTE
3 EBIT per FTE = (Profit before tax + Interest expenses − Interest income) / FTE
4 Operating profit per FTE = Operating profit / FTE
5 Total workforce cost to total cost = Total workforce cost (manufacturing and service labor costs + SG&A labor costs + training costs) / total costs (cost of sales + SG&A expenses)
6 Added value = Operating profit + Total workforce cost + Depreciation & Amortization
7 Real human capital investment change rate = Employment growth rate × Labor share
Sysmex monitors the rate of increase or decrease in real human capital investment to assess the underlying investment in human capital in relation to the balance between workforce size and compensation.
8 Human capital ROI = Operating profit / Labor cost; Labor cost = Cost of goods sold + SG&A cost

5. Health, Safety, and Wellbeing

Item		Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Number and rate of occupational injuries	Number of occupational injuries	people	Sysmex Corporation	3	4[4]	4
	Lost-time injury frequency rate[1]	—	Sysmex Corporation	0.44	0.56[4]	0.54
Number and rate of work-related fatalities	Number of work-related fatalities	people	Sysmex Corporation	0	0	0
	Rate of work-related fatalities[2]	—	Sysmex Corporation	0	0	0
Work time lost due to occupational injuries	Lost-time injury severity rate[3]	—	Sysmex Corporation	0.07	0.06	0.05
Absence	Absenteeism rate	%	Sysmex Corporation	1.2	1.3	1.3
Annual working hours per employee[5]		hours	Sysmex Corporation	2,010	2,009	1,979
Total workdays lost		days	Sysmex Corporation	443	402[4]	348
Total actual hours worked		hours	Sysmex Corporation	6,859,072	7,132,258	7,339,885
Employees taking childcare leave	Women	people	Sysmex Corporation	43	29	43
	Men	people	Sysmex Corporation	53	62	70
Employees working shorter hours for childcare	Women	people	Sysmex Corporation	153	134	128
	Men	people	Sysmex Corporation	3	3	4
Return-to-work rate after childcare leave	Women	%	Sysmex Corporation	97	97	100
	Men	%	Sysmex Corporation	100	100	100
Employees using accumulated paid leave		people	Sysmex Corporation	153	154	182
Children using an in-house childcare center	Annual total	people	Sysmex Corporation	30	25	20
	At fiscal year-end	people	Sysmex Corporation	26	24	20

Item		Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Reemployment of former employees who left due to childcare or nursing care	New registrants	people	Sysmex Corporation	1	0	0
	Employees reemployed	people	Sysmex Corporation	0	0	0
	Reemployment rate	%	Sysmex Corporation	0	0	0
Regular health checkup participation rate		%	Sysmex Corporation	100	100	100
Follow-up medical examination participation rate (Secondary examination participation rate)		%	Sysmex Corporation	53.2	52.5	56.0
Specific health guidance participation rate (High-risk employee guidance rate)		%	Sysmex Corporation	15.5	22.4	24.2
Sick leave rate (mental / physical)[6]		%	Sysmex Corporation	2.6	2.8	3.0

1 Occupational injury frequency rate (Lost-time injury frequency rate) = (Number of occupational injuries during the period / Total employee hours worked during the period) × 1,000,000
2 Rate of work-related fatalities = (Number of fatal occupational injuries / Total number of employees) × 100
3 Work time lost due to occupational injuries (Lost-time injury severity rate) = (Total hours lost due to injuries or other work-related incidents during the period / Total expected working hours during the period) × 1,000
4 Revised from the figures disclosed in the previous fiscal year following a review of the actual data
5 Annual working hours per employee
6 Percentage of employees taking sick leave for personal illness or injury at least once during the year, including employees on a phased return to work (for personal illness or injury); Annual number of employees taking leave / Average number of employees during the period

