



Business Results

Fiscal Year Ended March 31, 2025

Sysmex Corporation
May 14, 2025

Together for a better
healthcare journey

Disclaimer

- This material contains forward-looking statements about the Sysmex Group. These forward-looking statements are based on the current judgments and assumptions of the Sysmex Group in light of the information currently available to it. Uncertainties inherent in such judgments and assumptions, the future course of our business operations and changes in operating environments both in Japan and overseas may cause our actual results, performance, achievements, or financial position to be materially different from any future results, performance, achievements or financial position either expressed or implied within these forward-looking statements.
- The information on products and other matters contained herein is not intended as advertising or medical advice, whether or not regulatory approval has been obtained.
- The Sysmex Group adopted International Financial Reporting Standards (IFRS) in the fiscal year ended March 31, 2017. Figures are disclosed in compliance with IFRS.
- In the fiscal year ended March 31, 2022, the Sysmex Group changed its method of recognizing the costs of configuration or customization services in cloud computing contracts as an expense when these services are received.

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(Appendix)

- Quarterly Operating Performance

1. Executive Summary

Executive Summary (1/2)



Operating Performance in the Fiscal Year Ended March 31, 2025 (YoY)

Significant increases in both sales and profit, with net sales exceeding ¥500 billion and record highs in operating profit and profit attributable to owners of the parent

YoY, net sales +10.2%, operating profit +11.7%, profit attributable to owners of the parent +8.1%

- Growth strategies proved effective, including the global rollout of the XR™-Series, the impact of direct sales in the hemostasis field, and capturing growth opportunities in emerging markets, resulting in sales growth across all regions
- Operating profit rose significantly, due to appropriate control of SG&A expenses, revenue growth, and the positive impact of yen depreciation.

Sales progressed as expected, and operating profit (excluding impact of impairment losses) also met our target.

Forecast for the Fiscal Year Ending March 31, 2026

Despite changes in the external environment, business remains solid, and we anticipate sales and profit increases.

- We will steadily capture demand in core businesses, particularly in the hematology and the hemostasis fields.
- We expect to see results from ongoing efforts to strengthen foundations in emerging markets, including the establishment of a new manufacturing base in India, in Brazil and direct sales expansion in Saudi Arabia.
- To minimize their impact, we will respond swiftly to external changes, such as U.S. mutual tariffs and tighter policies in China.

Executive Summary (2/2)



Sustainability Management

- For the ninth consecutive year, we were selected for inclusion in the DJSI World Index, where we ranked first in the Healthcare Equipment & Supplies industry.
- We are enhancing diversity of the Managing Board. (We plan to appoint a new outside member.)
- We are introducing performance-linked stock-based compensation to strengthen the link between executive compensation, business performance, and share price, promoting management that is more aware of cost of capital (to take effect from August 2025).

*We plan to propose to the 58th Ordinary General Meeting of Shareholders.

Shareholder Return

- We are increasing dividends for the year by ¥2 compared with our initial forecast, to ¥32.
- Going forward, in our shareholder return policy we have revised our consolidated dividend payout ratio target from 30% to 40%, and adopting a progressive dividend policy (to take effect from the fiscal year ending March 31, 2026).

*We plan to propose to the 58th Ordinary General Meeting of Shareholders.

2. Business Results, Fiscal Year Ended March 31, 2025

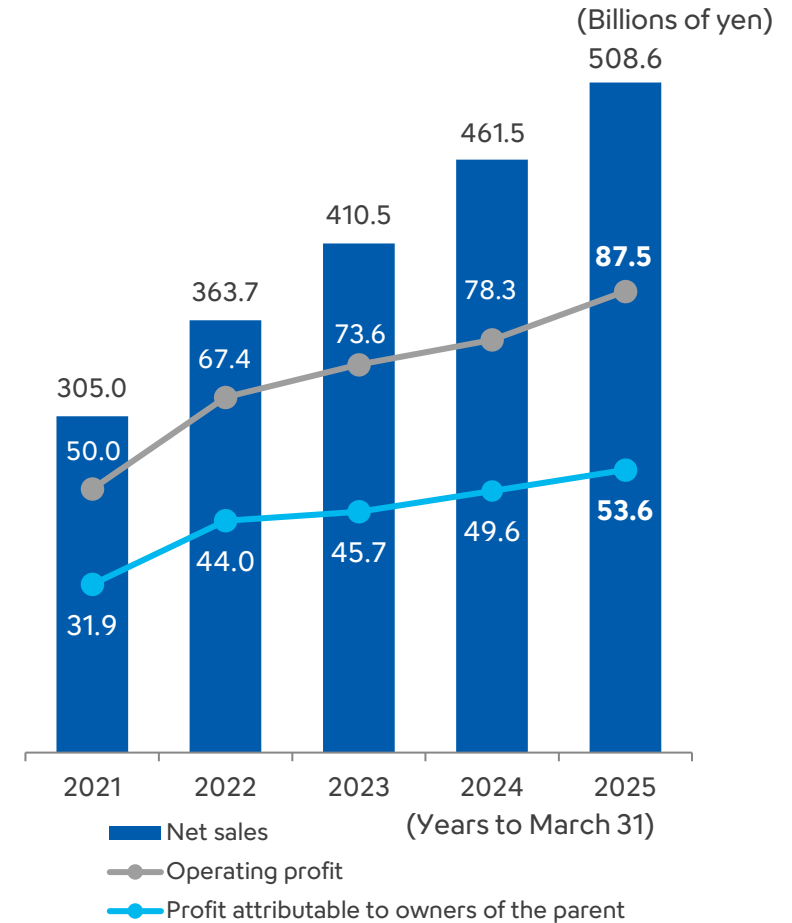
Financial Highlights (Year on Year)

(Billions of yen)	Fiscal year ended March 31, 2025		Fiscal year ended March 31, 2024		YoY (Previous period = 100%)
	Results	Ratio	Results	Ratio	
Net sales	508.6	100%	461.5	100.0%	110.2%
Cost of sales	236.6	46.5%	219.0	47.5%	108.1%
SG&A expenses	150.8	29.7%	133.7	29.0%	112.7%
R&D expenses	31.4	6.2%	31.4	6.8%	100.2%
Other income (expenses)	(2.0)	(0.4)%	1.0	0.2%	-
Operating profit	87.5	17.2%	78.3	17.0%	111.7%
Profit attributable to owners of the parent	53.6	10.6%	49.6	10.8%	108.1%

- **Net sales:** Net sales reached a record high and sales increased in all regions, owing to ongoing increases in reagent sales, among other factors.
- **Other income (expenses):** Includes a goodwill impairment loss of **¥3.17 billion**.
- **Operating profit:** Operating profit rose by double digits, reaching a historic record, owing to higher gross profit and the impact of yen depreciation.
- ✓ **Forex impact:** Net sales: +¥15.48 billion SG&A expenses: +¥4.17 billion Operating profit: +¥8.56 billion (Excluding the ¥2.0 billion special factor in Q3 unrealized gains)
- **Profit attributable to owners of the parent:** Profit was up 8.1%.

Note: Foreign exchange loss (gain): Loss of ¥3.85 billion (a year-on-year increase of ¥4.36 billion)

* Up 7% year on year, if we include the internally generated intangible assets.

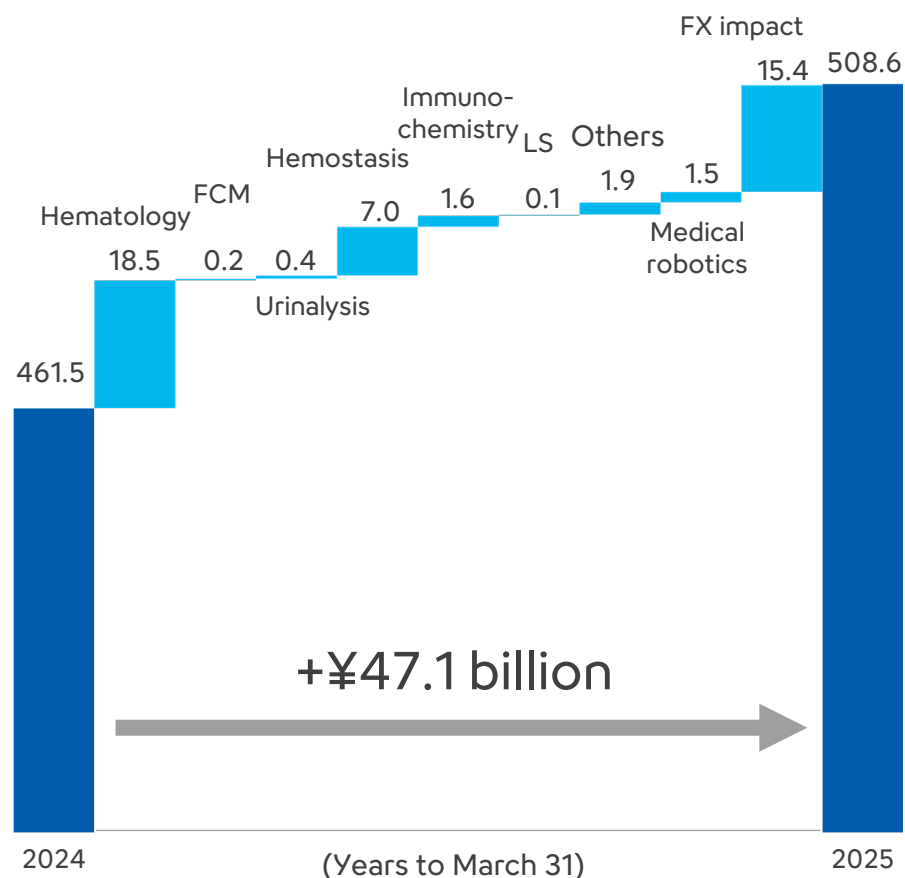


	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024
1USD	¥152.6	¥144.6
1EUR	¥163.8	¥156.8
1CNY	¥21.1	¥20.1

Breakdown of Net Sales (by Business and Field)

Net Sales by Business and Field

(Billions of yen)



Sales grew in all categories in the diagnostics business, centering on the hematology and hemostasis fields. Performance was also solid in the medical robotics business, pushing up net sales.

(Billions of yen)	Fiscal year ended March 31, 2025		YoY (Previous year = 100%)	
	Results	Ratio	Yen basis	Excluding FX impact
Net sales	508.6	100.0%	110.2%	106.9%
Hematology	303.2	59.6%	110.3%	106.8%
FCM	3.6	0.7%	109.6%	106.7%
Urinalysis	40.8	8.0%	104.6%	101.2%
Hemostasis	82.3	16.2%	112.9%	109.7%
Immunochemistry	25.8	5.1%	109.4%	106.9%
Clinical chemistry	3.6	0.7%	107.5%	105.1%
Life science	21.3	4.2%	104.0%	100.6%
Others	22.4	4.4%	111.9%	108.9%
Diagnostics business	503.2	98.9%	109.9%	106.6%
Medical robotics business	5.3	1.1%	143.4%	142.3%

Breakdown of Net Sales (By Destination and Product Type)

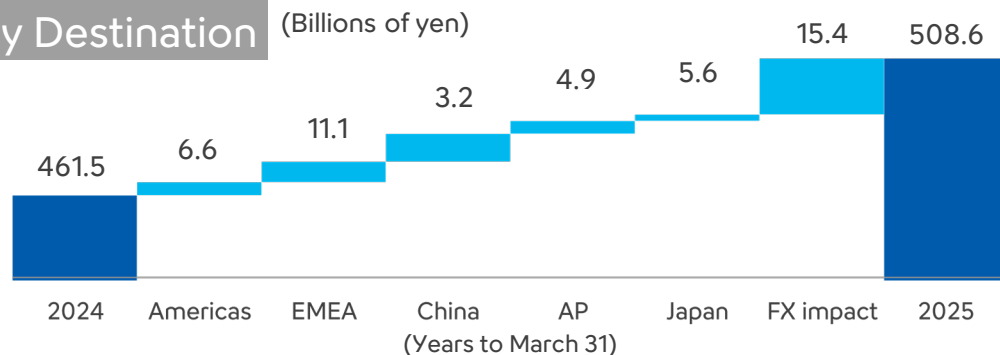
Sales increased in all destinations and for all product types.
Reagent performance was also favorable, owing to an increase in the installed instrument base.

