



Business Results

Fiscal Year Ended March 31, 2026

Sysmex Corporation
May 14, 2026

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.

Our Approach under the New Management Structure

Reflecting frankly on the progress of the previous mid-term management plan, and based on selection and concentration and a return to fundamentals, we will reinforce the strengths and earning power of the diagnostics business.

- This is the first earnings briefing under the new management structure
- The previous mid-term management plan fell short of initial targets, due to factors including structural market changes caused by healthcare cost containment policies in China and divergence between plans and results in certain new business areas. We have taken to heart both the external factors and results related to our own response measures.
- We will accelerate initiatives aimed at enhancing corporate value under the following three policies.

Selection and concentration Disciplined capital allocation

We will review the business portfolio based on disciplined hurdle rates and prioritize allocation of resources to businesses with high future profitability.

Return to fundamentals

We will strengthen the diagnostics business through the introduction of new products that meet customer expectations and the creation of new value through DX, thereby improving profitability, capital efficiency, and cash generation capability.

Expansion of shareholder returns

In addition to continuing progressive dividends, we implement shareholder returns combined with share buybacks.

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(Appendix)

1. Executive Summary

Executive Summary (Fiscal Year Ended March 31, 2026)

Performance in the Americas, EMEA and AP remained solid, but net sales and profit declined due to the continued impact of healthcare cost containment policies in China and the recording of goodwill impairment losses.

Net sales	Operating profit	Profit attributable to owners of the parent
¥500.0 billion -1.7% YoY	¥51.8 billion -40.8% YoY	¥35.4 billion -33.9% YoY

Key reasons for lower sales and profits

- Continued impact of healthcare cost containment policies in China (principle of minimal necessity, distributor inventory adjustments, etc.)

Sales in China **down 24.9%** (YoY, local currency basis)

- Total goodwill impairment losses at consolidated subsidiaries in new business areas of **¥11.2 billion**

Maintained the diagnostics business competitiveness

- Excluding China, sales (yen basis) **+5.1%** YoY
- Americas **+7.3%** / EMEA **+5.2%** / AP **+6.4%**
(all on a local currency basis)
- Demand for hematology testing in China remained firm

Forex impact

- ✓ Net sales +¥10.2 billion (- 3.7%)
- ✓ SG&A expenses +¥4.63 billion (+5.9%)
- ✓ Operating profit +¥0.09 billion (- 40.9%)

Year-on-year change excluding foreign exchange effects is shown in parentheses.

Cash generation

Operating cash flow:

¥73.8 billion

Operating cash flow down 16% YoY

Free cash flow of ¥22.3 billion

Capital efficiency / profitability

ROE:

7.3%

ROIC: 7.6% / CCC: 205 days

Shareholder returns

Annual dividend:

¥38

Increase from previous year's ¥32: +18.8%
Maintained progressive dividend policy
(payout ratio: 67.3%)

Executive Summary (Forecast for Fiscal Year Ending March 31, 2027)

Taking uncertainty in China into account, we anticipate higher sales and profit, driven by growth across regions.

Net sales

¥535.0 billion **+7.0%** YoY

Operating profit

¥58.0 billion **+11.9%** YoY

Profit attributable to owners of the parent

¥36.0 billion **+1.5%** YoY

Assumptions for net sales (+7.0%)

- **China (down 20%)**
– In addition to the principle of minimal necessity, assumptions include the impact of a **standardization of testing prices**.
- **Americas +6% / EMEA +7% / AP +13%** expected to remain strong (local currency basis)
- **Japan** Contribution from **taking over JEOL's clinical chemistry business** (clinical chemistry field : ¥+10.0 billion)

Assumptions for operating profit (+11.9%)

- Gross profit decline in China to be offset by growth in the diagnostics business and elimination of one-time factors (goodwill impairment losses)
- Assumes increases in raw material and logistics costs associated with **U.S. reciprocal tariffs and worsening conditions in the Middle East**

Strategic Themes

- **Strengthen competitiveness of the diagnostics business** (regional expansion + flagship product launches)
- **Implement value chain reforms aimed at improving profitability**
- **Accelerate expansion in the hemostasis field and accelerate expansion in emerging markets**
- **Review the business portfolio**
(Discussions initiated under the new management structure from April onward)

Assumed exchange rates

1USD **¥155**
1EUR **¥180**
1CNY **¥22.0**

Cash generation
Operating cash flow:

¥88.0 billion **+19%** YoY

Free cash flow of **¥27.0** billion
(+21%)

Capital efficiency / profitability
ROE:

7.3% ±0.0 pt YoY

ROIC 7.5% (-0.1 pt)
CCC 200 days (down five days)

Shareholder returns
Annual dividend:

¥40

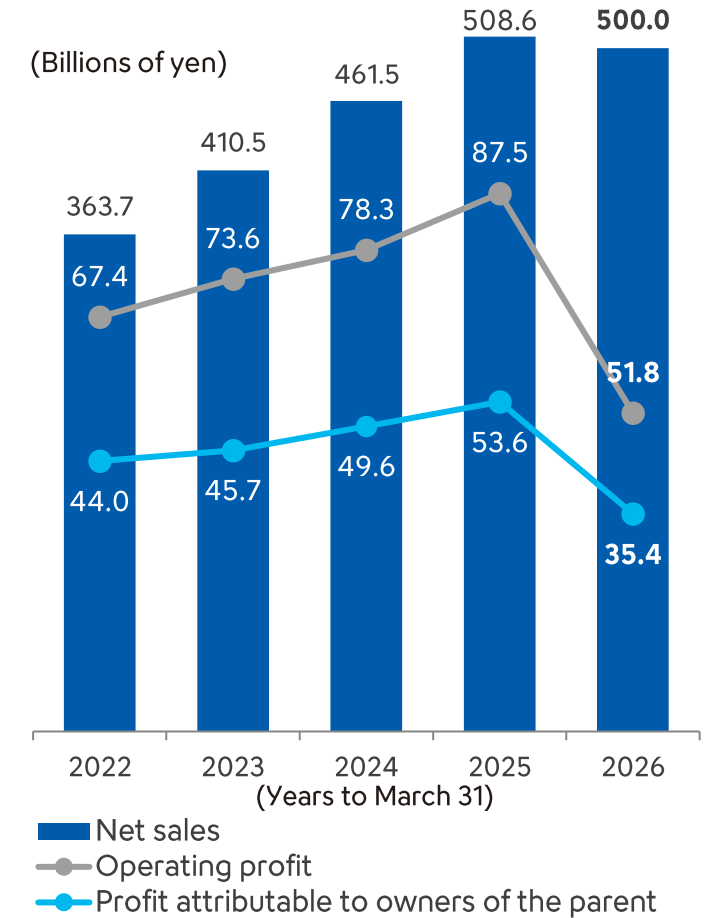
+5.3% from previous year's ¥38
Maintaining the progressive dividend policy

2. Business Results, Fiscal Year Ended March 31, 2026

Financial Highlights (Year on Year)



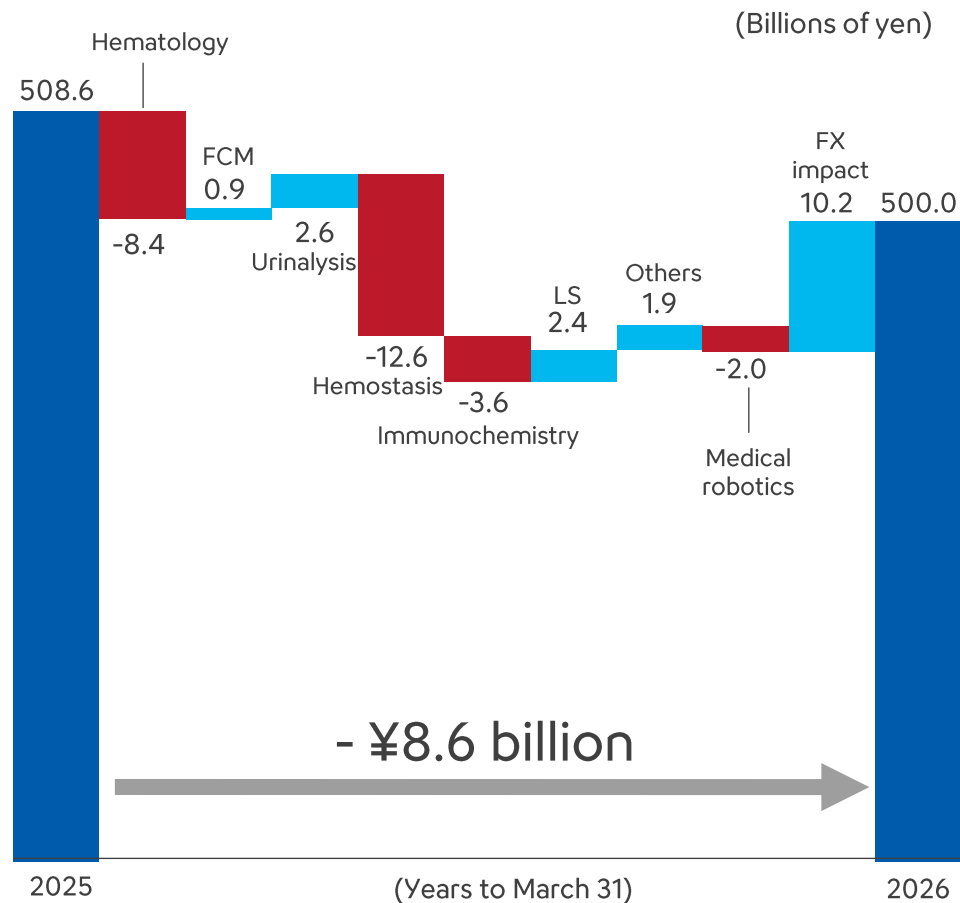
(Billions of yen)	Fiscal year ended March 31, 2026		Fiscal year ended March 31, 2025		YoY (Previous period = 100%)
	Results	Ratio	Results	Ratio	
Net sales	500.0	100%	508.6	100%	98.3%
Cost of sales	244.3	48.9%	236.6	46.5%	103.2%
SG&A expenses	164.3	32.9%	150.8	29.7%	109.0%
R&D expenses	29.1	5.8%	31.4	6.2%	92.7%
Other income (expenses)	(10.3)	(2.1)%	(2.0)	(0.4)%	-
Operating profit	51.8	10.4%	87.5	17.2%	59.2%
Profit attributable to owners of the parent	35.4	7.1%	53.6	10.6%	66.1%