6. Leadership, Corporate Climate, and Engagement

Item		Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Engagement	Favorable response rate for engagement-related items in the corporate climate survey[1]	%	Sysmex Corporation	65	68	63
	Favorable response rate for Sysmex Way-related items in the corporate climate survey[2]	%	Sysmex Corporation	70	70	69
	Favorable response rate for wellbeing-related items in the corporate climate survey[3]	%	Sysmex Corporation	57	59	59
	Corporate climate survey response rate	%	Sysmex Corporation	92	91	90
Average length of service		years	Sysmex Corporation	12.7	12.7	12.8
Promotion of diverse work styles and “smart work”	Return-to-work rate after childcare leave	%	Sysmex Corporation	99	99	100
	Ratio of male employees taking childcare leave	%	Sysmex Corporation	61	77	80

1 Percentage of employees with an engagement score of 4 or higher on a 5-point scale
2 Percentage of employees with a Sysmex Way score of 4 or higher on a 5-point scale
3 Percentage of employees with a wellbeing score of 4 or higher on a 5-point scale

7. Ethics, Compliance, and Labor Relations

Item			Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Female-to-male pay ratio[1]	All employees	Total compensation	%	Sysmex Corporation	58.4	68.1	66.8
	Regular employees (employees in managerial and professional positions + general employees)	Total compensation	%	Sysmex Corporation	74.2	78.7	76.6
	Non-regular employees (contract employees, part-timers)	Total compensation	%	Sysmex Corporation	35.9	44.2	47.5
	Employees in managerial and professional positions	Base salary	%	Sysmex Corporation	94.7	96.1	94.4
		Total compensation	%	Sysmex Corporation	94.0	96.2	95.8
	General employees	Base salary	%	Sysmex Corporation	88.6	89.1	89.1
		Total compensation	%	Sysmex Corporation	82.1	84.7	86.0

Item			Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Pay gap across employee categories	Average compensation by age group as a percentage of the average compensation of all employees	60 or older	%	Sysmex Corporation	—	—	112.6
		50 to 59	%	Sysmex Corporation	—	—	117.6
		40 to 49	%	Sysmex Corporation	—	—	106.8
		30 to 39	%	Sysmex Corporation	—	—	86.0
		20 to 29	%	Sysmex Corporation	—	—	66.5
CEO-to-median employee pay ratio	CEO compensation as a percentage of the median annual employee salary		times	Sysmex Corporation	—	—	27.0
Percentage of employees completing mandatory training[2]	Percentage of employees completing global compliance training		%	Sysmex Corporation	90 or higher	90 or higher	90 or higher
Number of complaints raised[3]	Number of reports received through whistleblowing hotline, external reporting, and harassment consultation channels		cases	Sysmex Corporation	—	—	38
Number, types, and outcomes of human rights issues raised[4]	Number of human rights issues formally raised through whistleblowing hotline, external reporting, and harassment consultation channels	Total	cases	Sysmex Corporation	—	—	13
		Resolved	cases	Sysmex Corporation	—	—	13
		Ongoing	cases	Sysmex Corporation	—	—	0
Percentage of the workforce covered by collective bargaining agreements	Percentage of employees belonging to the labor union relative to total employees		%	Sysmex Corporation	63	64	66

1 Female-to-male pay ratio
2 Percentage of employees completing global compliance training provided to all employees
3 Number of reports received through whistleblowing hotline, external reporting, and harassment consultation channels
4 Number of human rights issues formally raised through whistleblowing hotline, external reporting, and harassment consultation channels

8. Recruitment

Item		Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Document screening pass rate per job opening	Document screening pass rate for new graduate recruitment	%	Sysmex Corporation	52.6	49.2	47.1
	Document screening pass rate for mid-career recruitment	%	Sysmex Corporation	30.1	20.2	13.6
Average number of days to hire	Average number of days to hire (new graduate recruitment)	days	Sysmex Corporation	48	65	59
	Average number of days to hire (mid-career recruitment)	days	Sysmex Corporation	155	188	154
Average days to fill key positions		days	Sysmex Corporation	0	0	0
New graduate recruitment[1]	Total	people	Sysmex Corporation	124	152	114
	Men	people	Sysmex Corporation	68	97	63
	Women	people	Sysmex Corporation	56	55	51
	Non-Japanese	people	Sysmex Corporation	15	12	5
Mid-career recruitment[1]	Total	people	Sysmex Corporation	102	92	52
	Men	people	Sysmex Corporation	86	70	43
	Women	people	Sysmex Corporation	16	22	9
	Non-Japanese	people	Sysmex Corporation	3	3	6
Conversion to regular employees	Total	people	Sysmex Corporation	31	41	27
	Contract employees	people	Sysmex Corporation	16	19	8
	Temporary employees	people	Sysmex Corporation	15	22	19
Number of interns accepted	Total	people	Sysmex Corporation	970	880	1,173
	Non-Japanese	people	Sysmex Corporation	3	38	32