(Billions of yen)	Fiscal year ended March 31, 2025		YoY (Previous year = 100%)	
	Results	Ratio	Yen basis	Local currency basis
Net sales	508.6	100.0%	110.2%	106.9%*
Americas	131.1	25.8%	110.4%	104.8%
EMEA	140.3	27.6%	112.0%	107.4%
China	117.9	23.2%	107.3%	103.1%
AP	51.3	10.1%	113.5%	111.0%*
Japan	67.7	13.3%	109.0%	-
Instruments	104.2	20.5%	103.3%	100.1%*
Reagents	313.8	61.7%	111.7%	108.5%*
Services	68.4	13.5%	111.3%	107.0%*
Other	22.1	4.4%	121.3%	118.3%*

*Year-on-year increase on a yen basis, excluding the impact of exchange rate fluctuations

By Destination

(Billions of yen)

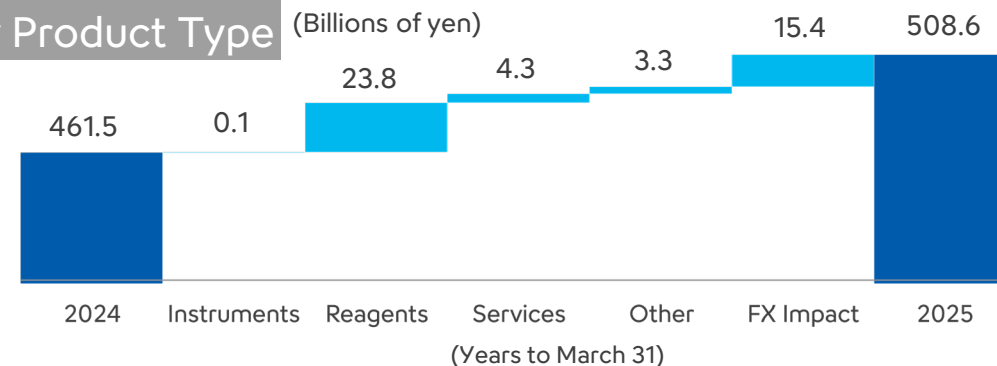


Major Reasons for Changes, by Destination

Americas	<ul style="list-style-type: none"> Sales rose, bolstered by higher reagent sales in all fields.
EMEA	<ul style="list-style-type: none"> Sales increased, owing to the impact of the XR-Series launch and direct sales in the hemostasis field.
China	<ul style="list-style-type: none"> Sales grew, as instrument sales recovered to previous-year levels and reagent sales increased, centering on the hematology and hemostasis fields.
AP	<ul style="list-style-type: none"> Sales grew by double digits for both instruments and reagents, stemming from favorable results in India and other countries.
Japan	<ul style="list-style-type: none"> Sales increased. In the diagnostics business, performance was up by double digits in the hematology and hemostasis fields. Sales also increased in the medical robotics business.

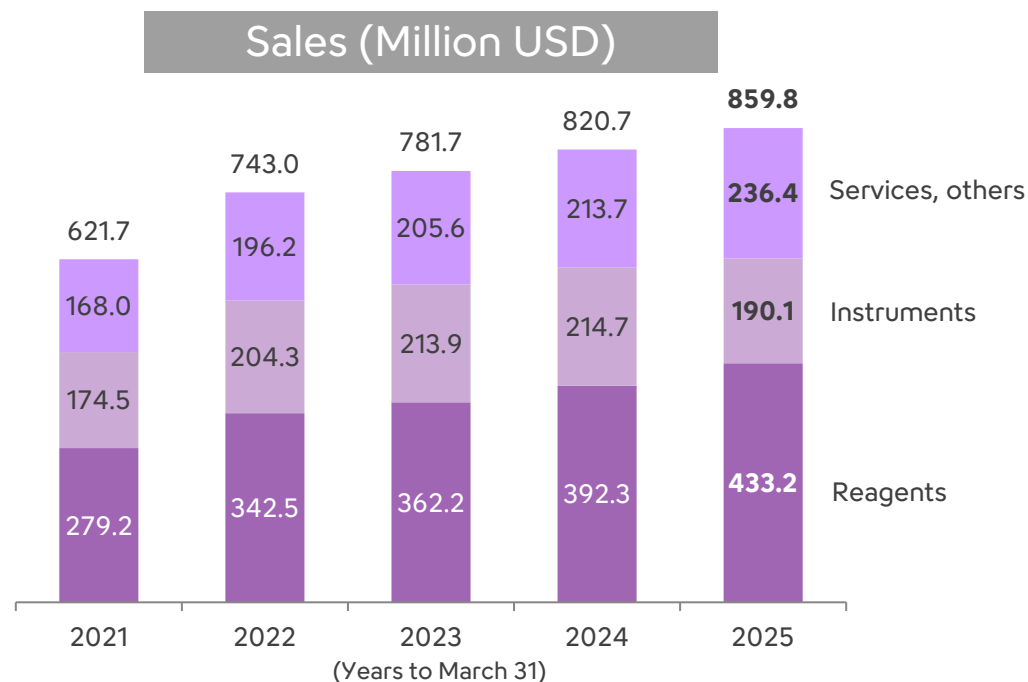
By Product Type

(Billions of yen)



Information by Destination (Americas)

(Million USD)	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	YoY (Previous period = 100%)	
			Local currency basis	Yen basis
Net sales	859.8	820.7	104.8%	110.4%
Instruments	190.1	214.7	88.6%	93.4%
Reagents	433.2	392.3	110.4%	116.3%
Services, others	236.4	213.7	110.6%	116.6%



Sales in the Americas rose, benefiting from an increase in reagent sales in all fields, stemming from growth in the installed instrument base.

● Instruments

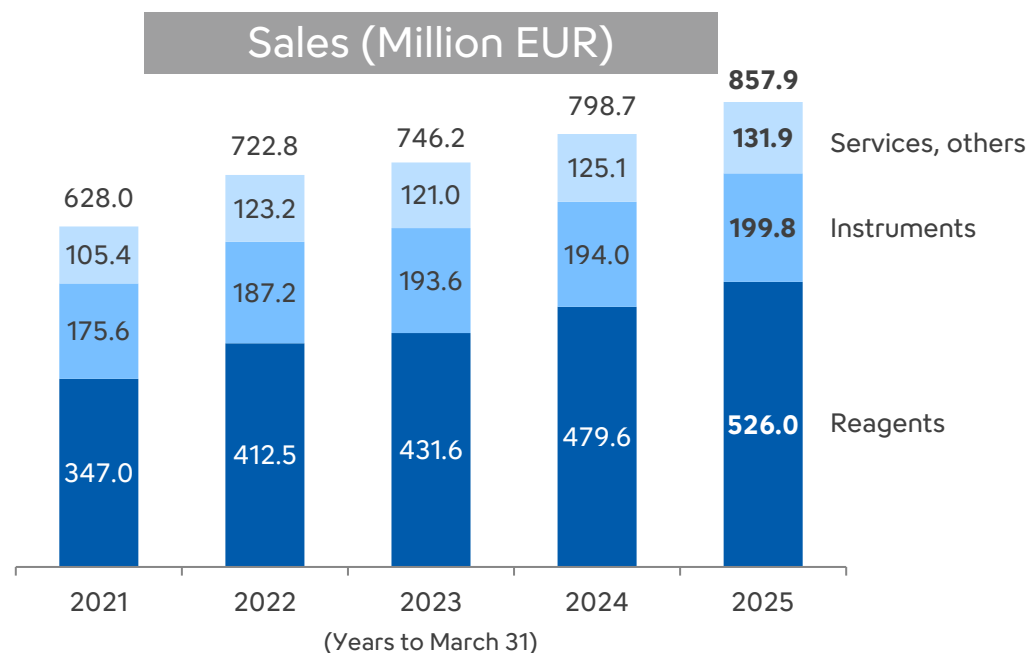
- ✓ Although delays in deliveries in North America lowered sales, performance in the hemostasis field remained solid, supported by the impact of direct sales.
- ✓ We maintained high retention and acquisition rates in the hematology field.

● Reagents

- ✓ Sales increased, driven by an increase in the installed instrument base in the hematology and urinalysis fields.
- ✓ Sales were firm in the hemostasis field and for amyloid β testing reagents in the immunochemistry field (Sales: 6.6 Million USD).

Information by Destination (EMEA)

(Million EUR)	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	YoY (Previous period = 100%)	
			Local currency basis	Yen basis
Net sales	857.9	798.7	107.4%	112.0%
Instruments	199.8	194.0	103.0%	107.2%
Reagents	526.0	479.6	109.7%	114.4%
Services, others	131.9	125.1	105.4%	110.1%



Note: Sales figures, including for past fiscal years, exclude Russia.

Sales in the EMEA region increased, as growth in hematology instruments was accompanied by double-digit growth in sales of urinalysis and hemostasis reagents, driving favorable performance across countries.

● Instruments

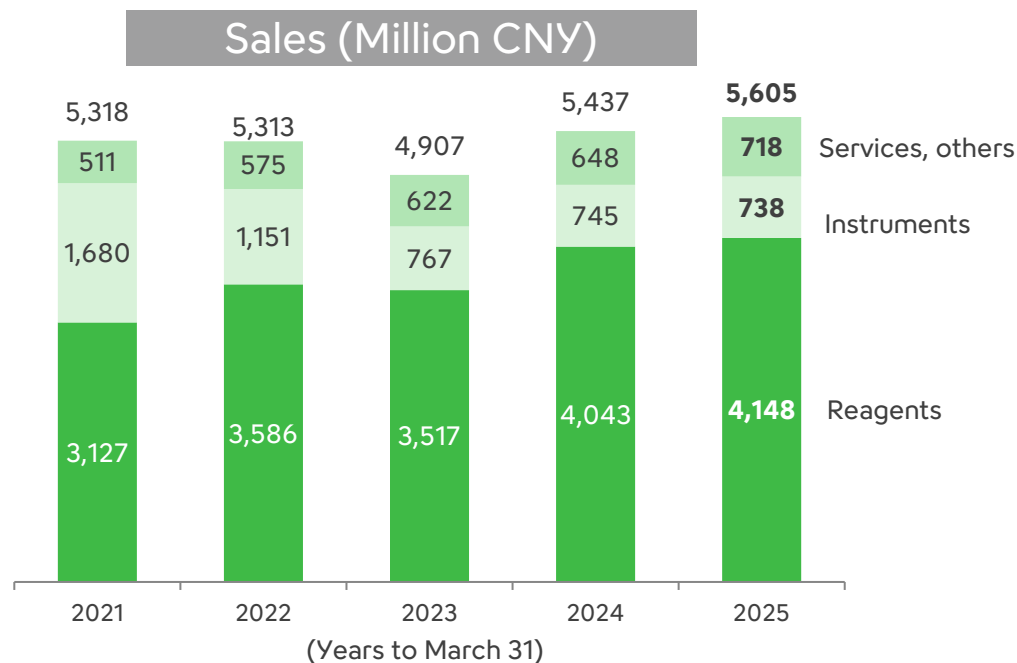
- ✓ Sales increased as the launch of the XR-Series progressed steadily, and performance was solid in the hematology field.
- ✓ Our installed instrument base increased in the hemostasis field.

● Reagents

- ✓ In the hematology field, sales were strong in Germany, the United Kingdom, and Saudi Arabia (where we have moved to direct sales).
- ✓ In the urinalysis field, sales grew mainly in Germany, and in line with our OEM agreement sales in the hemostasis field also performed well, contributing to overall sales growth.

Information by Destination (China)

(Million CNY)	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	YoY (Previous period = 100%)	
			Local currency basis	Yen basis
Net sales	5,605.4	5,437.4	103.1%	107.3%
Instruments	738.3	745.0	99.1%	103.2%
Reagents	4,148.4	4,043.9	102.6%	106.8%
Services, others	718.6	648.4	110.8%	115.0%



Instrument sales grew by double digits in the second half. Although reagent sales slowed in Q4 due to VBP and other factors, full-year sales increased.

● Instruments

- ✓ Although sales were down due to the impact of first-half performance in the hemostasis field, performance was strong in the hematology, urinalysis, and immunochemistry fields, where knockdown production of key products has begun.
- ✓ In the hemostasis field, the impact of knockdown production from Q2 drove a substantial sales increase of more than 30% in the second half.