	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025
1USD	¥150.8	¥152.6
1EUR	¥174.8	¥163.8
1CNY	¥21.2	¥21.1

Breakdown of Net Sales (by Business and Field)

Sales by Business and Field



	Fiscal year ended March 31, 2026		YoY (Previous period = 100%)		
(Billions of yen)	Results	Ratio	Yen basis	Excluding FX impact	Excluding China (Yen basis)
Net sales	500.0	100.0%	98.3%	96.3%	105.1%
Hematology	299.4	59.9%	98.7%	97.2%	103.3%
FCM	4.6	0.9%	128.9%	125.0%	123.9%
Urinalysis	44.0	8.8%	107.9%	106.5%	117.5%
Hemostasis	72.4	14.5%	87.9%	84.6%	103.3%
Immunochemistry	22.3	4.5%	86.3%	86.1%	93.3%
Clinical chemistry	2.9	0.6%	80.3%	80.5%	88.7%
Life science	24.9	5.0%	117.1%	111.7%	117.1%
Others	25.9	5.2%	115.7%	111.8%	115.8%
Diagnostic business	496.7	99.3%	98.7%	96.7%	105.7%
Medical robotics business	3.3	0.7%	61.5%	61.4%	61.5%

Breakdown of Net Sales (by Destination and Product Type)

Net sales were down, owing to the impact of performance in Japan and China, although sales rose firmly in the Americas, EMEA, and AP.

(Billions of yen)	Fiscal year ended March 31, 2026		YoY (Previous period = 100%)	
	Results	Ratio	Yen basis	Local currency basis
Net sales	500.0	100.0%	98.3%	96.3%*
Americas	139.2	27.9%	106.2%	107.3%
EMEA	158.0	31.6%	112.6%	105.2%
China	89.4	17.9%	75.8%	75.1%
AP	54.6	10.9%	106.4%	106.4%*
Japan	58.6	11.7%	86.5%	-
Instruments	103.2	20.6%	99.0%	96.2%*
Reagents	307.9	61.6%	98.1%	96.5%*
Services	69.2	13.9%	101.3%	99.8%*
Others	19.5	3.9%	88.4%	82.9%*

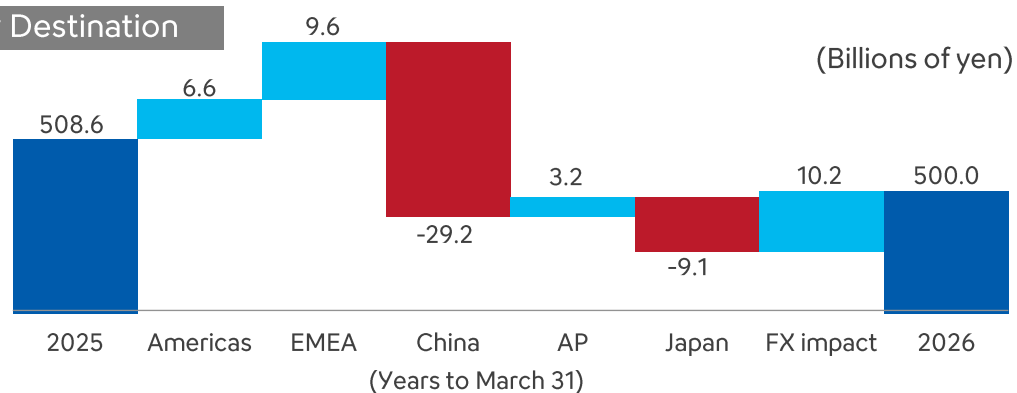
*Year-on-year change on a yen basis, excluding the impact of exchange rate fluctuations

Major Reasons for Changes by Destination

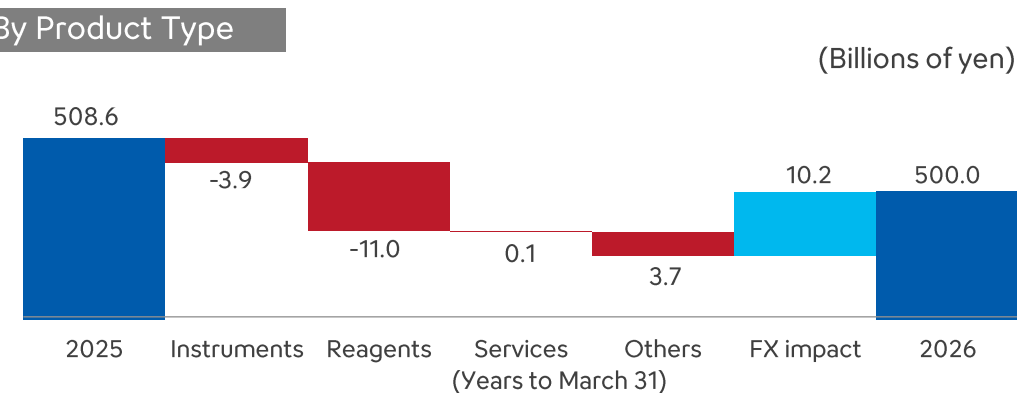
Note: On a local currency basis

Americas	<ul style="list-style-type: none"> Favorable performance continued in North America, while Central and Latin America achieved strong growth, including double-digit growth in Brazil, resulting in higher sales overall.
EMEA	<ul style="list-style-type: none"> Strong performance in hematology and urinalysis across major countries and Eastern Europe offset sales declines in the Middle East, resulting in higher sales.
China	<ul style="list-style-type: none"> Sales declined due to the expanding impact of healthcare cost containment policies (including the principle of minimal necessity), as well as expanded inventory adjustments driven by the worsening financial conditions of distributors.
AP	<ul style="list-style-type: none"> Sales increased as major countries, including India, continued to achieve strong growth. (In Q4 alone, sales increased significantly by 17.8% year on year.)
Japan	<ul style="list-style-type: none"> Sales decreased due to the impact of accelerated reagent sales resulting from a system transition in 4Q of the previous fiscal year, in addition to a reaction to strong hematology instrument sales in the previous fiscal year and lower sales in the medical robotics business associated with worsening hospital management.

By Destination

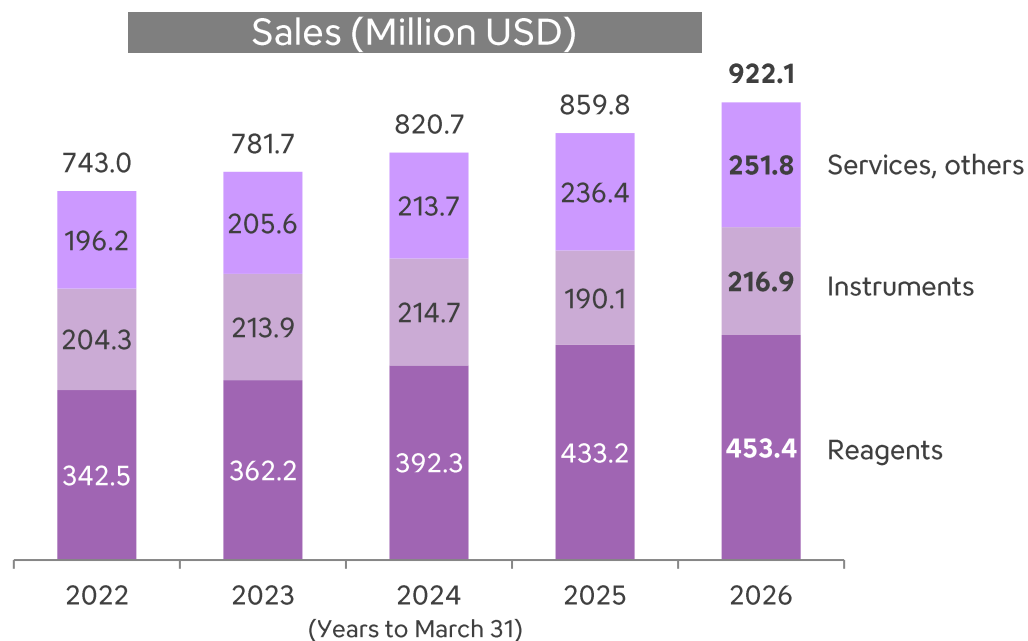


By Product Type



Information by Destination (Americas)

(Million USD)	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	YoY (Previous period = 100%)	
			Local currency basis	Yen basis
Net sales	922.1	859.8	107.3%	106.2%
Instruments	216.9	190.1	114.1%	113.2%
Reagents	453.4	433.2	104.7%	103.5%
Services, others	251.8	236.4	106.5%	105.3%



Favorable performance continued in North America, while Central and Latin America achieved strong growth, including double-digit growth in Brazil, resulting in **higher sales** overall.