1 Hiring results: Employees hired from May 1 of the current fiscal year to April 30 of the following fiscal year

9. Personnel Transfers and Succession Planning

Item		Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Internal appointment rate[1]		%	Sysmex Corporation	67.5	76.1	72.7
Internal appointment rate for key positions	Internal appointment rate for GG4 or higher positions[2]	%	Sysmex Corporation	100	92.3	100

1 Internal appointment rate = (Number of internal appointments / Total number of appointments) x 100
Internal appointments (internal transfers) = Number of internal transfers = Number of transfers between divisions + Number of transfers between functions + Total number of promotions and demotions
Calculated by counting employees appointed through internal transfers to fill required positions
Total number of appointments = Number of internal transfers + Number of mid-career hires + Number of new graduate hires
2 GG4 or higher: Global key positions (“GG” stands for Global Grade, a unified global job grading system applied across the Group.)

10. Turnover

Item	Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Turnover rate	%	Sysmex Corporation	2.98	2.45	3.12
Voluntary turnover rate	%	Sysmex Corporation	2.4	1.8	2.4
Number of employees who left	people	Sysmex Corporation	84	73	98

11. Skills, Training, and Development

Item	Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Average training hours per employee	hours	Sysmex Corporation	55.3	53.4	58.5
	hours	Group	24.4	24.7	29.5
Participation rate in training	%	Sysmex Corporation	100	100	100

Product-related

Item		Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Product recalls	Class I	cases	Group	0	0	0
	Class II	cases	Group	3	6	4
	Class III	cases	Group	1	0	2
	Total	cases	Group	4	6	6
Regulatory inspections		cases	Group	1	2	3
FDA Form 483 observations		cases	Group	0	0	0
FDA Warning Letters		cases	Group	0	0	0
Number of product-related deaths		cases	Group	0	0	0
Number of violations of Good Manufacturing Practices (GMP) or equivalent standards		cases	Group	0	0	0
Customer satisfaction survey[1]		Based on a 10-point scale	U.S.	9.42	9.36	8.78

1 IMV ServiceTrack™ survey (Hematology field)

Social Contribution

Item	Unit	Scope	Fiscal 2023	Fiscal 2024	Fiscal 2025
Expenditures on corporate citizenship activities	100 million yen	Sysmex Corporation	4.88	5.06	3.60

Performance Data

ISO 304141 Certification



CERTIFIED ISO 30414 HCImpact

CERTIFICATE

SYSMEX CORPORATION

We, HC Produce Inc. have audited the data, statements, systems and strategies for Human Capital reporting in the fiscal year of 2025 by SYSMEX CORPORATION.

ISO 30414

We conducted conformance assessment audit in accordance with the 58 metrics of the Human Capital Reporting guideline, ISO 30414, following procedures (1) to (4) below.

(1) Conducting interviews with top management and employees of SYSMEX CORPORATION and those responsible for each indicator.
(2) Reviewing the content and operation of SYSMEX CORPORATION's human capital data and data collection/disclosure systems.
(3) Reviewing various rules regarding SYSMEX CORPORATION's human capital data collection, disclosure, and strategies.
(4) Confirming the contents of SYSMEX CORPORATION's internal and external reports.

Certificate No: HCP3920003
Registration Date: August 27, 2026
Expiration Date: August 26, 2029

保坂駿介

CEO
HC Produce Inc.
ISO/TC260 National Mirror Committee secretariat of Japan
1-6-1 SPACES Otemachi, Otemachi Building, Chiyoda-ku, Otemachi Tokyo Japan

HC Produce Inc.