● Reagents

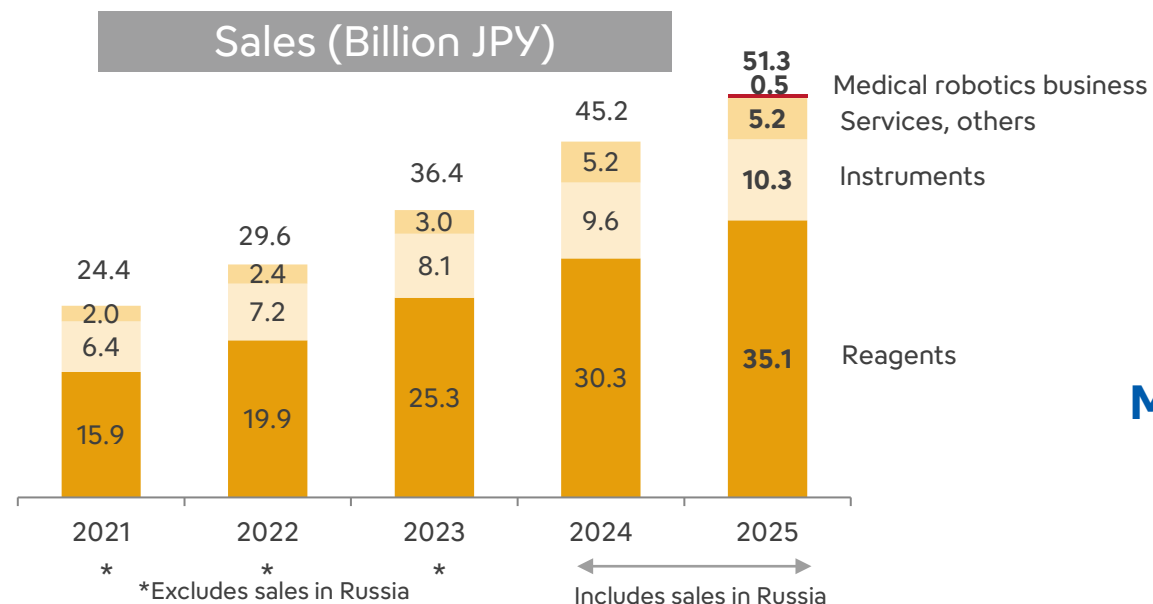
- ✓ Outpatient numbers increased, particularly at tier 3 hospitals, and the installed instrument base expanded, boosting sales in the hematology and hemostasis fields.
- ✓ In the immunochemistry field, unit prices declined due to VBP and other factors, but the number of tests increased, so sales were roughly on par with the previous year.

Information by Destination (AP)

Note: Data revised to include sales in Russia

(Billions of yen)	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	YoY (Previous period = 100%) Yen basis
Net sales	51.3	45.2	113.5% (111.0%)
Diagnostics business	50.7	45.2	112.2%
Instruments	10.3	9.6	107.1%
Reagents	35.1	30.3	115.7%
Services, others	5.2	5.2	101.7%
Medical robotics business	0.5	-	-

Note: Figures in parentheses exclude the impact of exchange rate fluctuations.



Reagent sales were favorable, in line with an increase in the installed instrument base, driving growth in individual countries. We also commenced operations in the medical robotics business.

Diagnostics business

● Instruments

- ✓ Sales grew, with expansion in the hematology field centering on India and Australia.

● Reagents

- ✓ In the hematology and urinalysis fields, an increase in the installed instrument base centering on India drove favorable performance. In the hemostasis field, as well, sales grew substantially in Vietnam. Reagent sales thus rose, bolstered by double-digit increase across all fields.

Medical robotics business

- ✓ Total units installed: 3
- ✓ Initial surgeries were performed, and the number of surgeries is steadily increasing.

Information by Destination (Japan)

(Billions of yen)	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	YoY (Previous period = 100%) Yen basis
Net sales	67.7	62.1	109.0%
Diagnostics business	62.9	58.4	107.8%
Instruments	13.6	12.0	112.6%
Reagents	39.1	36.6	106.9%
Services, others	10.2	9.7	105.3%
Medical robotics business	4.8	3.7	128.3%

Instrument and reagent sales both grew by double digits in the hematology and hemostasis fields. Performance was also favorable in the medical robotics business, leading to a sales increase in Japan.

Diagnostics business

● Instruments

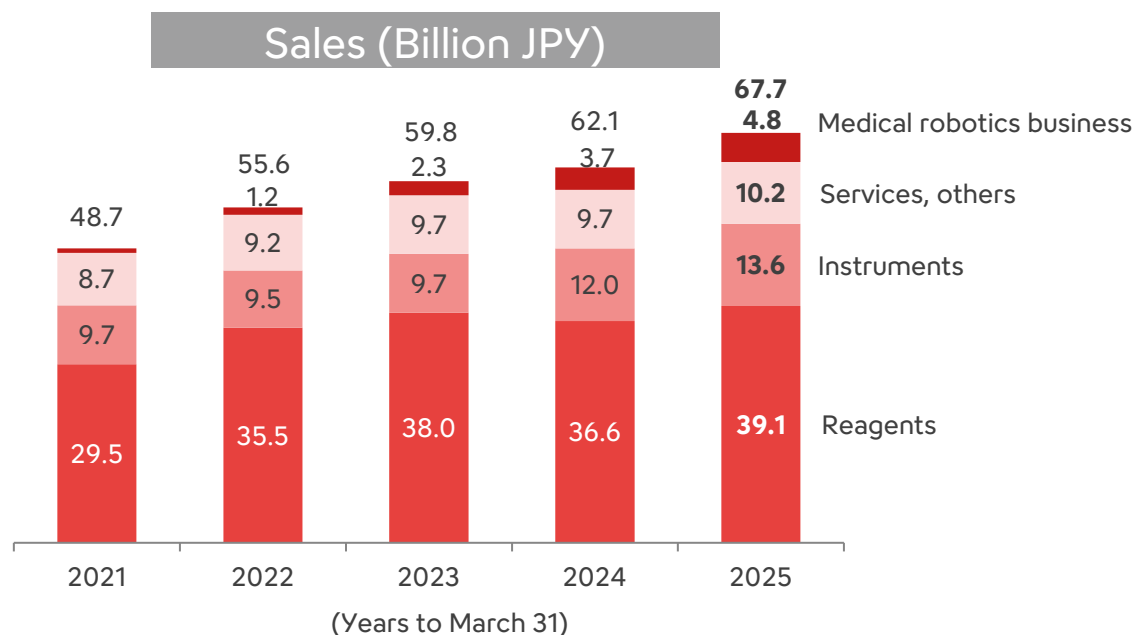
- ✓ In the hematology field, the XR-Series delivered solid results, and the installed base grew steadily in the hemostasis field, pushing up instrument sales.

● Reagents

- ✓ Reagent sales grew. In addition to a growing installed instrument base in the hematology field, we gained ground from competitors' instruments in the hemostasis field and benefited from increased parameter adoption.

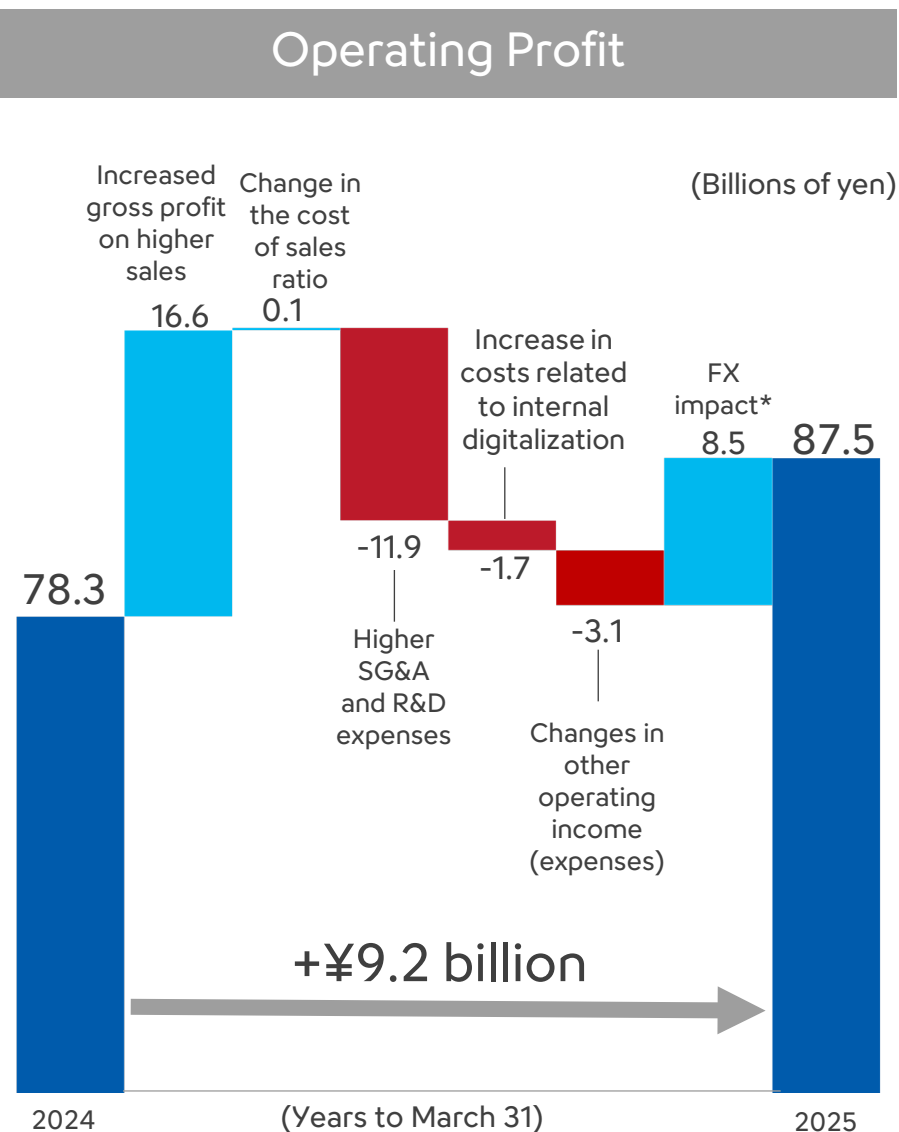
Medical robotics business

- ✓ Units installed during the year: 31; cumulative total: 86
- ✓ Sales of services and consumables (e.g., forceps) increased in line with the rise in installations and number of procedures



Breakdown of Operating Profit

Note: Figures and comments below exclude the impact of exchange rates.