● Instruments

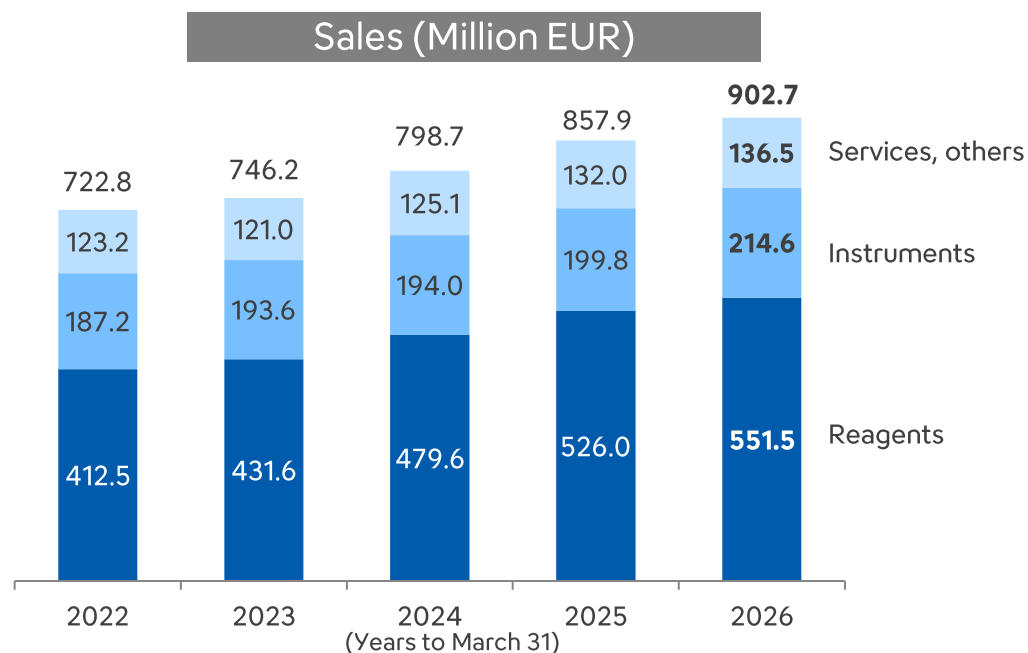
- ✓ Installations progressed steadily, and performance was favorable in the hematology and urinalysis fields.
- ✓ In particular, in the urinalysis field, installations at large-scale facilities progressed in both North America and Central and Latin America.

● Reagents

- ✓ Sales increased, supported by solid performance in the hematology and urinalysis fields.
- ✓ In the hemostasis field, reagent sales are expected to increase going forward in line with growth in instrument placements.
- ✓ Amyloid β testing reagents also remained firm (Net sales: USD 9.3 million, up 39.3% year on year).

Information by Destination (EMEA)

(Million EUR)	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	YoY (Previous period = 100%)	
			Local currency basis	Yen basis
Net sales	902.7	857.9	105.2%	112.6%
Instruments	214.6	199.8	107.4%	115.4%
Reagents	551.5	526.0	104.9%	112.0%
Services, others	136.5	132.0	103.5%	110.6%



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

Strong performance in hematology and urinalysis across major countries and Eastern Europe offset sales declines in the Middle East, resulting in **higher sales**.

● Instruments

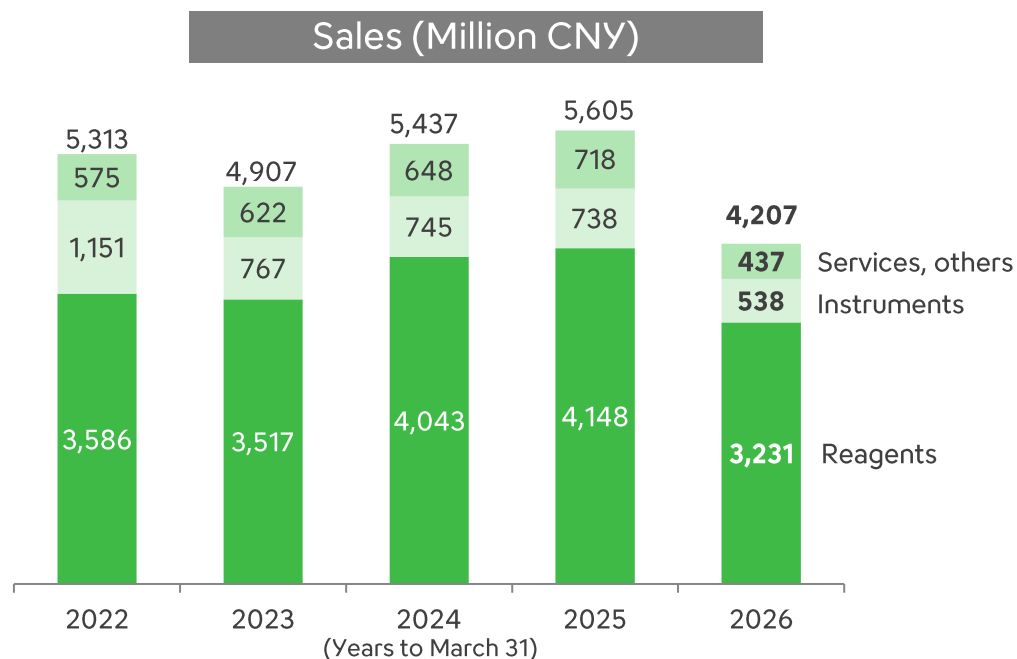
- ✓ Through direct sales, performance in the hematology and urinalysis fields was favorable in Italy, while in France we achieved the winning of major tenders for the XR™-Series at commercial labs.
- ✓ In the hemostasis field, sales increased following the acquisition of large-scale tenders in Germany, France, and other countries.

● Reagents

- ✓ Sales increased across all fields, including strong performance in the urinalysis field driven by growth in the installed instrument base.
- ✓ In the hemostasis field, sales also expanded in Germany, Egypt, and other countries in line with the increase in the installed instrument base.

Information by Destination (China)

(Million CNY)	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	YoY (Previous period = 100%)	
			Local currency basis	Yen basis
Net sales	4,207.2	5,605.4	75.1%	75.8%
Instruments	538.1	738.3	72.9%	74.2%
Reagents	3,231.6	4,148.4	77.9%	78.6%
Services, others	437.4	718.6	60.9%	61.7%



Sales declined due to the expanding impact of healthcare cost containment policies (including the principle of minimal necessity), as well as continued inventory adjustments driven by deteriorating distributor finances.

● Instruments

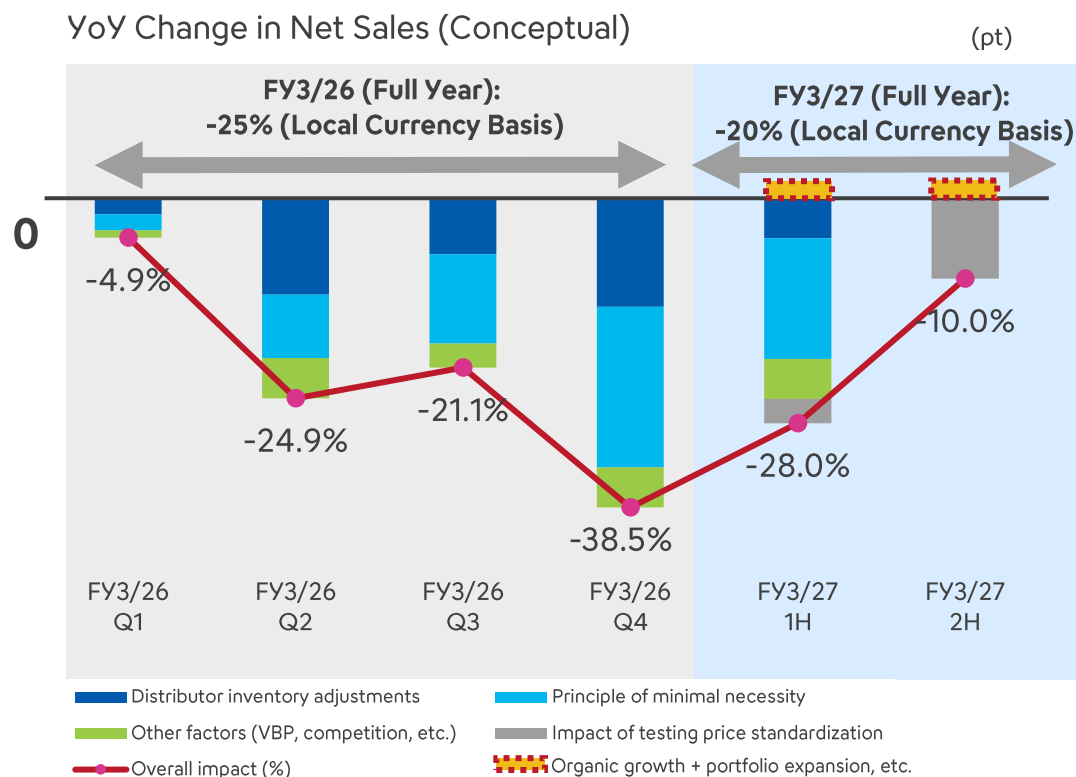
- ✓ Sales declined due to lower appetite for capital investment and distributor inventory adjustments, among other factors.
- ✓ In the hemostasis field, sales increased, with steady performance continuing from the second half of the previous fiscal year, supported by the impact of knockdown local production.

● Reagents

- ✓ Due to the expanded impact of the principle of minimal necessity, the number of tests declined, particularly in the hemostasis field.
- ✓ Sales in the hematology field also declined due to the impact of inventory adjustments associated with deteriorating distributor finances.

Outlook for China

We expect negative growth to continue throughout the fiscal year ending March 31, 2027. We will continue to closely monitor developments while incorporating uncertainty associated with the standardization of testing prices.



FY3/26 results: Q4 progressed generally as expected

- Impact of the principle of minimal necessity and distributor inventory adjustments continued

Outlook for FY3/27

- Our forecast newly incorporates the impact of the standardization of testing prices being advanced by the Chinese government.

Note:

We will monitor the situation closely and disclose important changes in a timely manner.

Future initiatives

- Further strengthen the direct sales structure targeting Tier 3 hospitals in the hematology field
- Expand the portfolio in the diagnostics business

Demand for hematology testing in China remains firm, and the Company's brand value remains strong. Over the medium to long term, we will rebuild competitiveness through higher added value and strengthening of the direct sales structure.

Changes in the Testing Market Environment in China

Although the market is currently in a phase of structural adjustment, over the medium to long term we will rebuild competitiveness through higher added value and strengthening of direct sales.