Performance Data

Environmental Data

INPUT

		Fiscal 2023	Fiscal 2024	Fiscal 2025
	Electricity (MWh)	52,965	55,218	56,238
	City gas (thousand m^3)	1,415	1,416	1,293
	LPG (t)	15	11	15
	LNG (t)	0	0	0
	Heavy oil (kL)	0	0	0
	Kerosene (kL)	1	1	0
	Diesel oil (kL)	19	19	17
	Gasoline for fleet in Japan (kL)	3,432	3,674	3,490
	Diesel for fleet in Japan (kL)	1,172	782	820
	Water use volume (thousand m^3)	542	558	494
	Office paper (t)	22	23	21
	PRTR (t)	0	0	0

Sysmex's Business Activities



OUTPUT

		Fiscal 2023	Fiscal 2024	Fiscal 2025
	Greenhouse gas emissions (Scope 1) (t-CO_2)	13,925	13,449	12,880
	Greenhouse gas emissions (Scope 2) (t-CO_2)	6,706	6,183	4,215
	Greenhouse gas emissions (Scope 3) (t-CO_2)	564,191	581,743	636,654
	Waste emissions (t)	2,832	3,040	2,654
	Recycling rate (%)	80	81	80
	Wastewater volume (thousand m^3)	254	292	258
	PRTR (t)	0	0	0

Item	Content			Unit	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025	Fiscal 2025 Coverage[1]	Calculation Method and Other Note
INPUT	Energy consumption	Consumption of non-renewable energy	Electricity (non-renewable)	MWh	42,970	45,778	16,787	15,574	9,866	99%[2]	—
			City gas	1,000 m^3	1,238	1,585	1,415	1,416	1,293		—
			LPG	t	19	17	15	11	15		—
			LNG	t	0	0	0	0	0		—
			Heavy oil	kL	0	0	0	0	0		—
			Kerosene	kL	1	1	1	1	0		—
			Diesel oil	kL	0	19	19	19	17		—
		Consumption of renewable energy	Electricity (renewable)	MWh	6,085	8,688	36,178	39,644	46,372		—
		Consumption of other non-renewable energy	Gasoline (fleet)	kL	502	3,116	3,432	3,674	3,490		—
			Diesel oil (fleet)		8	1,200	1,172	782	820		—
		Total consumption (non-renewable energy)		MWh	139,661	188,850	153,747	153,265	138,723		
		Total consumption		GJ	524,686	711,139	683,731	694,470	666,342		Total consumption = Σ (consumption by energy type × conversion factor[3])
	Water use volume	Groundwater		1,000 m^3	96	90	103	130	86	88%	—
		Purchased water			391	410	439	428	408		—
		Total volume			487	501	542	558	494		—
	Amount of office paper used			t	28	34	22	23	21	28%	—
	PRTR input			t	0	0	0	0	0	28%	The amount of PRTR substances handled at business sites that handle chemicals in Japan
OUTPUT	Greenhouse gas emissions Scope 1	CO_2 emissions of energy consumption from stationary combustion sources		t-CO_2	2,836	3,649	2,994	2,987	2,739	99%[2]	Emissions = Σ (fuel consumption × CO_2 emission factor[3])
		CO_2 emissions from fleet			1,187	10,337	10,931	10,462	10,141		
		Total emissions			4,023	13,986	13,925	13,449	12,880		
	Greenhouse gas emissions Scope 2	Total emissions		t-CO_2	15,901	15,200	6,706	6,183	4,215		Emissions = Σ (purchased electricity consumption × CO_2 emission factor[4])+ Σ (purchased steam consumption × CO_2 emission factor[3])
	Scopes 1 + 2	Total emissions		t-CO_2	19,924	29,186	20,632	19,632	17,095		—
	Greenhouse gas emissions Scope 3	Total emissions		t-CO_2	—	587,575	564,191	581,743	636,654	—	—
	Waste emissions	Total emissions		t	2,796	3,682	2,832	3,040	2,654	96%	Waste emissions = general waste emissions + industrial waste emissions
		Total emissions (excluding sales offices in Japan)		t	2,689	3,537	2,690	2,941	2,564	90%	—
		Waste used for material recycling			1,929	2,445	1,777	1,880	1,583		Amount of waste converted into valuables as a result of a third-party process. Includes waste converted into fuel (such as RPF)
		Recycled waste (including energy recovery)			2,130	2,838	2,145	2,368	2,050		Amount of waste reused, used for material recycling, or used for energy recovery (thermal recycling)
		Total amount of waste disposal			559	699	545	572	515		Total amount of waste disposal = total emissions (excluding sales offices in Japan) - recycled waste (including energy recovery)
		Material recycling rate		%	72	69	66	64	62		—
		Recycling rate (including energy recovery)			79	80	80	81	80		—
	Wastewater volume	Total emissions		1,000 m^3	273	303	254	292	258	88%	—
	PRTR output	Emissions		t	0	0	0	0	0	28%	Amount of PRTR emitted from business sites that handle chemicals in Japan
		Transfers			0	0	0	0	0		Amount of PRTR transferred from business sites that handle chemicals in Japan
Compliance	Violations of environmental regulations (e.g., air and water pollution)	Total amount of large fines		100 million yen	0	0	0	0	0	100%	
		Number of sanctions other than fines		Cases	0	0	0	0	0		
	Significant spills and losses of chemical substances	Total number of cases		Cases	0	0	0	0	0		
		Total leakage volume		t	0	0	0	0	0		