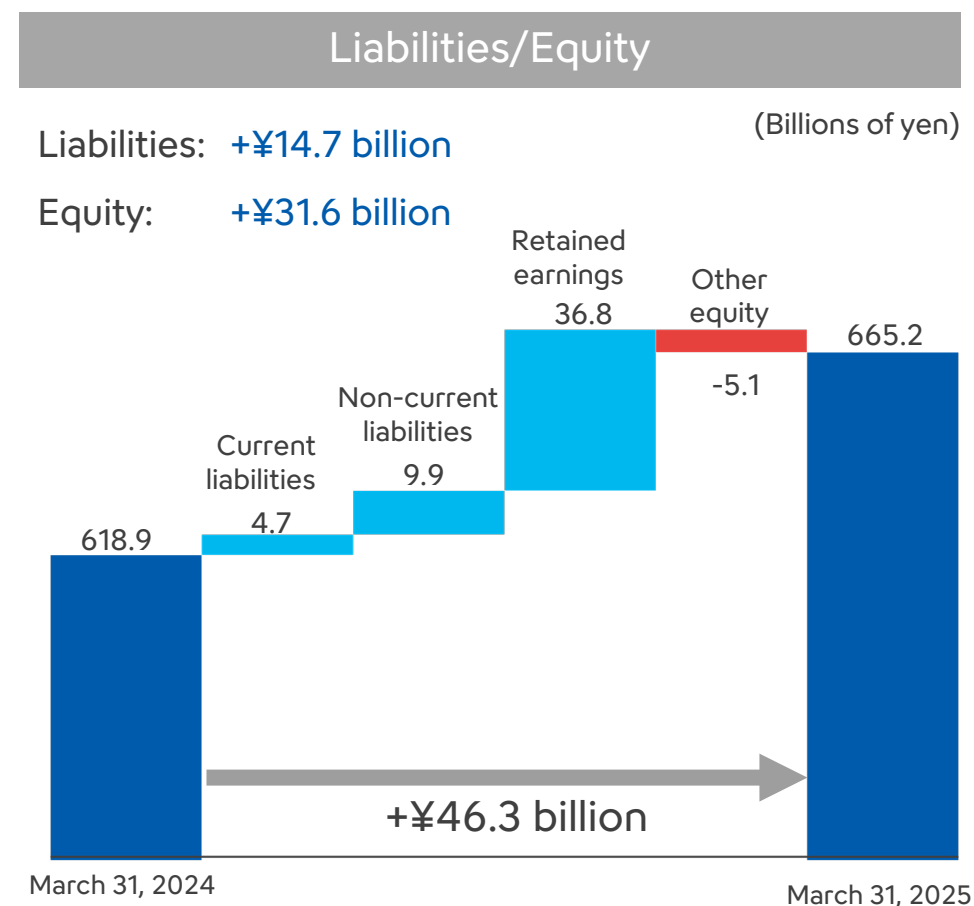
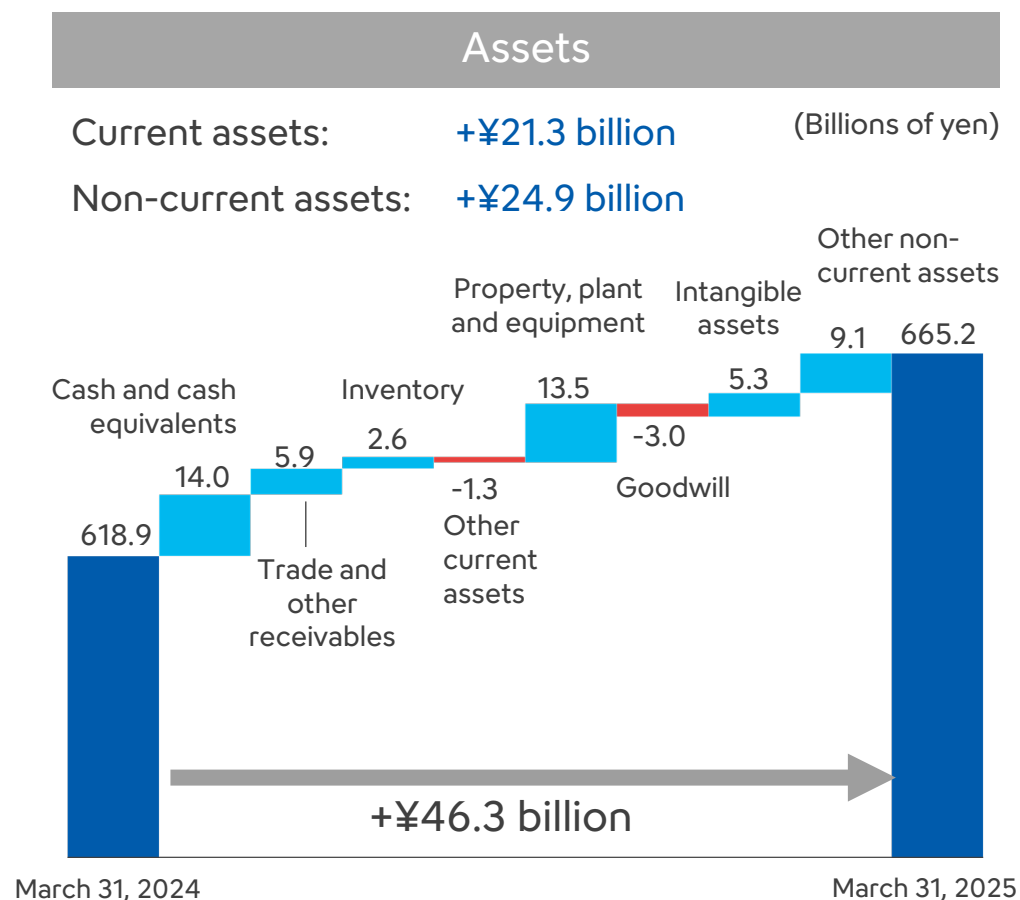


*Excluding the ¥2.0 billion special factor in Q3 unrealized gains

- Increased gross profit on higher sales: +¥16.61 billion
 - Impact of change in the cost of sales ratio: +¥0.15 billion (0.1pt improvement)
 - ✓ Positive factors: Product mix: 0.5pt
 - ✓ Negative factors: cost of sales of products: 0.3pt; service costs: 0.1pt; transportation expenses: 0.1pt
 - Higher SG&A and R&D expenses: -¥11.19 billion
 - ✓ Labor costs: Mainly due to an increase in personnel stemming from an increase in scale, as well as to higher unit labor costs: Approx. ¥8.2 billion
 - ✓ Expenses: Increase stemming from an expansion in scale and sales promotion activities: Approx. ¥2.1 billion
 - *Higher R&D expenses: -¥0.05 billion
 - We continued to invest at +7%, including the internally generated intangible assets.
 - Higher expenses related to internal digitalization: -¥1.73 billion
 - Changes in other operating income (expenses): -¥3.19 billion
 - ✓ Goodwill impairment loss: - ¥3.17 billion
-
- FX impact : +¥8.56 billion
(excluding the ¥2.0 billion special factor in Q3 unrealized gains)

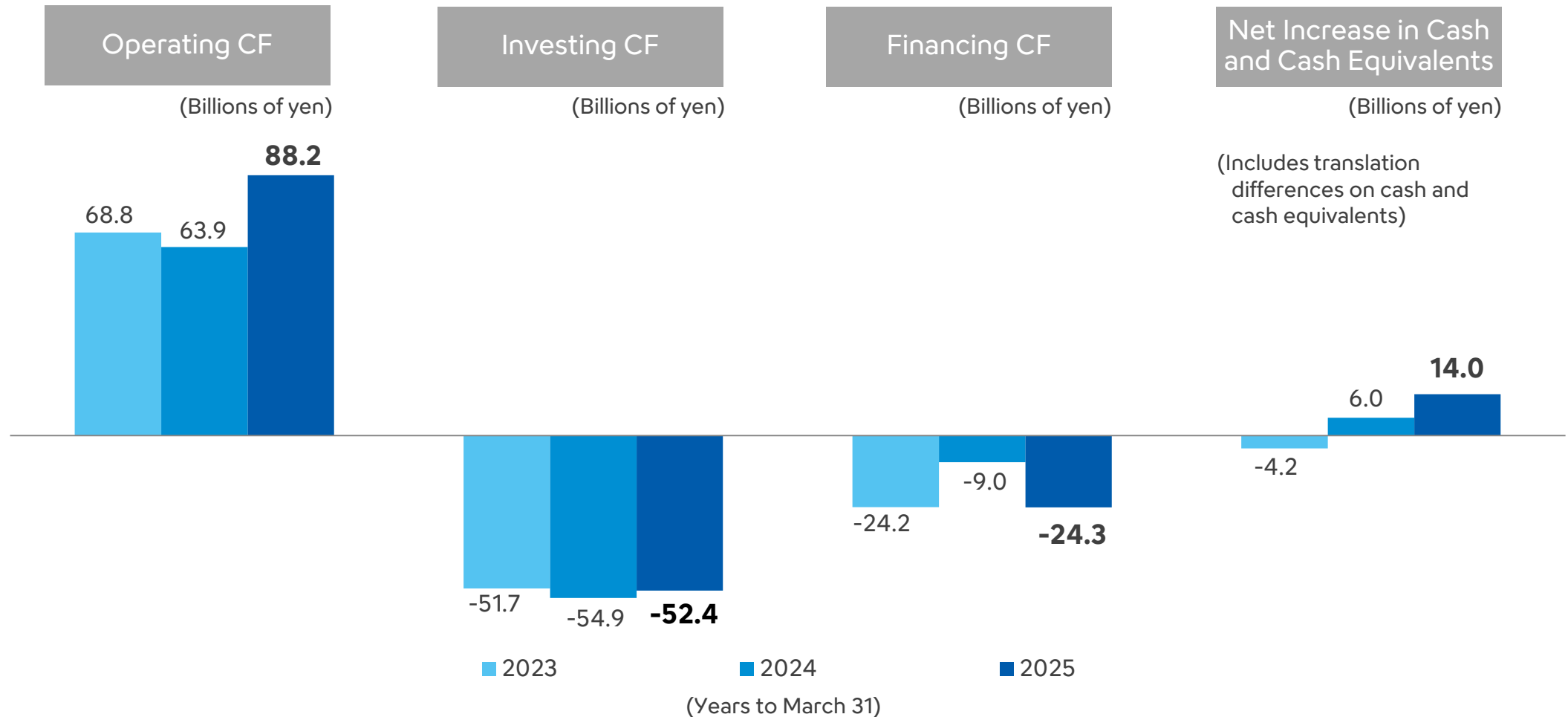
Breakdown of Changes in the Consolidated Statement of Financial Position

Although goodwill declined due to impairment losses, assets increased with the rise in cash and cash equivalents. Equity also grew, as profit for the period pushed up retained earnings.



Consolidated Cash Flows

Operating cashflow increased, owing to an increase in profit before tax and the collection of trade receivables, among other factors.



Proposed Dividend for the Fiscal Year Ended March 31, 2025

- The dividend amount is ¥2 higher than our initial forecast at the start of the year.

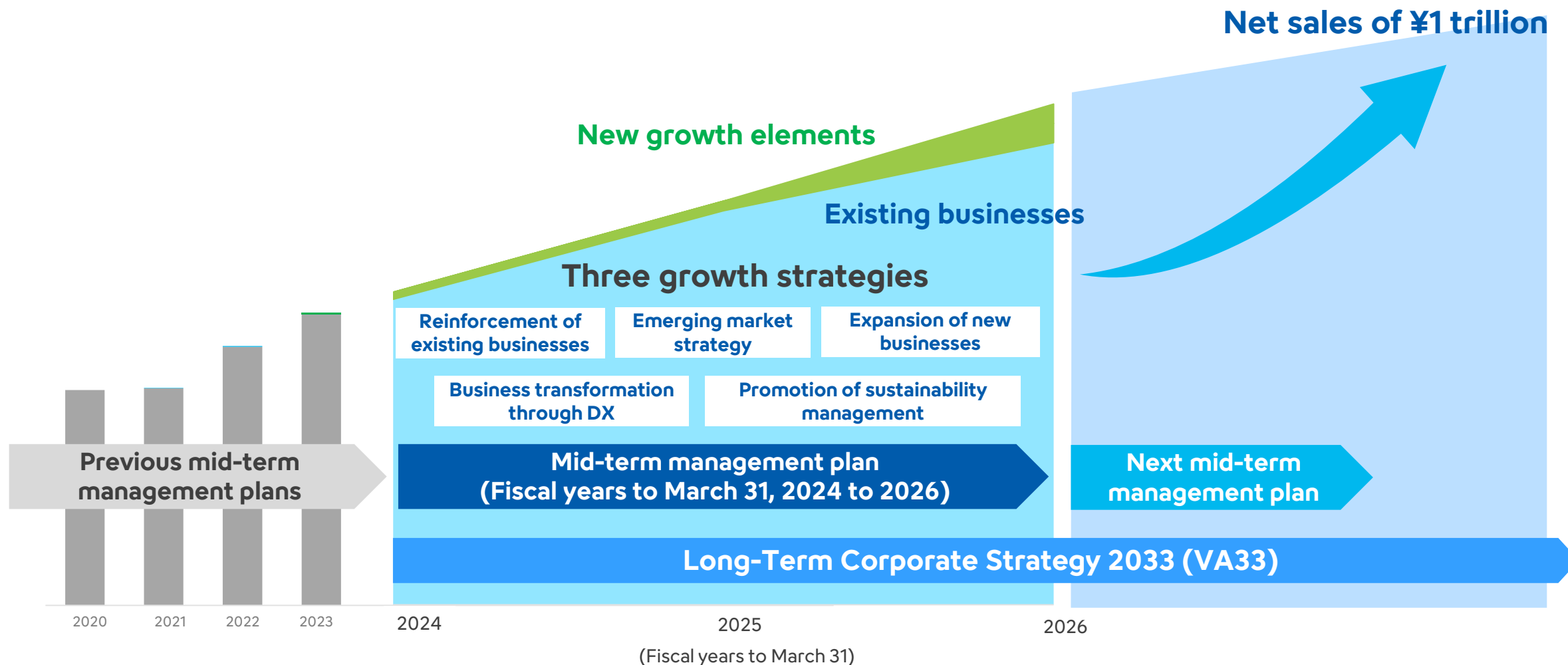
	Interim dividend	Year-end dividend	Total	Payout ratio
Fiscal year ended March 31, 2024	¥14	¥14	¥28	35.4%
Fiscal year ended March 31, 2025 (initial forecast)	¥15	¥15	¥30	35.0%
Fiscal year ended March 31, 2025 (proposal)	¥15	¥17*	¥32	37.4%

*We plan to propose this year-end dividend to the 58th Ordinary General Meeting of Shareholders.

3. Progress under the Mid-Term Management Plan

Overview of the Mid-Term Management Plan

In addition to strengthening existing businesses, we are working to expand and monetize new businesses. We aim to improve profitability and efficiency while ensuring our med- to long-term growth potential.