■ Changes in the market structure

To date

Instruments were tools for generating profits

Focus on testing throughput and durability

Testing was a source of hospital revenue

- Increase in testing parameters and testing volume
- Testing prices set by region and hospital

Shift toward a sustainable healthcare

- ✓ Centralized procurement
- ✓ Principle of minimal necessity
- ✓ Standardization of testing prices

Going forward

Testing instruments will become tools for improving productivity and patient satisfaction

Shift toward solving issues and emphasizing added value

Testing will become a cost center for hospitals

Negative impact

- Increased cost pressure

Positive impact

- Increased demand for more sophisticated and complex testing workflows
- Consolidation and outsourcing of testing operations, etc.
→ Expected increase in demand for system products

■ Sysmex's strengths

Providing expertise for improving productivity in advanced countries

Detection capabilities for abnormal specimens and academic support

Providing high-quality customer care

Prioritize achieving customer satisfaction through quality and service



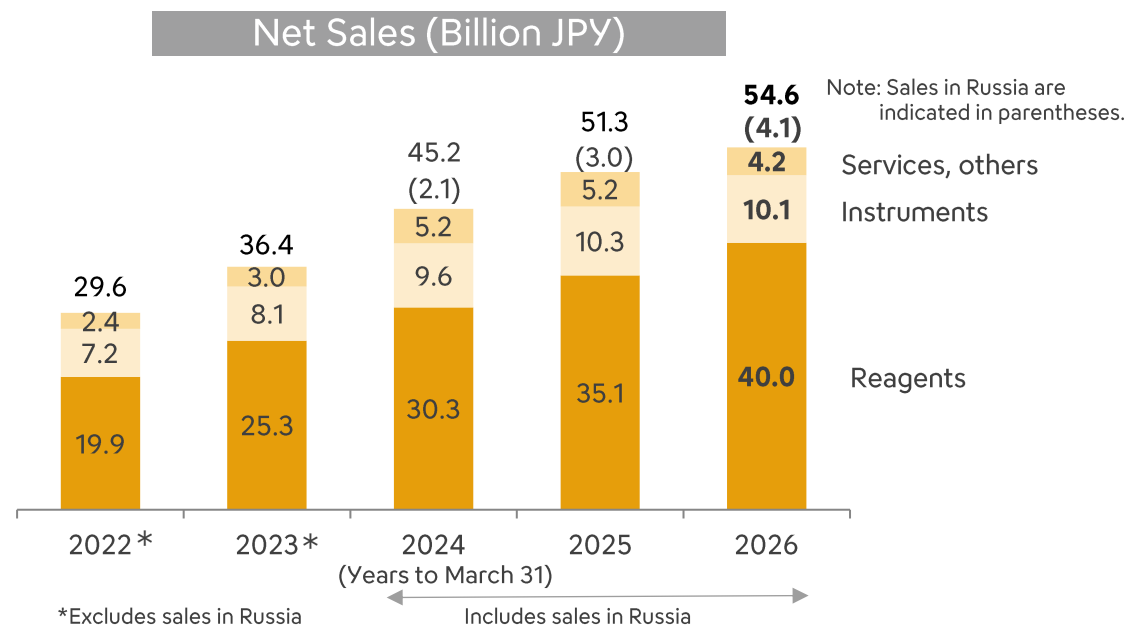
Received top customer satisfaction ranking at the China Medical Industry Data Conference (March, 2026)

Strengthening direct sales
Deliver Sysmex strengths directly to customers

Information by Destination (AP)

(Billions of yen)	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	YoY (Previous period = 100%) Yen basis
Net sales	54.6	51.3	106.4% (106.4%)
Diagnostics business	54.4	50.7	107.3%
Instruments	10.1	10.3	98.0%
Reagents	40.0	35.1	113.9%
Services, others	4.2	5.2	81.3%
Medical robotics business	0.1	0.5	30.5%

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



Sales increased as major countries, including India, continued to achieve strong growth. (In Q4 alone, sales increased significantly by 17.8% year on year.)

Diagnostics business

● Instruments

- ✓ Although sales grew due to the winning of major tenders in India, this was insufficient to offset lower sales in Indonesia, resulting in an overall decline in sales.

● Reagents

- ✓ In India, sales expanded due to an increase in the installed base of compact hematology instruments.
- ✓ Sales increased across all fields, supported by favorable performance centered on Southeast Asia, including the Philippines and Malaysia.

Medical robotics business

- ✓ Total cumulative installations: four units.
- ✓ The number of surgeries continues to increase steadily, with more than 150 procedures performed in both Singapore and Malaysia.

Information by Destination (Japan)

(Billions of yen)	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	YoY (Previous period = 100%) Yen basis
Net sales	58.6	67.7	86.5%
Diagnostics business	55.4	62.9	88.1%
Instruments	10.0	13.6	73.7%
Reagents	34.4	39.1	87.9%
Services, others	11.0	10.2	107.9%
Medical robotics business	3.1	4.8	65.2%

Sales decreased in reaction to strong hematology instrument sales in the previous fiscal year, as well as a decline in medical robotics business projects associated with worsening hospital management conditions.

Diagnostics business

● Instruments

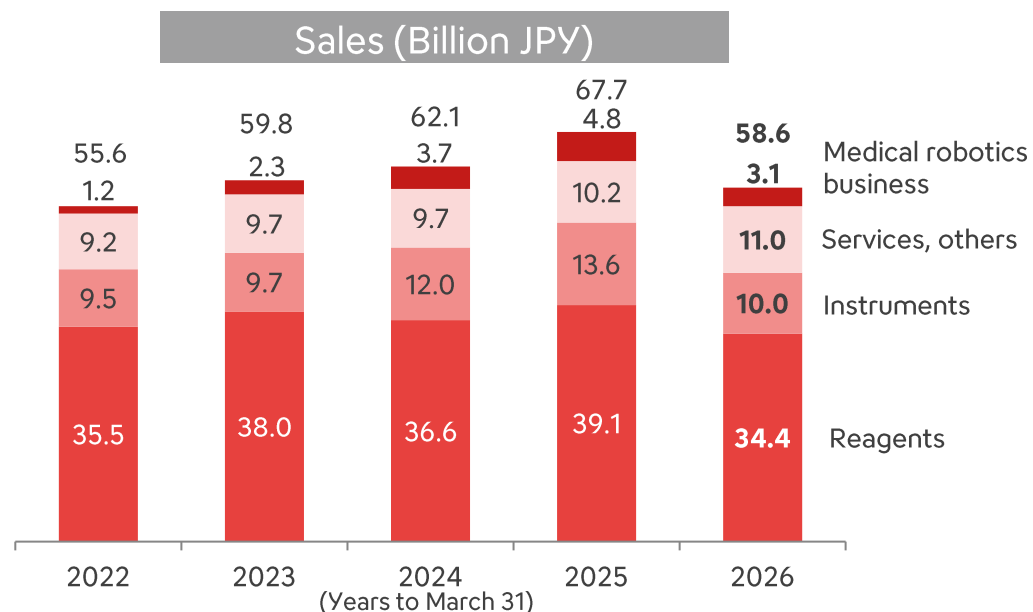
- ✓ Sales declined in reaction to the replacement demand for legacy products in the hematology field in the previous fiscal year.
- ✓ In the urinalysis field, both instrument replacement demand and new installations remained favorable.

● Reagents

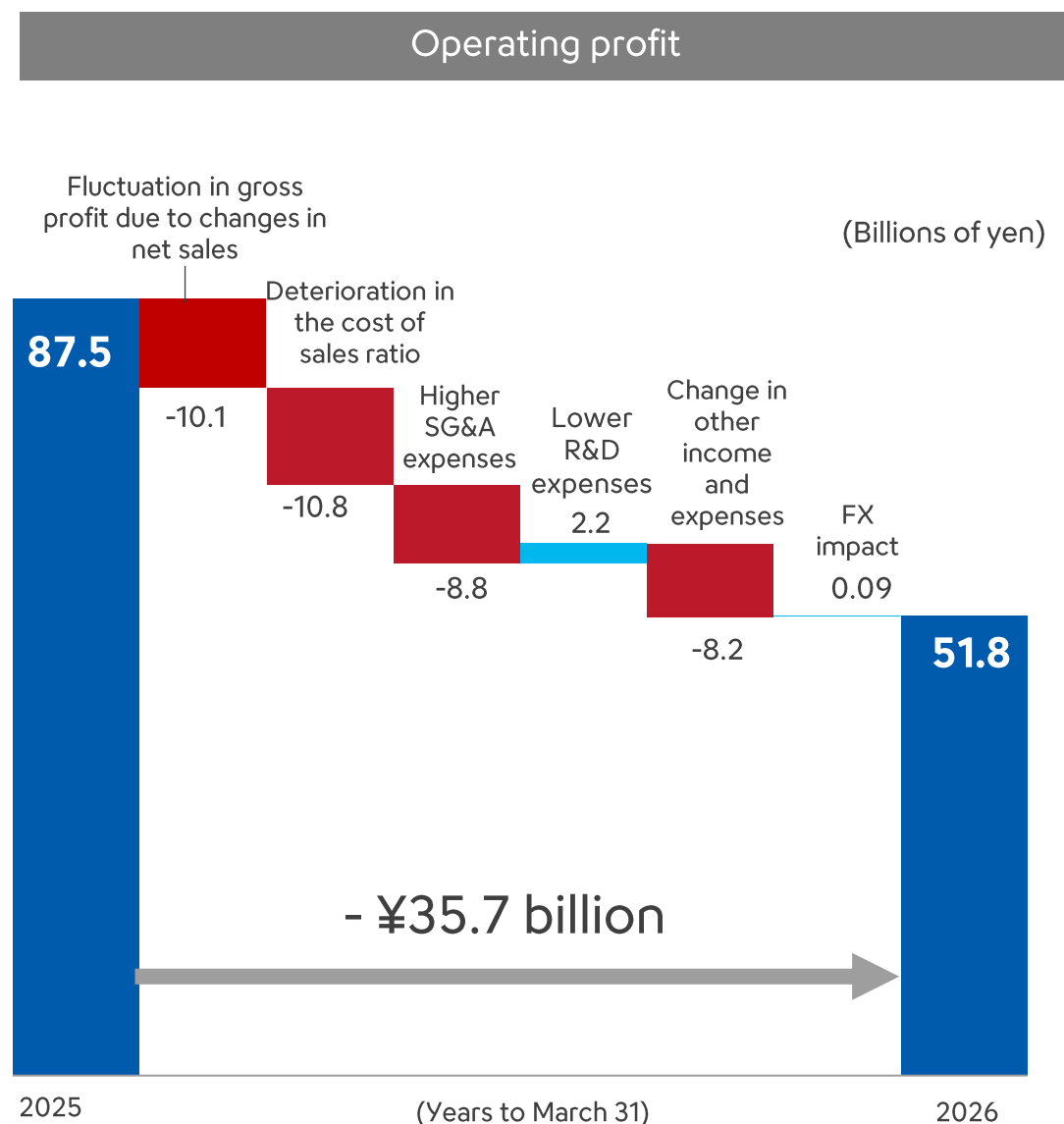
- ✓ Sales declined due to the impact of sales brought forward in the fourth quarter of the previous fiscal year associated with the transition to a new system.
- ✓ Multiple new immunochemistry reagent parameters were launched.