1 Coverage is calculated based on the number of employees.
2 The boundary of GHG emissions for entities consolidated under the financial control criterion.
3 Conversion factors and emission factors are based on the “Act on Promotion of Global Warming Countermeasures”.
4 Japan: Adjusted emission factors from the list of emission factors for each electric power company released in accordance with the “Act on Promotion of Global Warming Countermeasures” (For submission in 2026)
Other countries: 2023 emission factors from the IEA Emission Factors 2025, IEA

Sustainability Management | Society | Environment | Governance | External Evaluation Performance Data

Scope3	FY2023 (t-CO_2)	FY2024 (t-CO_2)	FY2025 (t-CO_2)
Category 1: Purchased goods and services	190,948	219,743	229,050
Category 2: Capital goods	124,569	118,261	123,901
Category 3: Fuel- and energy-related activities (not included in scope 1 or scope 2)	7,699	7,851	7,675
Category 4: Upstream transportation and distribution	69,164	72,326	110,447
Category 5: Waste generated in operations	5,648	5,774	2,222
Category 6: Business travel	1,197	1,245	1,533
Category 7: Employee commuting	2,595	2,699	2,778
Category 8: Upstream leased assets	0	0	0
Category 9: Downstream transportation and distribution	6,916	7,233	11,045
Category 10: Processing of sold products	0	0	0
Category 11: Use of sold products	139,649	130,042	130,469
Category 12: End-of-life treatment of sold products	15,795	16,558	17,526
Category 13: Downstream leased assets	0	0	0
Category 14: Franchises	0	0	0
Category 15: Investments	10	11	7
Total emissions	564,191	581,743	636,654

Global Core Indicators

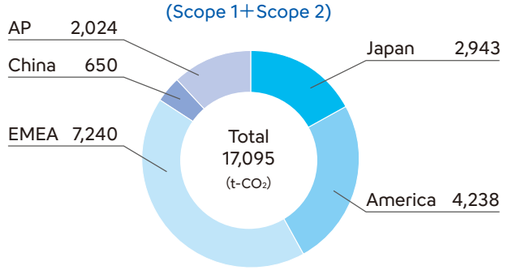
Quantitative assessment of natural capital as recommended by TNFD