Three Growth Strategies: Reinforcement of Existing Businesses (1)



Hematology field

✓ Progress

- Commenced global launch of the XR-Series
- Strengthened market competitiveness through peripheral instruments (e.g., BT-50)
- Expansion of the installed instrument base spurred reagent sales growth

✓ Future plans

- Launch the XR-Series in the Americas

Immunochemistry field

✓ Progress

- Expanded the number of test parameters (61 as of March 2025)
- Launched Alzheimer's disease testing reagents; LDT testing started in the United States
- Sales fell short of expectations due to factors such as VBP in China

✓ Future plans

- Expansion and panel adoption of Alzheimer's disease test parameters
- Further expansion of test parameters

Urinalysis fields

✓ Progress

- Launched product for the mid- to lower-tier markets (UF-1500)
- Expanded sales of the UN-Series in the North America

✓ Future plans

- Promote replacement at facilities using old model instruments

Life Science

✓ Progress

- Pivot performed toward business monetization
 - Reorganized Sysmex Inostics, initiated liquidation of certain subsidiaries
 - Narrowed down R&D themes

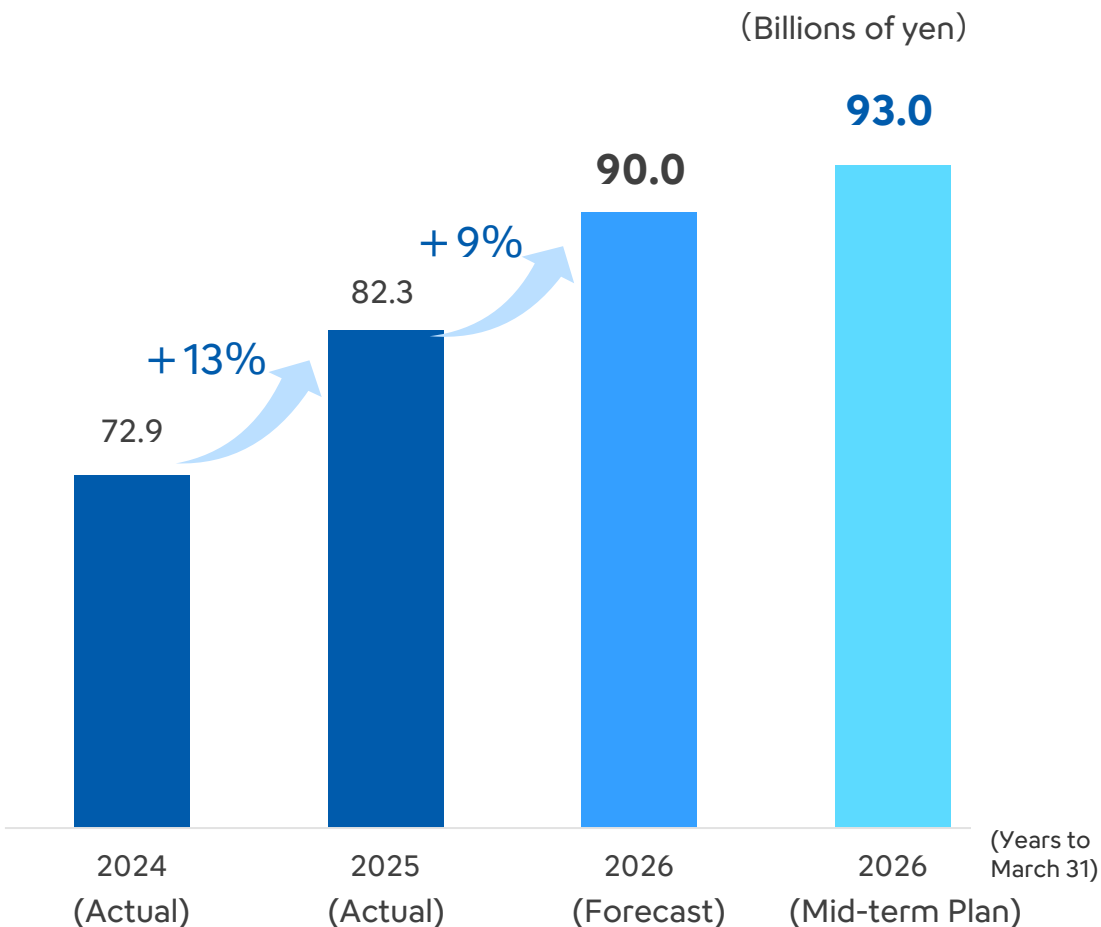
✓ Future plans

- Accelerate rollout of alliance products
- Rebuilt product portfolio

Three Growth Strategies: Reinforcement of existing businesses (2)

Hemostasis field

■ Sales trend of hemostasis field



✓ Progress

- Revised agreement with Siemens and began direct sales in Europe and the Americas
- Increased the number of tenders, including conversions from competitors' products, driving reagent sales growth

✓ Future plans

- Accelerate business in Europe and the Americas through CN-Series sales launch in the Americas
- Improve profitability through expanded adoption of reagent parameters



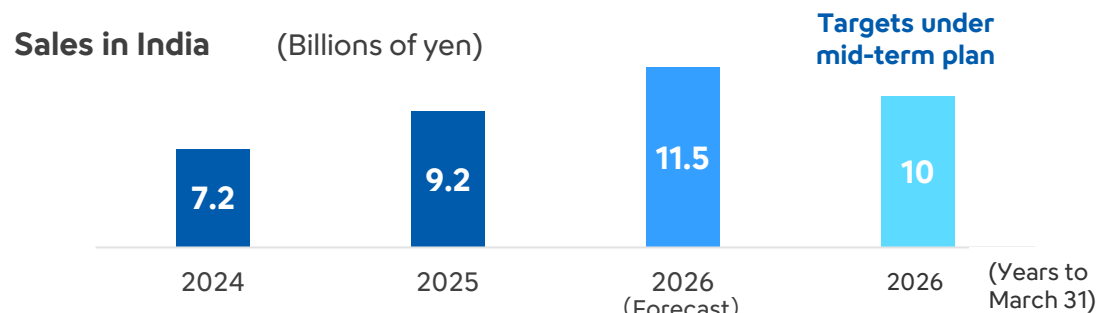
Automated Blood Coagulation Analyzer
CN-3500/CN-6500™



Automated Blood Coagulation Analyzer
CS-1600™

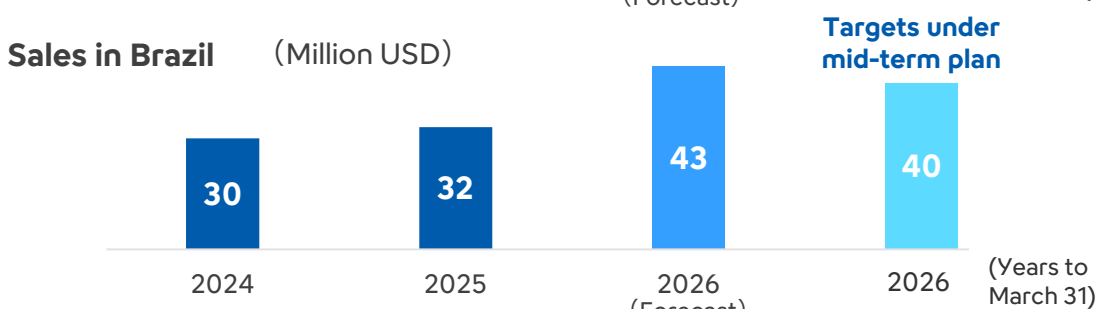
Three Growth Strategies: Emerging Market Strategy

Initiatives in each region are proving successful, resulting in significant growth.
We expect to reach our targets ahead of schedule.



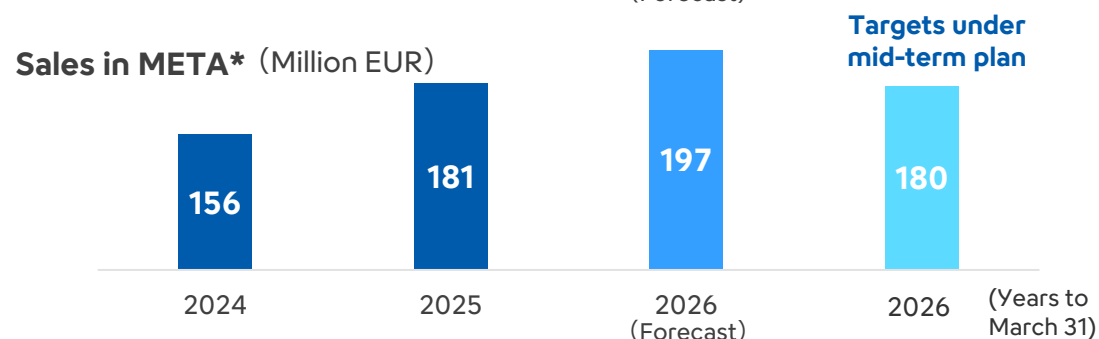
✓ Progress

- Established new manufacturing base in India
- Expanded sales in direct sales regions such as Saudi Arabia
- Established local subsidiary in Kenya



✓ Future plans

- Launch sales of instruments aligned with Make in India
- Expand share in high-end markets by strengthening service and support in direct sales regions
- Begin preparing to establish a new manufacturing base in Brazil



*META : Middle East, Turkey, Africa



Start of operations at new manufacturing base in India

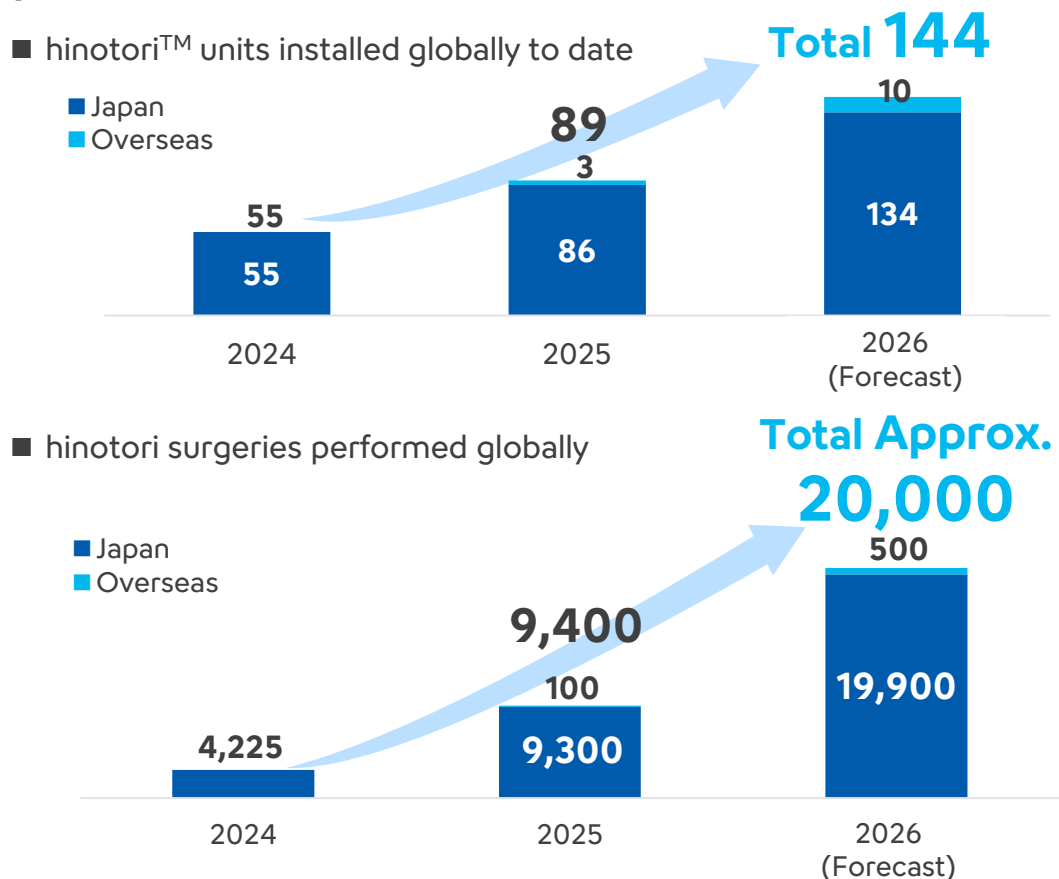


XQ-320 multiparameter automated hematology analyzer for the Indian market

Three Growth Strategies: Expansion of new businesses

Medical Robot Business

Although delayed in comparison to our plans, the number of installations and surgeries in Japan increased. We commenced the overseas launch and are entering the business expansion phase.



Regenerative and cellular medicine

Contribute to quality control, manufacturing automation, and formulation development in regenerative and cellular medicine

✓ Progress

- Launched reagents (HISCL™) for measuring secreted proteins which are indicators of the engraftment ability and functional expressions of transplanted cells
- Expanded quality control business through a business and capital alliance with Gaudi Clinical



HISCL™ VEGF reagents, HISCL™ PEDF reagents
(for research)



Kiosk-type cell
preparation room

Business Transformation through DX

Although progress was slower than planned,
we consistently achieved a Groupwide review of business processes.