Medical robotics business

- ✓ Installation results were below the previous fiscal year due to continued weak appetite for capital investment among hospitals.
 - Number of units installed during the fiscal year: 20 units (21 units globally)
 - Cumulative installed base: 106 units (110 units globally)



Breakdown of Operating Profit (Year on Year)



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

- Fluctuation in gross profit due to changes in net sales: - ¥10.10 billion
- Deterioration in the cost of sales ratio: - ¥10.89 billion (2.2pt deterioration)
 - ✓ Negative factors: Q1 inventory revaluations, 0.4pt
Impact of product mix, 0.4 pt
Deterioration of service costs, 0.6 pt
Tariff impact, 0.4 pt
Deterioration in logistics costs, 0.2 pt
- Higher SG&A expenses: - ¥8.87 billion
 - ✓ Labor costs rose ¥2.5 billion, due to personnel increases owing to expansion of the direct sales area, as well as higher unit costs.
 - ✓ Other costs rose ¥1.3 billion in line with an increase in scale and sales promotion activities.
 - ✓ Depreciation and amortization rose ¥2.95 billion owing to the launch of core systems operations
- Lower R&D expenses: + ¥2.29 billion
 - ✓ While investment in product development continues, total R&D expenses declined due to prioritization and narrowing of research themes.
- Change in other income and expenses: - ¥8.27 billion
 - ✓ Goodwill impairment losses: - ¥11.2 billion
- FX impact: +¥0.09 billion

Goodwill Impairment Losses at Consolidated Subsidiaries

Based on the review of business plans under the new management structure, we redesigned resource allocation with a greater focus on profitability and capital efficiency.

- We reevaluated the business plans of each consolidated subsidiary in line with the policies of the mid-term management plan and the capital allocation discipline under the new management structure.
- For goodwill recognized at the time of acquisition, full impairment losses were recorded based on future cash flow outlooks, changes in the business environment, and strategic revisions.

Sysmex Partec GmbH	Oxford Gene Technology IP Limited	Sysmex Astrego AB
<ul style="list-style-type: none"> • Development and manufacturing in the FCM field 	<ul style="list-style-type: none"> • Development and manufacturing in the LS field (FISH and NGS genome analysis business) 	<ul style="list-style-type: none"> • Development and manufacturing of testing systems for the primary care market that rapidly determine antimicrobial susceptibility
Impairment loss: ¥1.5 billion	Impairment loss: ¥2.7 billion	Impairment loss: ¥7.0 billion
Total: ¥11.2 billion		

- ✓ Going forward, we will apply financial discipline metrics such as ROIC, IRR, and payback period as hurdle rates tailored to business characteristics, and promote disciplined resource allocation in line with the policy of “selection and concentration”

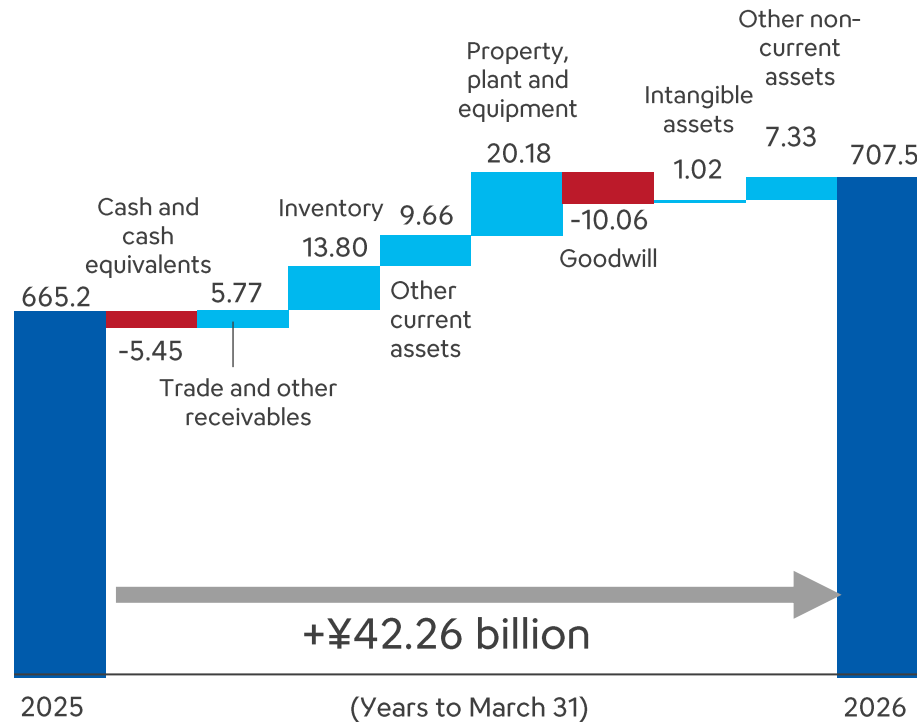
Breakdown of Changes in the Consolidated Statement of Financial Position

Assets

(Billions of yen)

Current assets: **+¥23.78 billion**

Non-current assets: **+¥18.47 billion**

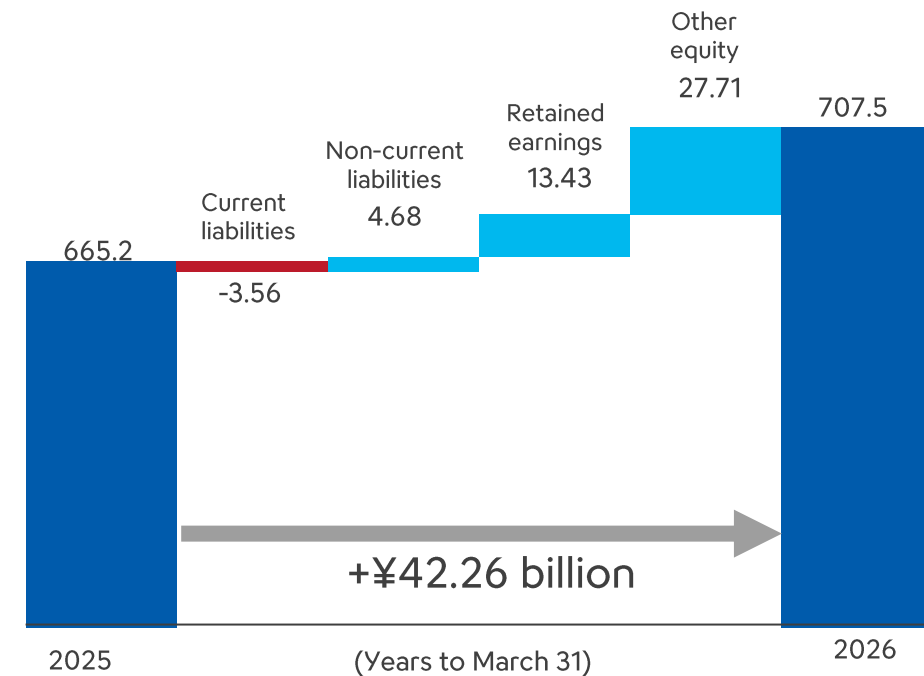


Liabilities/Equity

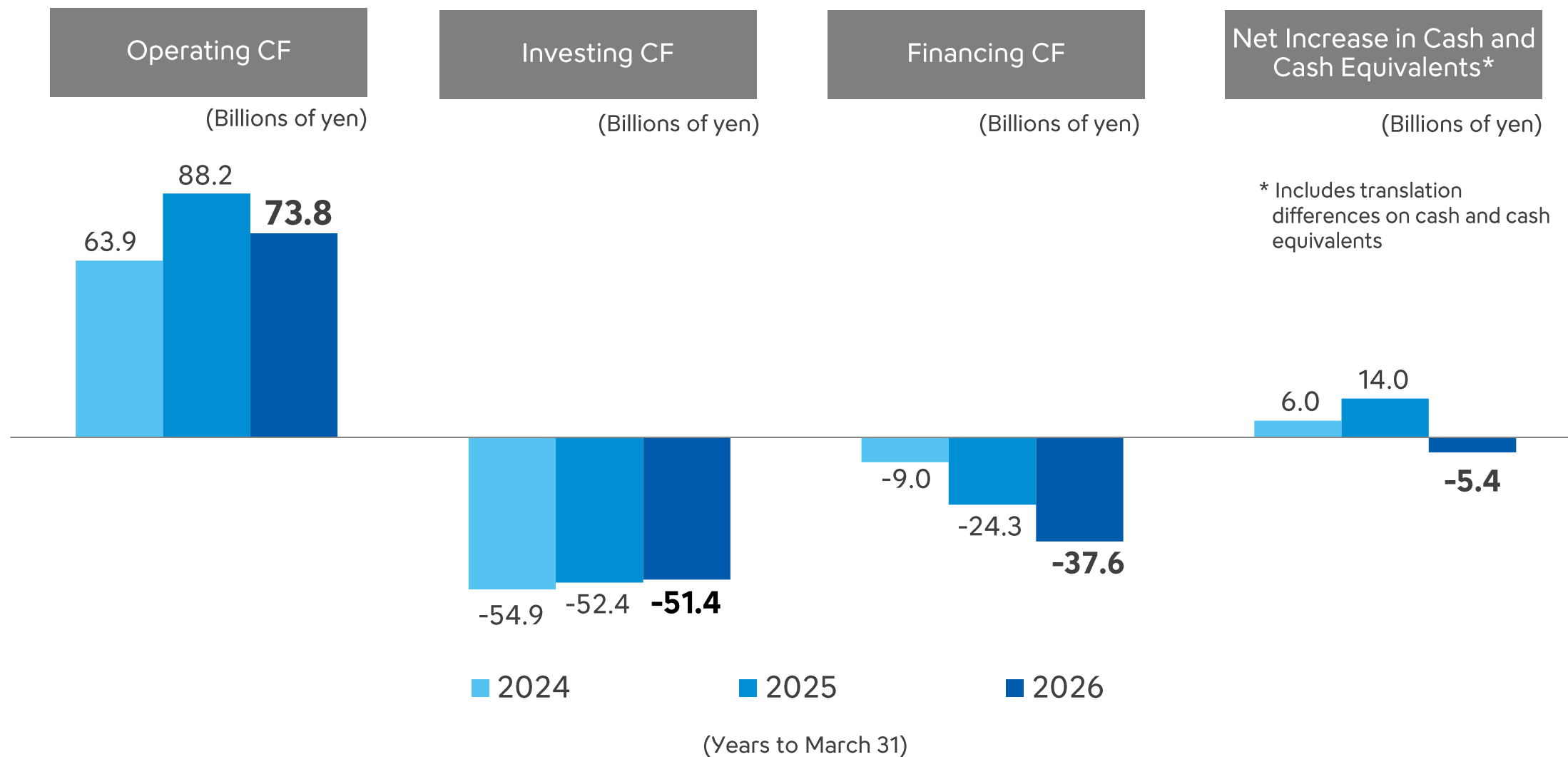
(Billions of yen)