Indicator number	Factors of natural change	Measurement details	Unit	FY2025
—	Climate change	GHG Emissions Scope 1	t-CO_2	12,880
		GHG Emissions Scope 2	t-CO_2	4,215
		GHG Emissions Scope 3	t-CO_2	636,654
C1.0	Land use change	Total area managed by the Sysmex group (status of major facilities described in the annual securities report)	m^2	456,751
C2.1	Pollution	Water Drainage	1,000 m^3	258
C2.2		Total Waste Emissions	t	2,654
C2.3		Recycling of containers and packaging materials and utilization rate of environmentally friendly materials	%	67
C2.4		Air emissions of substances subject to the PRTR system	t	0
C3.0	Resource Use /Replenishment	Water withdrawals in water-stressed areas	1,000 m^3	66

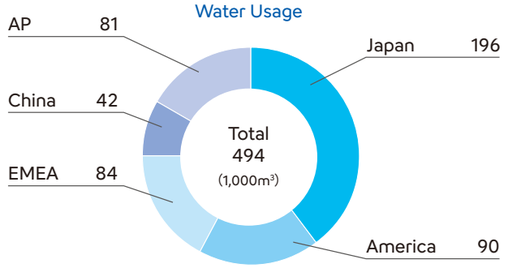
Environmental Performance Data by Business Region

Quantitative assessment of dependency and impact

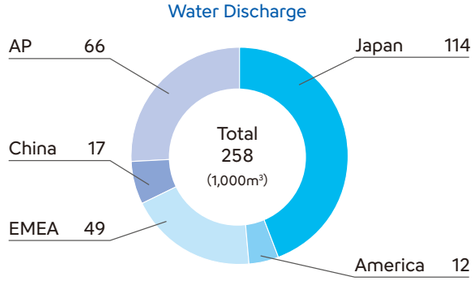
GHG Emissions (Scope 1+Scope 2)



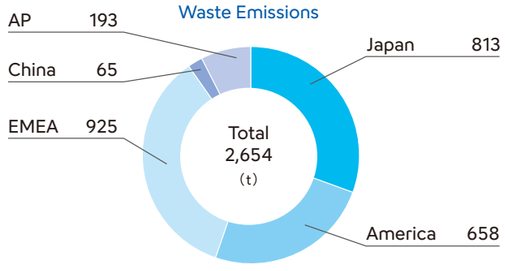
Water Usage



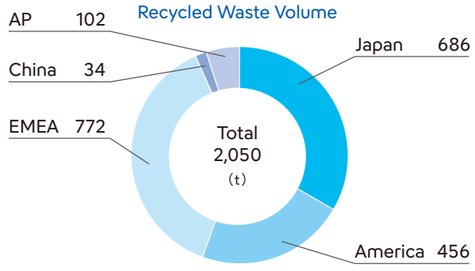
Water Discharge



Waste Emissions



Recycled Waste Volume



Performance Data

Independent Practitioner's Assurance

CERTIFICATION INTERNATIONAL
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Independent Assurance Report

Mr. Iwane Matsui
President
SYSMEX CORPORATION

We, SOCOTEC Certification Japan (hereafter "SOCOTEC"), have performed a limited assurance engagement, in response to the entrustment from SYSMEX CORPORATION. (hereafter the "Company") in order to provide an opinion as to whether the subject matter information ("FY2025 GHG Emissions, Environmental and Social Performance Data" (period: 1 April 2025 to 31 March 2026)) of the Company meets the criteria in all material respects.

1 Subject Matter Information and Criteria

The subject matter information for our assurance is a "report on GHG Emissions, Environmental and Social Performance Data (shown in the Appendix)" covering the operations and activities of the Company and its consolidated companies in Japan and overseas (8 domestic subsidiaries and 50 overseas subsidiaries) described in "FY2025 GHG Emissions, Environmental and Social Performance Data" (period: 1 April 2025 to 31 March 2026).
The criteria for preparing subject matter information is the "Environmental Performance Data Calculation Standards (Ver.14)".

2 Management Responsibility

The "FY2025 GHG Emissions, Environmental and Social Performance Data" (period: 1 April 2025 to 31 March 2026) was prepared by the management of the Company, who is responsible for the integrity of the assertions, statements and claims made therein (including the assertions over which we have been engaged to provide limited assurance), the collection, quantification and presentation of all data and information in the report, and applied criteria, analysis and publication.
The management of the Company is responsible for maintaining adequate records and internal controls that are designed to support the reporting process and ensure that the "FY2025 GHG Emissions, Environmental and Social Performance Data" (period: 1 April 2025 to 31 March 2026) is free from material misstatement whether intentional or negligent.