Corporate Transformation through Internal DX

- ✓ All systems went live globally in April 2025
- ✓ Completed the renewal of core systems and other digital infrastructure
- ✓ Operational efficiency through digitalization
 - Promoting system development through employee-led “citizen development”

Participants in internal AI development programs:

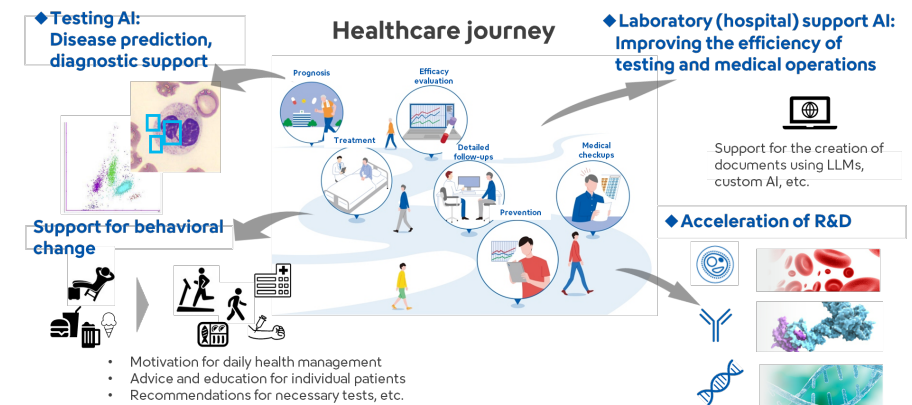
Approx. 780

Employee-developed applications:

Approx. 180

AI Utilization

- ✓ Establishing new business by leveraging Sysmex’s scientific and testing data
 - Disease management AI (for disease prediction and diagnostic support)
 - Behavioral change support
 - Improving efficiency in testing and clinical operations through lab support AI
- ✓ Streamlining internal operations and accelerating research and development



Promotion of Sustainability Management

E : Reducing Environmental Impact

- ✓ Commenced practical application of horizontal recycling for plastic containers in Japan
- ✓ Commenced practical application of horizontal recycling for plastic containers and began domestic shipments using dry ice-free frozen transport in certain cases



Used plastic reagent containers

S : Creating an Attractive Workplace

- ✓ Promoting human capital management
- ✓ Obtain ISO 30414 certification (Japan)
- ✓ Introduced trust-based stock compensation system (ESOP)

G : Reinforcing Governance

- ✓ Enhancing diversity of the Managing Board
 - Appointed outside members of the Managing Board to chair the Nominating Committee and the Compensation Committee.
 - Planning to appoint a new outside member in June 2025.
- ✓ Introducing stock-granting compensation plan for executives; setting financial and corporate value indicators

Selected for inclusion in global sustainability indices

- ✓ Selected for inclusion in the DJSI World Index for the ninth consecutive year



Ranking in the Healthcare Equipment & Supplies industry

1st



2024 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX



Looking ahead to the Formulation of Our Next Mid-Term Management Plan



Overall Progress under the Current Mid-Term Management Plan

- ✓ While some aspects are behind schedule or facing challenges, overall progress is generally on track with steady advancement centered around the three growth strategies.

Looking ahead to the Formulation of Our Next Mid-Term Management Plan

- ✓ The final year, ending March 31, 2029, marks the 60th anniversary of the Company's establishment. We will promote initiatives to sustain growth and enhance corporate value.

Focus image

- Strengthen the three growth strategies
- Advance medical DX through the use of AI
- Further improve profitability and efficiency etc.

Current mid-term management plan
(Years to March 31, 2024 to 2026)

Next mid-term management plan
(Years to March 31, 2027 to 2029)

60th
anniversary

4. Financial Forecast for the Fiscal Year Ending March 31, 2026

Impact of Mutual Tariffs between the United States and Other Countries



While it is difficult to estimate the impact due to rapid changes in the situation, we are considering measures to minimize the effect, including reviewing the supply chain and passing costs on through pricing.

<Assumptions> Continuing through the fiscal year ending March 31, 2026

- Additional mutual tariffs at a rate of 10% (applicable mainly to instrument products exported to the United States)
- Additional 25% tariffs on steel and aluminum products (applicable mainly to Japan-made parts containing aluminum or steel)
- Impact of retaliatory tariffs imposed by other countries

We have already factored into our plans an annual cost of sales impact of approximately ¥3.0 - 4.0 billion.

Financial Forecast for the Fiscal Year Ending March 31, 2026

Although the external environment has seen some changes, business performance has remained solid, and we are projecting growth in both sales and profit

(Billions of yen)	Fiscal year ending March 31, 2026		Fiscal year ended March 31, 2025		YoY increase
	Forecast	Ratio	Results	Ratio	
Net sales	535.0	100.0%	508.6	100.0%	+5.2%
Cost of sales	251.0	46.9%	236.6	46.5%	+6.1%
SG&A expenses	161.0	30.1%	150.8	29.7%	+6.7%
R&D expenses	33.0	6.2%	31.4	6.2%	+4.9%
Operating profit	91.5	17.1%	87.5	17.2%	+4.5%
Profit attributable to owners of the parent	57.0	10.8%	53.6	10.6%	+6.2%
Planned investment		Capital expenditure: ¥50.0 billion		Depreciation and amortization: ¥45.0 billion	

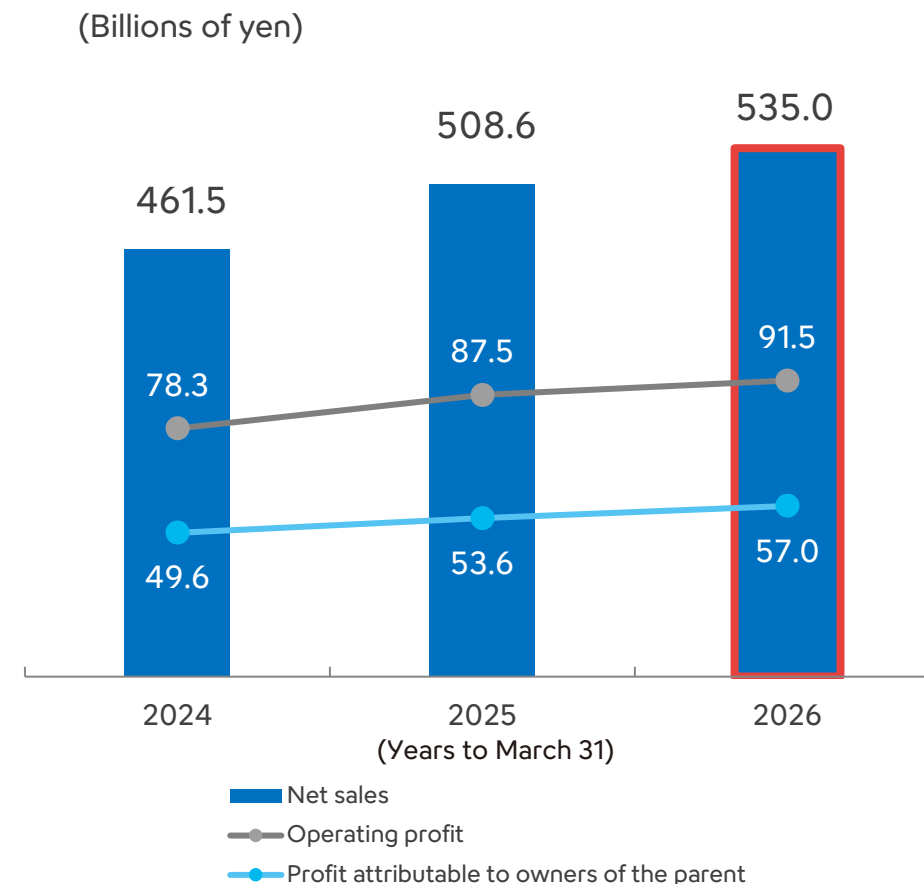
Assumed exchange rates

	Fiscal year ending March 31, 2026	Fiscal year ended March 31, 2025
1 USD	¥142.0	¥152.6
1 EUR	¥160.0	¥163.8
1 CNY	¥19.5	¥21.1

Exchange rate sensitivity

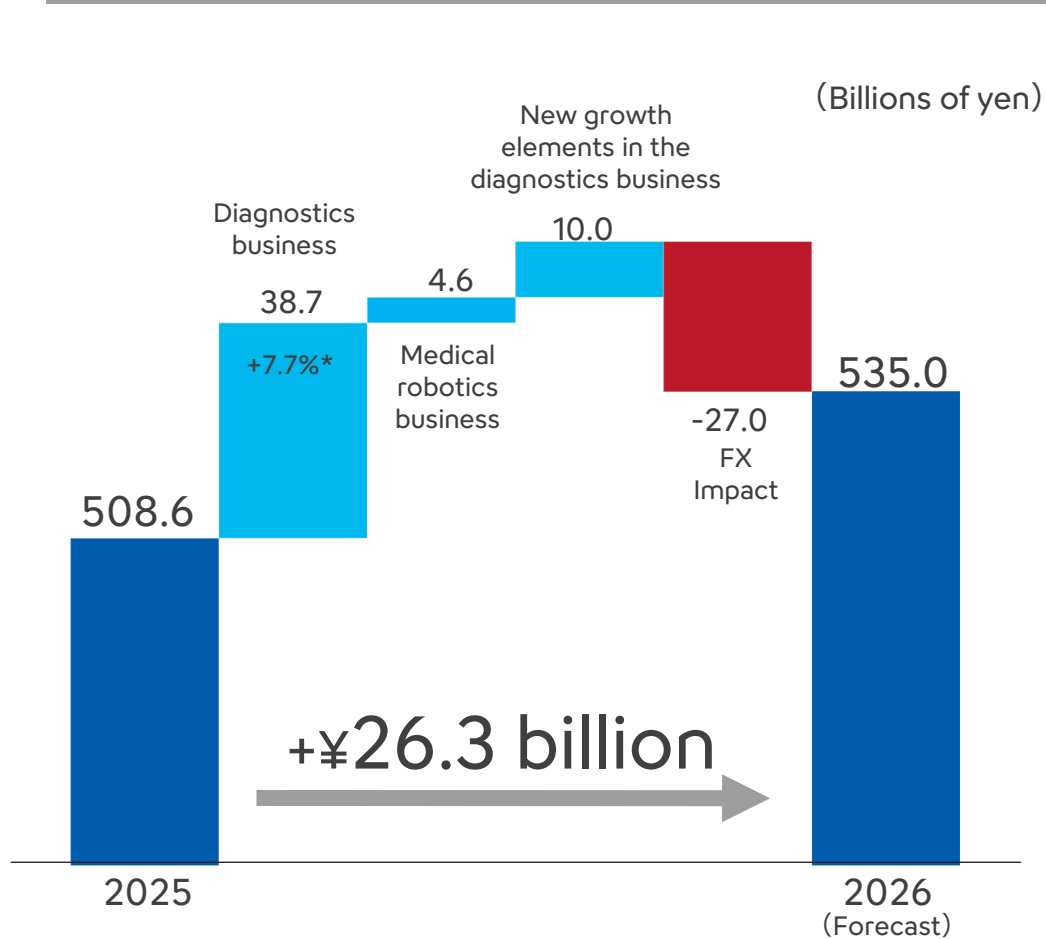
	Net sales (year)	Operating profit (year)
USD	¥0.81 billion	¥0.11 billion
EUR	¥0.60 billion	¥0.50 billion
CNY*	¥0.58 billion	¥0.43 billion