Liabilities: **+¥1.12 billion**

Equity: **+¥41.14 billion**



Cash Flows



Proposed Dividend for the Fiscal Year Ended March 31, 2026

Maintaining the progressive dividend policy, and as announced at the beginning of the fiscal year, the annual dividend will increase by ¥6 (+18.8%) from the previous fiscal year, including a commemorative dividend marking the 30th anniversary of the Company's listing.

	Interim dividend	Year-end dividend	Total	Payout ratio
Fiscal year ended March 31, 2025	¥15	¥17	¥32	37.4%
Fiscal year ended March 31, 2026 (proposal)	¥19	¥19*	¥38	67.3%

*We plan to propose this year-end dividend to the 59th Ordinary General Meeting of Shareholders.

3. Strategic Themes under the Mid-Term Management Plan

Accelerated Rollouts in the Hemostasis Field

Expansion of sales in EMEA and the Americas due to a global OEM agreement

*Growth rate forecast for the fiscal year ending March 31, 2027 compared with the fiscal year ended March 31, 2026 (local currency basis)

EMEA

+20% or more*

Current: Won numerous large tenders, including from laboratory chains in Germany and projects in France and Switzerland

Outlook: Reagent sales expected to grow in line with the increase in installed instrument base



● Key countries with major new tender wins



CN-Series automated blood coagulation analyzer

Americas

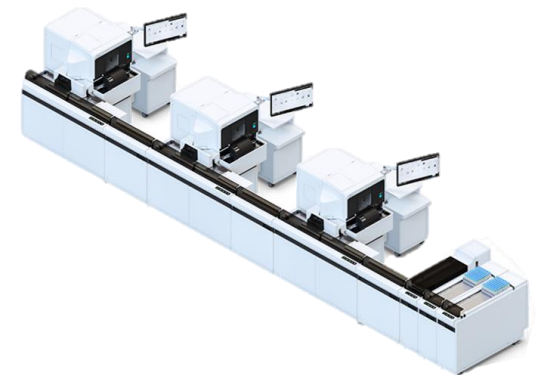
+70% or more*

Current: Obtained FDA approval for the full reagent lineup, including specialty parameters, establishing a framework capable of meeting a broad range of testing needs

Outlook: Sales growth to accelerate through expanded adoption in high-end markets, centered on the CN™-9000, which launched in the previous fiscal year



Hemostasis-related reagents



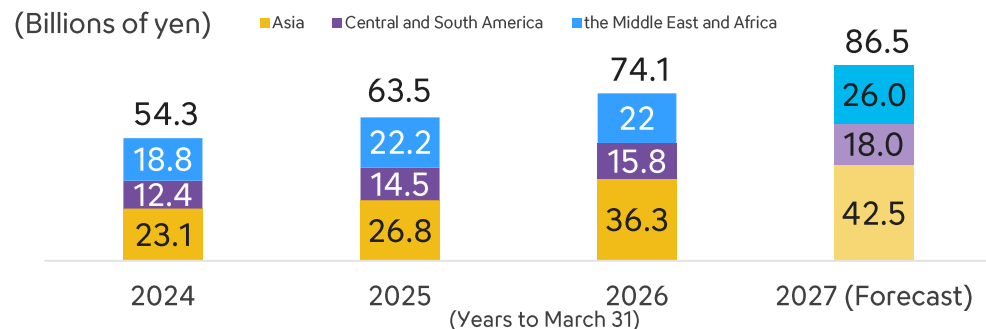
CN-9000 automated hemostasis solution

Business Expansion in Emerging Markets

■ Net Sales (Full Year)

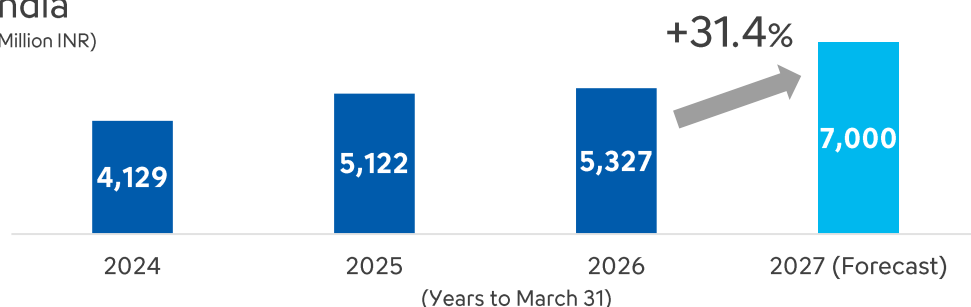
Emerging markets

(Asia, Central and South America, the Middle East and Africa)



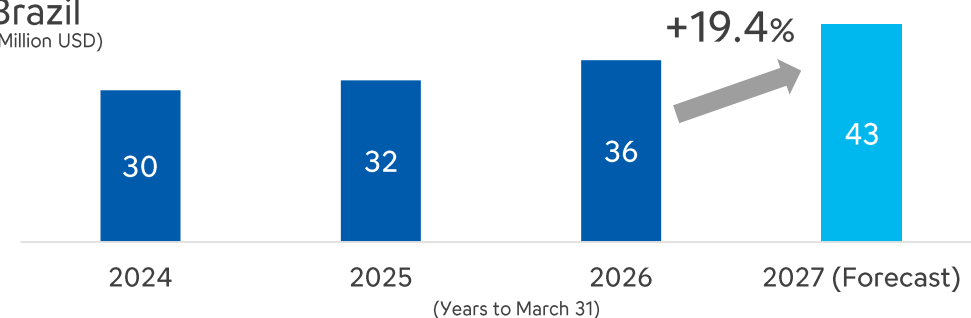
India

(Million INR)



Brazil

(Million USD)



Key initiatives in the fiscal year ending March 31, 2027

● India: Leveraging competitive advantages

- ✓ Expansion of Make in India Class I products
- ✓ Preparation for the launch of strategic models and public health services



XQ™-320 multiparameter automated hematology analyzer for the Indian market
New functionality: Improved anemia classification performance (RUO)

● Brazil: Commencement of construction of a new plant and acceleration of growth in the urinalysis and hemostasis fields

- ✓ Urinalysis field: Expansion into mid- and lower-end markets
- ✓ Hemostasis field: Launch of sales of the CN-Series for high-end markets
- ✓ New Brazil plant: Strengthening the stable supply framework for reagents

At full operation, production capacity is expected to be
approximately doubled
(compared with the current Brazil plant)



Artist's rendering of the new plant in Brazil, which is scheduled for completion in the fiscal year ending March 31, 2028

Strengthening the Competitiveness of the Diagnostics Business



Fiscal year ended March 31, 2026

Fiscal year ending March 31, 2027

From fiscal year ending
March 31, 2028

Hematology

Rollout of global flagship models in the aim of achieving an overwhelming No. 1 global market position

XR-1000
(North America)



North America: Transition from the
XN™-Series to an XR-Series Launch



India: Launch of Make in India products
• Strengthen competitive advantage



Launch of next-generation flagship models
• Moving to a new stage beyond screening



Achieve an
overwhelming No. 1
global market position

Hemostasis

Direct sales expansion in Europe and the Americas to drive reagent sales growth and significantly contribute to profitability improvement



CN-Series
(North America)

Following Europe, rollout of a full lineup including specialty parameters in North America



Start of reagent sales growth in Europe



Launch of next-generation
flagship models(Japan)



Global expansion

• Achieve a market share of over 10% for Sysmex alone in Europe and the Americas

Immunochemistry

Accelerate reagent sales and improve profitability by leveraging strategic parameters, including Alzheimer's disease testing-related panels



HISCL™-5000
Mid-Scale change
(Japan)



Three reagent parameters, including procalcitonin (Japan)

Aβ42/40: Launch in the U.S. as an LDT

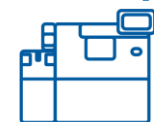


Evaluation toward introduction of LDT panel testing parameters
(p-Tau217/p-tau205/MTBR-Tau)

Launch of compact models



Launch of next-generation
flagship models(Japan)



Global expansion

Succession and Future Expansion in the Clinical Chemistry Field

1. Taking over the business and acquiring strengths

Took over JEOL's clinical chemistry business in April

- ✓ Obtained a **top domestic market share** in clinical chemistry analyzers
- ✓ **Acquired technologies** for reagent **miniaturization** and **high-throughput processing of tests**

2. Global expansion leveraging the sales network

Extensive sales network covering 190 countries and regions worldwide

- ✓ **Emerging markets:** Cultivate the market through package proposals combining basic testing (hematology and urinalysis)
- ✓ **Advanced countries:** Drive expansion of immunochemistry testing through proposals for "serum testing" packages combining immunochemistry and clinical chemistry testing

3. Establishment of a high-profitability model through collaboration on reagents

Improve the low-profitability model centered on standalone analyzers

- ✓ Through collaboration with reagent manufacturers, including OEM supply, we aim **to transition into the reagent business**, driving business expansion and contributing to improved profitability.