3 Assurance Practitioner's Responsibility

The responsibility of SOCOTEC is to express a limited assurance conclusion as to whether the subject matter information has been prepared in compliance with the criteria in all material respects.
We have performed limited assurance engagement in accordance with the verification procedures stipulated by SOCOTEC and "JIS Q 14064-3:2023 (ISO 14064-3:2019) Specification with guidance for the verification and validation of greenhouse gas statements" and the International Standard on Assurance Engagements (ISAE) 3000 (Revised), "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" of International Auditing and Assurance Standards Board (IAASB).
The procedures performed in the limited assurance engagement are limited in their type, timing and scope as compared to the procedures performed in the reasonable assurance engagement. As a result, our limited assurance engagement does not provide as high assurance as reasonable assurance engagement.
Our procedures performed depend on the assurance professional practitioner's judgement, including an assessment of the risk of material misstatement, whether due to fraud or error. Our conclusion was not designed to provide assurance on internal controls.
We believe that we have obtained the evidence to provide a basis for our limited assurance conclusions.

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1/2

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4 Assurance Procedures

The procedures that SOCOTEC has performed are based on professional judgement and include, but are not limited to:

- Evaluation of policies and procedures created by the Company in relation to subject matter information
- Inquiries to the Company personnel to understand the above policies and procedures
- Verification that the target project meets eligibility requirements
- Matching with the basis data by trial calculation and recalculation
- Obtaining and collating material for important assumptions and other data
- Sites visited to confirm the calculation structure and procedures, data collection and implementation status of record control:
  Solution Center / Kakogawa Factory

5 Statement of Our Independence, Quality Management and Competence

SOCOTEC has introduced and maintained a comprehensive management system that conforms to the accreditation requirements of "JIS Q 17021-1:2015(ISO/IEC 17021-1:2015) Conformity assessment - Requirements for bodies providing audit and certification of management systems - Part 1: Requirements". In addition, we have also established a management system according to "JIS Q 14065:2025(ISO 14065:2020) General principles and requirements for bodies validating and verifying environmental information". These meet the requirements of International Standard on Quality Management 1 by the International Auditing and Assurance Standards Board and Code of Ethics for Professional Accountants by International Ethics Standards Board for Accountants. We maintain a comprehensive quality management system that includes ethical rules, professional standards and documented policies and procedures for compliance with applicable laws and regulations.
The SOCOTEC Group is a comprehensive third-party organisation in testing, inspection and certification operations, and provides management system certification and training services related to quality, environment, labour and information security in countries around the world. Engaged in performance data and sustainability report assurance of environmental and social information, SOCOTEC affirms that it is independent of the organisation that has ordered the assurance engagement, its affiliated companies and stakeholders, and that there is no possibility of impairing impartiality or conflict of interest.
We assure that the team engaged in the assurance is selected based on knowledge and experience in the relevant industry, as well as the competence requirements for this assurance engagement.

6 Use of Report

Our responsibility in performing our limited assurance activities is to the management of the Company only in accordance with the terms for this engagement as agreed with the Company. We do not therefore assume any responsibility for any other purpose or to any other person or organisation.

7 Our Conclusion

On the basis of our procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the subject matter information is not, in all material respects, prepared and reported in accordance with the stated criteria.