*Exchange rate sensitivity: 0.1 yen basis



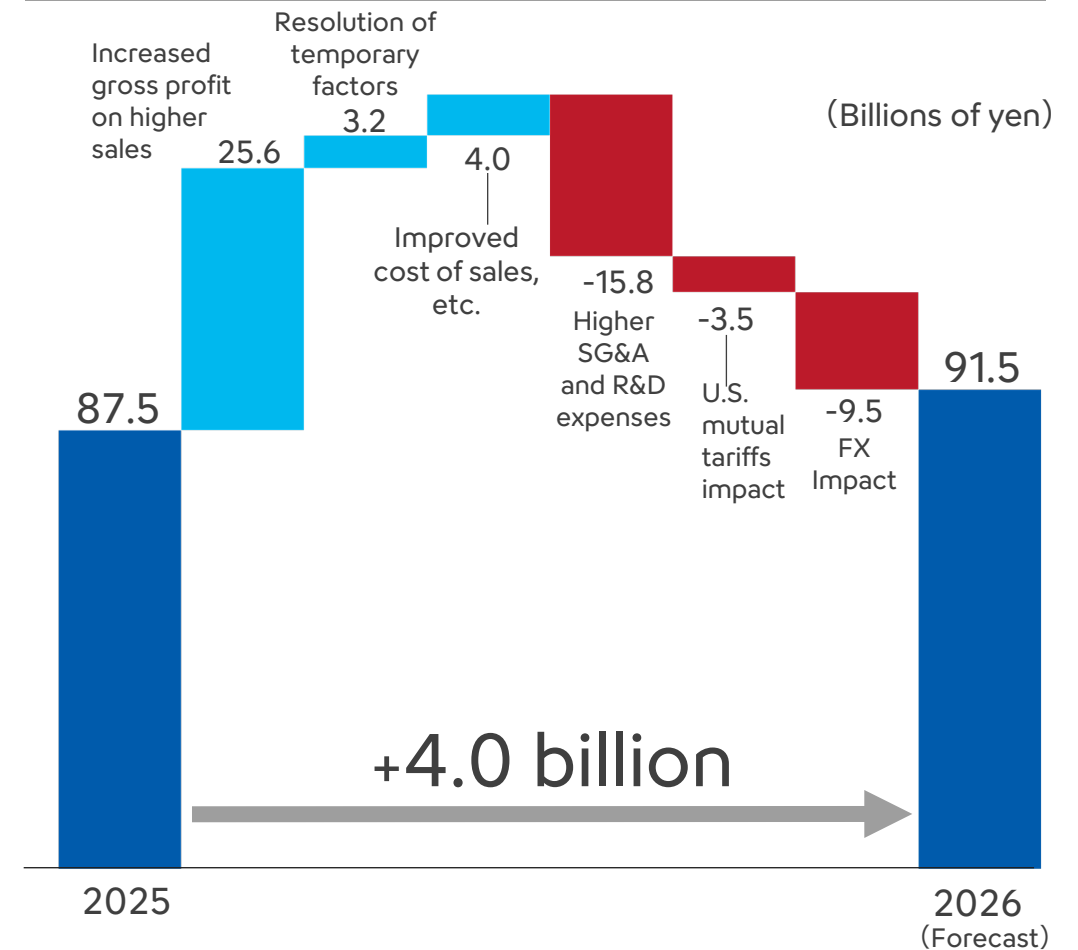
Breakdown of Net sales and Operating Profit in the Fiscal Year Ending March 31, 2026

Net sales



*YoY increase in diagnostics business

Operating Profit



Forecast for the Fiscal Year Ending March 31, 2026 in Relation to the Mid-Term Management Plan



We are redesigning the plan to be more flexible and strategic, taking into account changes in the external environment since the time of initial planning.

(Billions of yen)	Mid-Term Management Plan (Targets for the final year, ending March 31, 2026, as announced in May 2023)		Forecast for the Fiscal Year Ending March 31, 2026	
	Results	Ratio	Results	Vs. plan
Net sales	560.0	100.0%	535.0	95.5%
Operating profit	112.0	20%	91.5	81.7%
ROE	16%	—	12%	(4.0) pt

Net Sales by Field

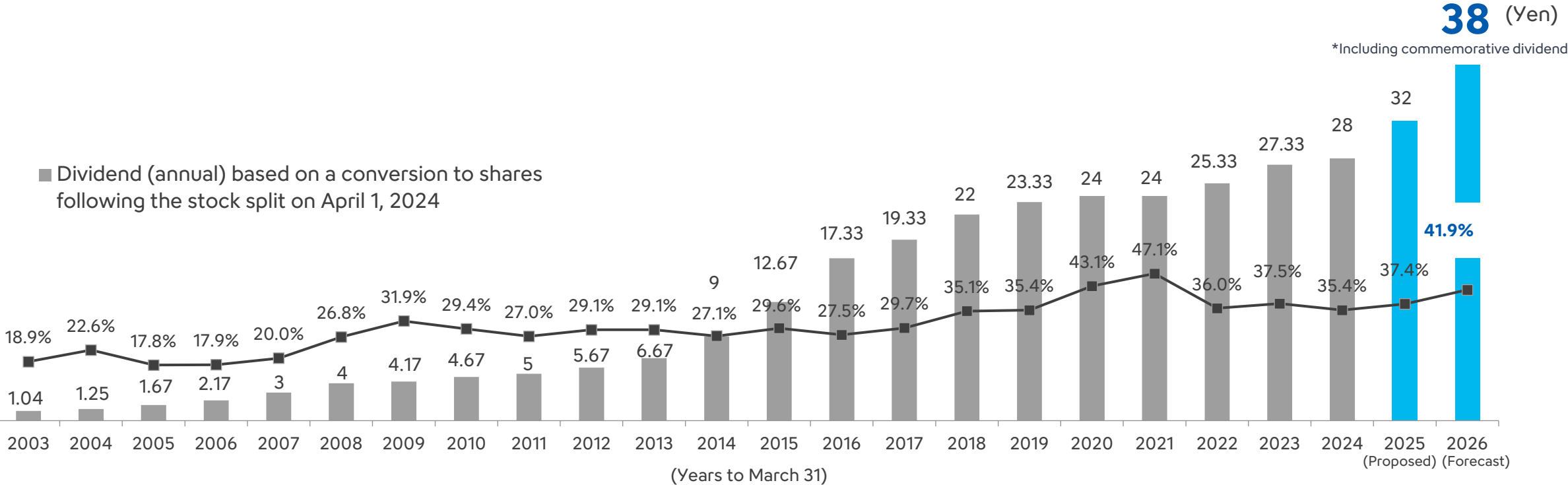
Hematology field	297.0	—	308.0	104%
Urinalysis field	43.0	—	43.0	100%
Hemostasis field	93.0	—	90.0	97%
Immunochemistry field	40.0	—	26.5	66%
Life Science	31.0	—	25.0	81%
Medical robotics business	27.0	—	10.0	37%

- **Net sales: remain solid.**
- **Operating profit:** internal digitalization was delayed compared to the plan, leading to **increased investment** and **slower-than-expected improvements** in profitability and productivity.
- **Hematology: we made steady progress**, driven by the rollout of the XR series and acceleration in emerging markets.
- **Urinalysis: we made steady progress**, driven by the expansion of UN-series sales in North America and other factors.
- **Hemostasis:** sales grew, with expansion into new regions, but approval of the CN-Series in the United States **took a little longer than expected**, causing delays.
- **Immunochemistry:** progress was also **delayed** due to such factors as the impact of VBP in China.
- **Life Science:** progress is **delayed than expected**. We are conducting a comprehensive review by pivot.
- **Medical Robotics:** although the ramp-up took time approx.1 year delayed, the number of installations and procedures increased steadily; however, sales **fell short of expectations** due to a high proportion of lease-based installations.

New Dividend Policy and Dividend Forecast for the Fiscal Year Ending March 31, 2026



In terms of returns to shareholders, we intend to provide a stable dividend on a continuous basis and **aim for a consolidated payout ratio of 40%** , adopt **progressive dividend approach** under our basic policy of sharing the successes of our operations in line with business performance.

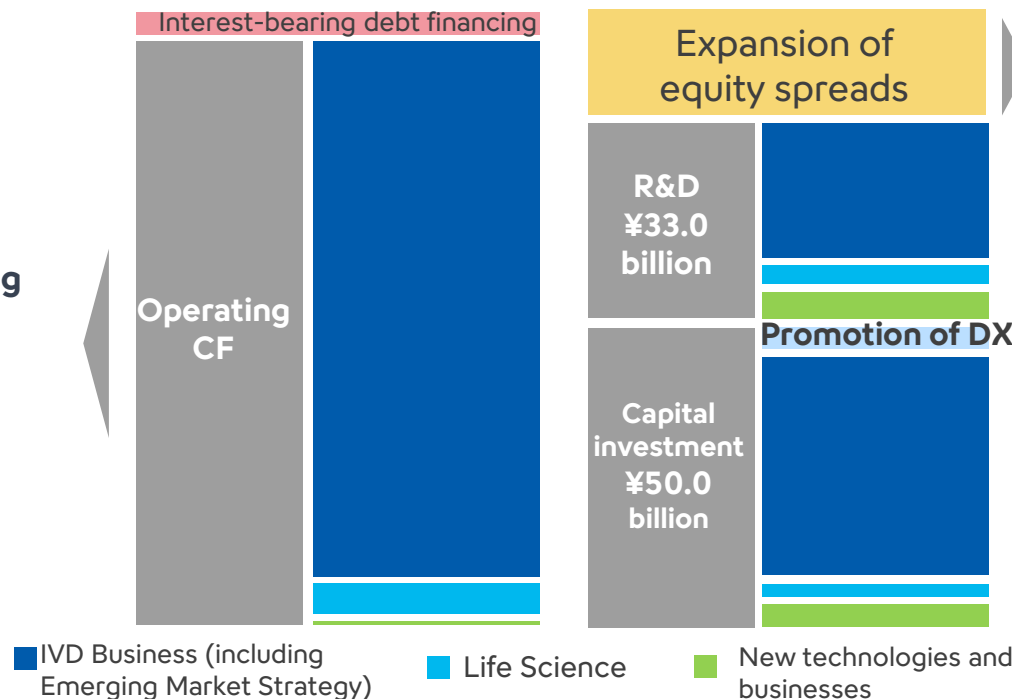


5. Management Initiatives with an Awareness of Capital Costs

Realizing Management with an Awareness of Capital Costs and Stock Prices

■ Capital allocation image for fiscal year ending March 31, 2026

- **IVD Business:** Enhance cash generation capabilities by advancing growth and emerging market strategies in each business fields
- **New businesses:** Aime to accelerate profitability



- **Increase the dividend payout ratio to 40% to enhance shareholder returns**
- **R&D: sales ratio of 6 to 7% as a guideline**
 - Invest primarily in existing businesses that generate cash
- **Capital investment: sales ratio of 10% as a guideline**
 - Including the development of production bases in the IVD
- **New technologies and businesses: invest to a certain percentage**
- **Life Science: focus and prioritize through strategic pivoting**

Strengthening management commitment

- Revise executive compensation to aim for value sharing with shareholders
- Introduce performance-linked stock compensation
- Implement performance-linked indicators such as relative TSR

Sustainability Management

- Enhance diversity of the Board of Directors
 - Plan to appoint a new female outside director
- Strengthen human capital
 - Improve value-added productivity and engagement

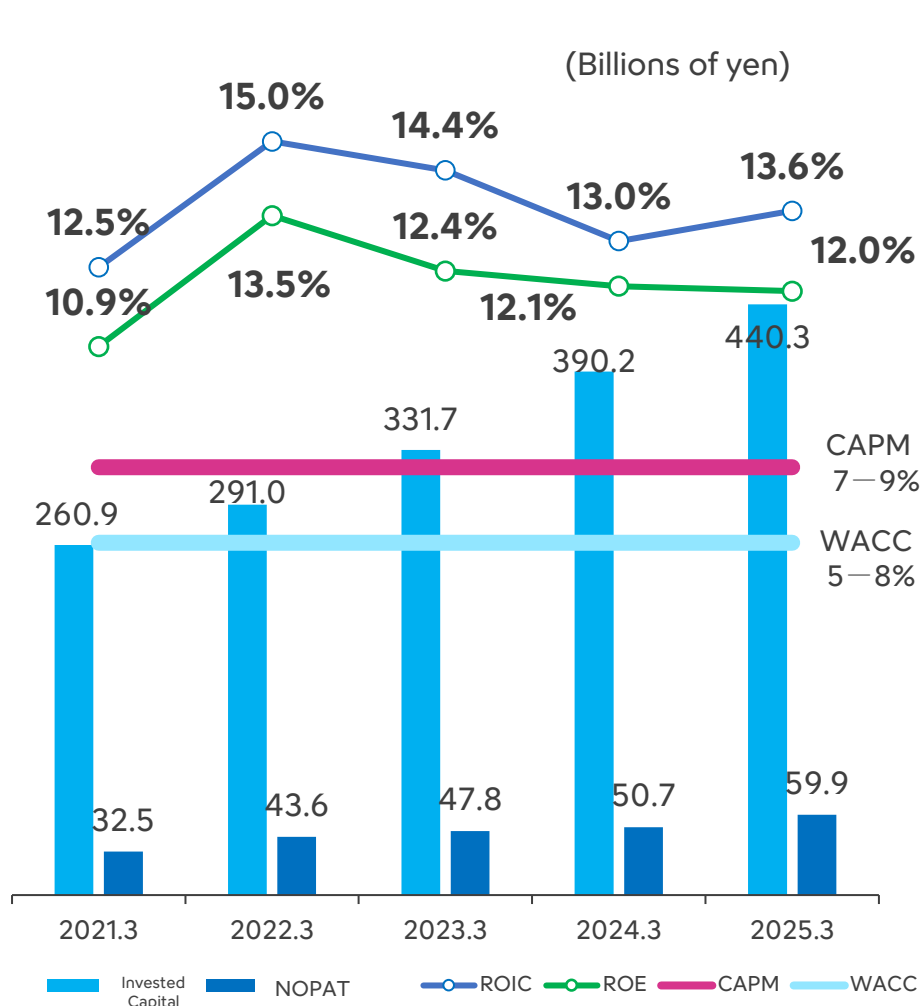
ROIC sensitivity management

- Strengthen initiatives to improve ROIC

Expansion of equity spreads

Trends in ROIC and ROE, and Efforts toward Improvement

Implementing initiatives to improve ROIC and ROE
Aiming for high profitability and efficiency while continuing to invest in growth