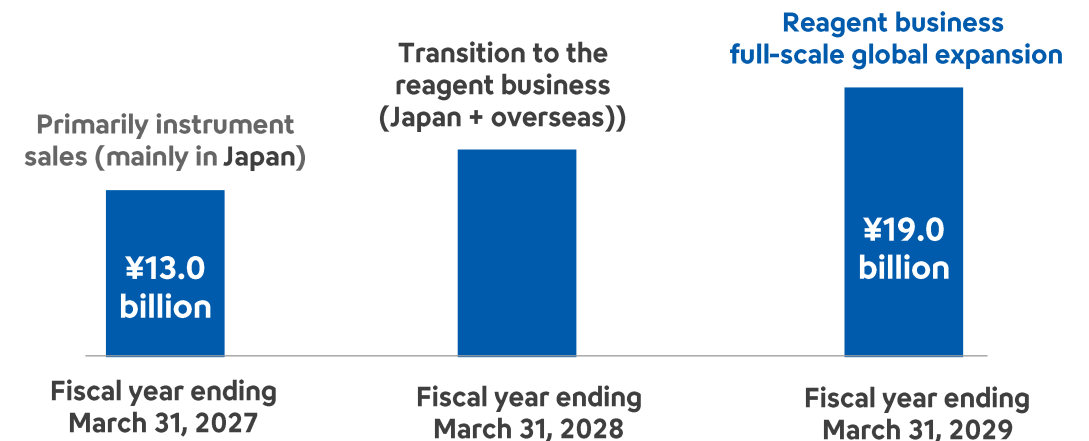
Three-year development roadmap

Category	FY03/2027	FY03/2028	FY03/2029
Instruments	Succession of existing products	—	Launch of new products
Reagents	Manufacturer negotiations	OEM agreements	Full-scale supply
Geographic expansion	Centered on Japan	Promote overseas expansion	Expand scale
Profit contribution	Instruments	Instruments + reagents	Instruments + reagents



BioMajesty™ JCA-ZS050

Plan for sales growth in the clinical chemistry field (conceptual image)



Initiatives to Improve Profitability

Value chain reform

- ✓ Improve the product mix
- ✓ Boost reagent profitability
- ✓ Optimize the supply chain

Promotion of data utilization

- ✓ Optimize production and inventory by improving the accuracy of demand forecasting
- ✓ Improve operational efficiency and effectiveness through digitalization
 - Curtail hiring of new staff
 - Speed up transition from development to mass production

Improvement of profitability and efficiency

Review of the business portfolio

Started discussions and evaluations under the new management structure

Enhance Profitability through Reforms to the Value Chain

Improve profitability by expanding the reagent business and reducing costs



Improve the product mix

- Increase the proportion of high-profitability products, including reagents in the hemostasis field in Europe and the Americas
- Raise average selling prices in line with new product launches



Boost reagent profitability

- Internalize production of raw materials (immunochemistry, hemostasis) and promote switching (hematology, urinalysis)
- Improve productivity by utilizing digital information (including optimization of production scale)



Optimize the supply chain

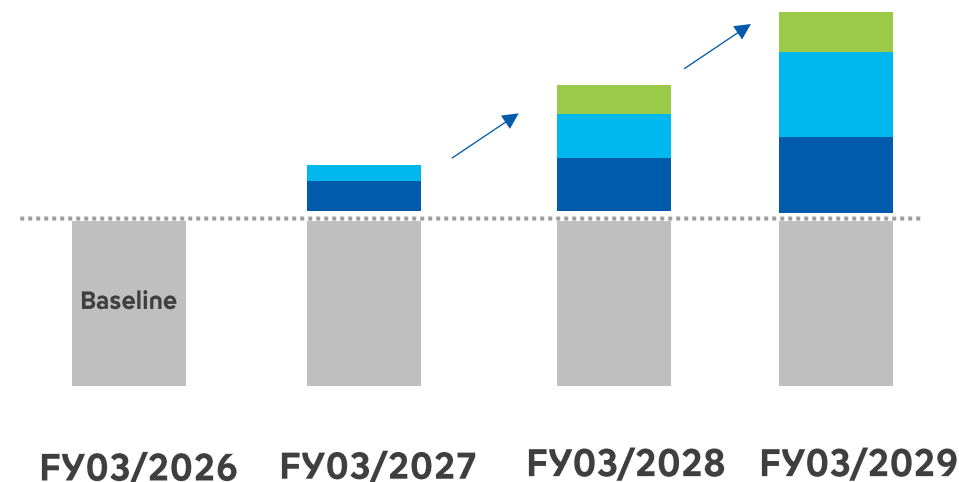
- Reduce costs by optimizing reagent production sites and supply frameworks

Improving the Gross Profit Margin (Conceptual Image)

■ Improve the product mix

■ Boost reagent profitability

■ Optimize the supply chain



Review the Business Portfolio

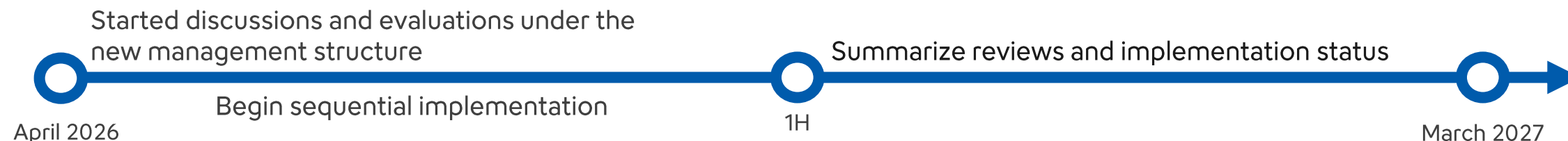
Thoroughly implement selection and concentration to improve profitability, capital efficiency, and cash generation capability

Objectives

- Reinforce the strengths and earning power of the diagnostics business
- Improve profit margins, ROE/ROIC, CCC, and FCF
- Return to a growth trajectory and **enhance corporate value**

Principles

- **Selection and concentration**
- Prioritize allocation of resources to businesses with high future profitability



Evaluation criteria

- ✓ **Align with the mid-term management plan**
- ✓ **Establish hurdle rates according to the business while confirming ROIC/IRR, payback period, and additional capital requirements**
- ✓ **Evaluate market environment, regulations, and uncertainties**

We will provide disclosures and updates on important matters as appropriate in a timely manner.

4.

**Financial Forecast for the Fiscal Year
Ending March 31, 2027**

Financial Forecast for the Fiscal Year Ending March 31, 2027

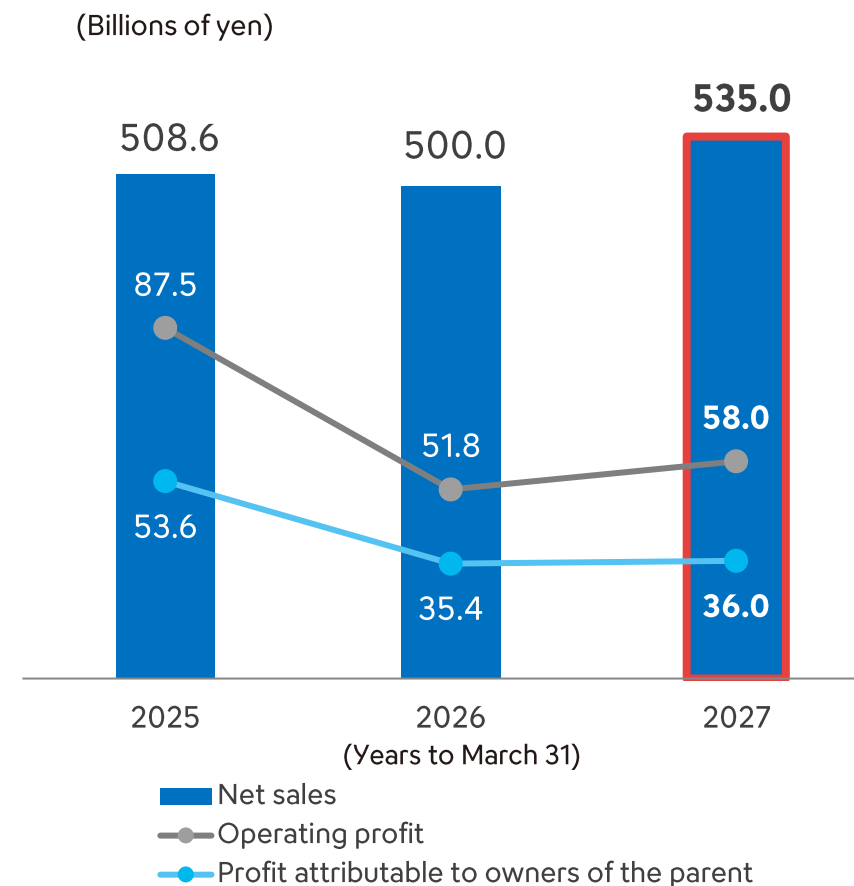
Taking uncertainty in China into account, we anticipate higher sales and profit, driven by growth across regions.