SOCOTEC Certification Japan

M. Fukushima

Masahide Fukushima
Head of Verification
4 June 2026
ESDT6363-1

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2/2

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Appendix to Independent Assurance Report

GHG Emissions, Environmental and Social Performance Data

Table 1 GHG Emissions Data

Item			Quantity	Unit
Scope 1			12,880	t-CO2e
Scope 2 (Market-based)			4,215	t-CO2e
Scope 3	Category 2	Capital goods	123,901	t-CO2e

Table2 Environmental Performance Data

Item	Figure	Unit
Water withdrawals	494	thousand m³
Domestic industrial Wastes Emissions*	403	t
Energy consumption	666,342	GJ

* Scope: 11 sites in total, including major business locations, instrument factories, and reagent factories in Japan

Table3 Social Performance Data

Item	Figure	Unit
Female managers ratio (SYSMEX CORPORATION)	11.3	%

SOCOTEC Certification Japan: This appendix is a valid document as an appendix to the independent assurance report issued to SYSMEX CORPORATION Limited on 4 June 2026.
APPENDIX 1 / 1

ESDT6363-1

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Performance Data

Governance Data

1. Board of Directors

Item		Unit	Fiscal 2023	Fiscal 2024	Fiscal 2025
Composition of the Board of Directors[1]	Directors (Board Members)	Persons	12	12	12
	Independent Outside Directors	Persons	5	5	6
	Female Directors	Persons	1	1	2
Number of Board meetings		Times	18	18	17
Attendance rate of Board meetings		%	99	99	99

2. Nomination and Compensation Committees

Item		Unit	Fiscal 2023	Fiscal 2024	Fiscal 2025
Composition of the Nomination Committee[1]	Nomination Committee Members	Persons	7	7	7
	Outside Directors	Persons	4	4	4
Number of Nomination Committee meetings		Times	2	3	5
Attendance rate of Nomination Committee meetings		%	100	100	97
Composition of the Compensation Committee[1]	Compensation Committee Members	Persons	7	7	7
	Outside Directors	Persons	4	4	4
Number of Compensation Committee meetings		Times	2	9	5
Attendance rate of Compensation Committee meetings		%	100	98	100

3. Audit and Supervisory Committee

Item		Unit	Fiscal 2023	Fiscal 2024	Fiscal 2025
Composition of the Audit and Supervisory Committee[1]	Audit and Supervisory Committee Members	Persons	3	3	3
	Outside Audit and Supervisory Committee Members	Persons	2	2	2
Number of Audit and Supervisory Committee meetings		Times	17	18	16
Attendance rate of Audit and Supervisory Committee meetings		%	100	100	100

4. Executive Compensation

Item		Unit	Fiscal 2023	Fiscal 2024	Fiscal 2025
Compensation for Directors (excluding Audit and Supervisory Committee Members and Outside Directors)	Fixed compensation	Million yen	213	218	218
	Performance-based compensation		565	558	420
	Non-financial compensation, etc.		28	29	58
	Total		807	806	697
Compensation for Audit and Supervisory Committee Members (excluding Outside Directors)	Fixed compensation	Million yen	20	20	23
	Performance-based compensation		0	0	0
	Non-financial compensation, etc.		0	0	0
	Total		20	20	23
Compensation for Outside Directors	Fixed compensation	Million yen	36	36	50
	Performance-based compensation		0	0	0
	Non-financial compensation, etc.		0	0	0
	Total		36	36	50
Compensation for CEO	Fixed compensation	Million yen	52	52	52
	Performance-based compensation		184	168	131
	Non-financial compensation, etc.		6	6	12
	Total		243	227	196

Item	Scope	Unit	Fiscal 2023	Fiscal 2024	Fiscal 2025
CEO pay ratio (CEO annual total compensation / average annual employee salary)	Non-consolidated (Sysmex Corporation)	Times	28	25	22
Average annual employee salary	Non-consolidated (Sysmex Corporation)	Thousand yen	8,743	9,133	8,835

5. Compliance

Item	Scope	Unit	Fiscal 2023	Fiscal 2024	Fiscal 2025
Number of whistleblowing reports	Group	Cases	26	17	50
Number of ethical violations	Group	Cases	15	19	26
Fines associated with significant violations of laws and regulations	Group	Yen	0	0	0

6. Political contributions and other expenses

Item	Scope	Unit	Fiscal 2023	Fiscal 2024	Fiscal 2025
Contributions to political activities and organizations	Sysmex Corporation	Million yen	0	0	0

1 Composition figures represent the number of members as of the end of each fiscal year.