Accelerate further initiatives:



Corporate transformation through DX



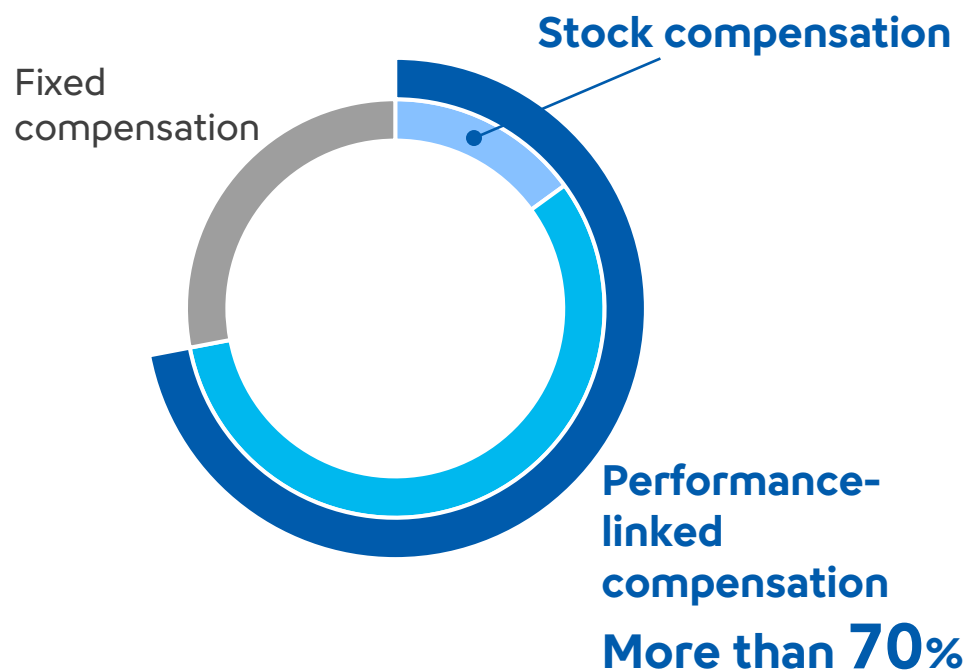
Utilization of AI

- **Improve productivity of white-collar workers**
(Value-added productivity)
- **Optimization of the entire supply chain through construction of AI predictive model**
- **Reduce product loss costs**
(Days Inventory outstanding, disposal write-off rate etc.)

Introduction of a Stock Compensation Plan for Executives (Commencing Operation in August 2025)

Enhancing the link between executive compensation, business performance, and share price to share value with shareholders

■ Overview of executive compensation plan



- **Introduce performance-linked stock compensation**
Note: Shares are acquired from the stock market using BIP trust*¹ framework.
- **Performance-linked indicators are set for each mid-term management plan based on the prevailing business environment**

Financial indicators

- ✓ Net sales
- ✓ Operating profit margin
- ✓ ROE

Corporate value indicators

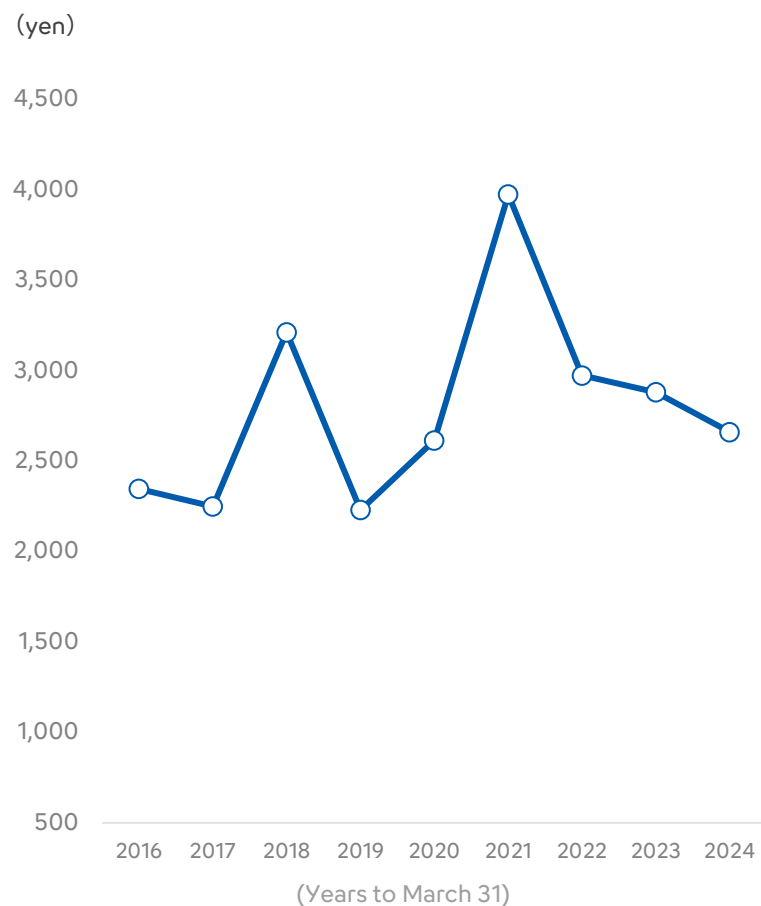
- ✓ Relative TSR*²
 - ✓ Value-added productivity
 - ✓ Zero product losses
- Complete shift to recycled and environmentally friendly materials**

*1 BIP: Board Incentive Plan, a scheme in which the company grants its own shares to directors and others during their tenure or upon retirement, primarily for the purpose of providing incentives.

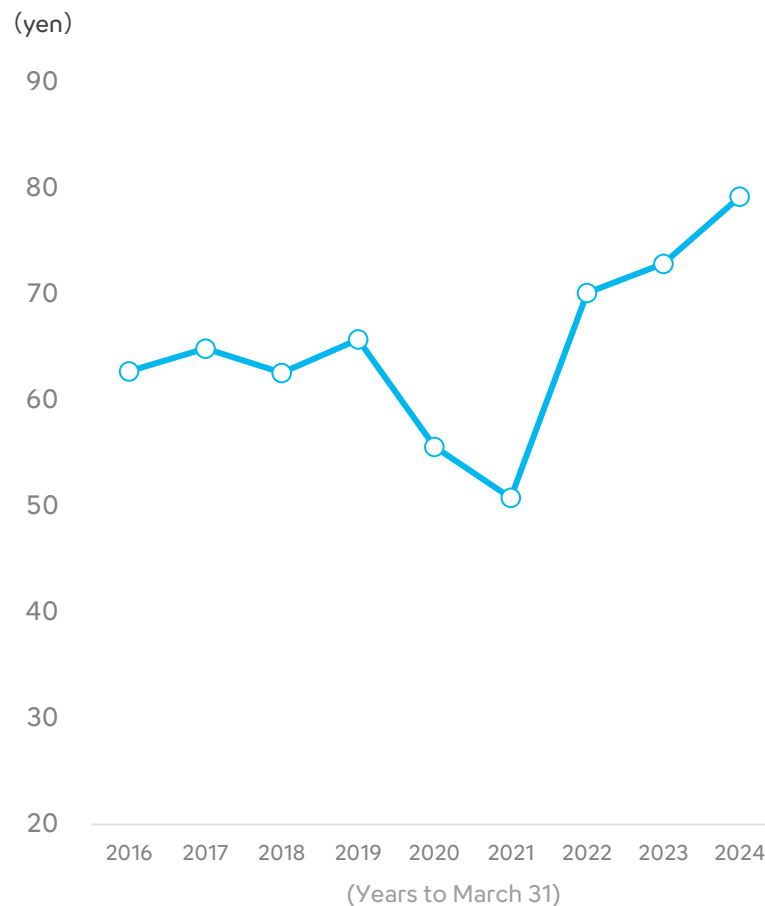
*2 Relative TSR: Total shareholder return (TSR), representing overall return to investors (capital gains + dividends), compared against a benchmark group of companies

Trends in Sysmex's Stock Price, EPS, and PER

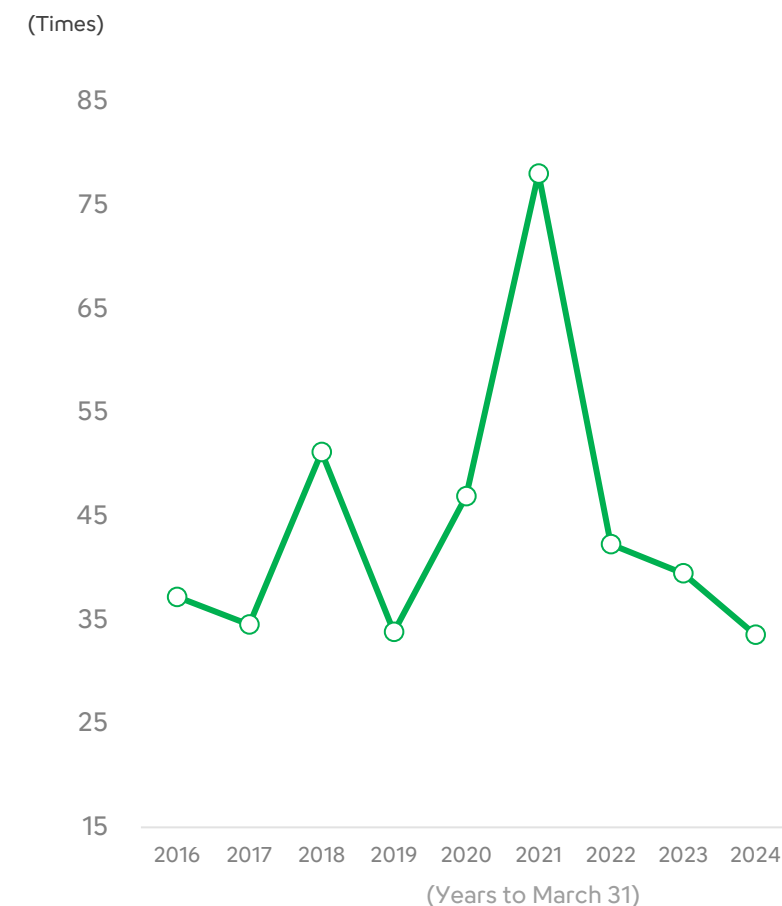
Stock Price



EPS



PER



Numbers (actual) converted to post-split basis. As of April 1, 2024 (Three-for-one stock split).

(Appendix)

Quarterly Operating Performance for the Fiscal Year Ended March 31, 2025



	Q1 (April–June)		2Q (July–September)		3Q (October–December)		4Q (January–March)	
(Billions of yen)	Results	Ratio	Results	Ratio	Results	Ratio	Results	Ratio
Net sales	111.9	100.0%	130.5	100.0%	124.3	100.0%	141.7	100.0%
Cost of sales	51.9	46.4%	59.2	45.4%	56.8	45.7%	68.6	48.4%
SG&A expenses	36.0	32.2%	36.3	27.9%	37.6	30.2%	40.8	28.8%
R&D expenses	7.3	6.6%	7.8	6.0%	7.3	5.9%	8.9	6.3%
Other income (expenses)	0.07	0.1%	0.74	0.6%	0.23	0.2%	(3.13)	(2.2)%
Operating profit	16.7	15.0%	27.7	21.3%	22.8	18.4%	20.2	14.3%
Profit attributable to owners of the parent	11.0	9.9%	14.9	11.5%	16.6	13.4%	11.0	7.8%

	Q1 FY03/2025	Q2 FY03/2025	Q3 FY03/2025	Q4 FY03/2025
1USD	¥155.9	¥149.4	¥152.4	¥152.6
1EUR	¥167.9	¥164.0	¥162.6	¥160.5
1CNY	¥21.5	¥20.8	¥21.2	¥21.0



Together for a better
healthcare journey