(Billions of yen)	Fiscal year ending March 31, 2027		Fiscal year ended March 31, 2026		Growth rate
	Forecast	Ratio	Results	Ratio	
Net sales	535.0	100.0%	500.0	100%	+7.0%
Cost of sales	267.0	49.9%	244.3	48.9%	+9.3%
SG&A expenses	181.0	33.8%	164.3	32.9%	+10.1%
R&D expenses	30.0	5.6%	29.1	5.8%	+2.9%
Operating profit	58.0	10.8%	51.8	10.4%	+11.9%
Profit attributable to owners of the parent	36.0	6.7%	35.4	7.1%	+1.5%

Planned investment	Capital expenditure: ¥48.0 billion	Depreciation and amortization: ¥47.0 billion
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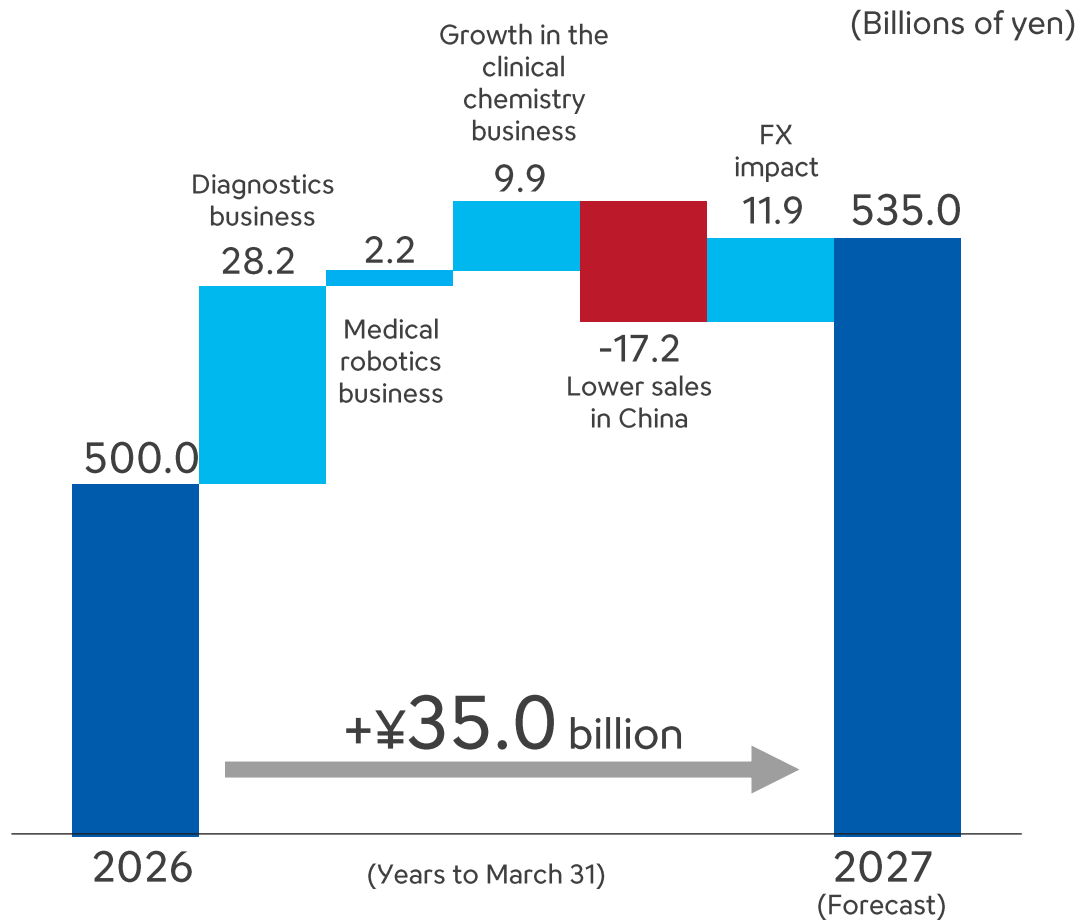
● Assumed Exchange Rates			● Exchange Rate Sensitivity		
	Full-year assumptions	Previous results (Fiscal year ended March 31, 2026)		Net sales (year)	Operating profit (year)
1 USD	¥155.0	¥150.8	USD	¥0.83 billion	¥0.21 billion
1 EUR	¥180.0	¥174.8	EUR	¥0.63 billion	¥0.07 billion
1 CNY	¥22.0	¥21.2	CNY*	¥0.32 billion	¥0.23 billion

*Per ¥0.1 change

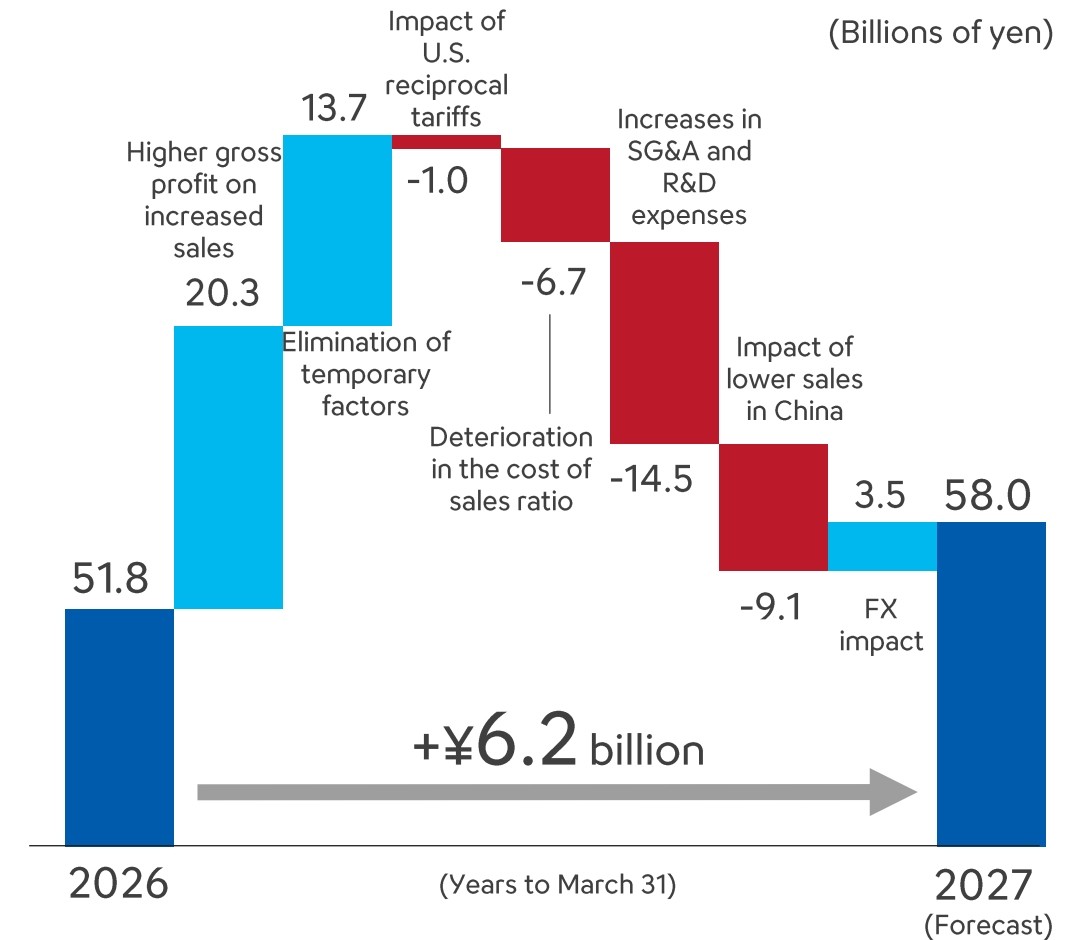


Breakdown of Net Sales and Operating Profit for the Fiscal Year Ending March 31, 2027

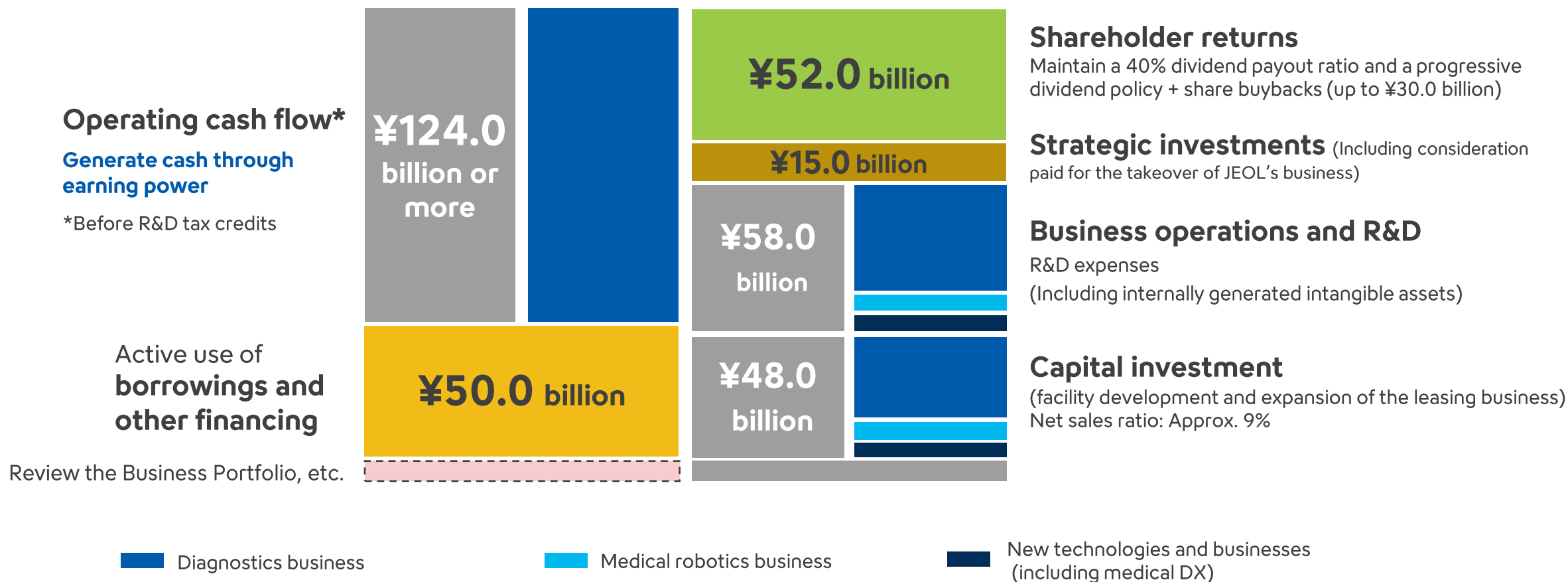
Net Sales



Operating Profit



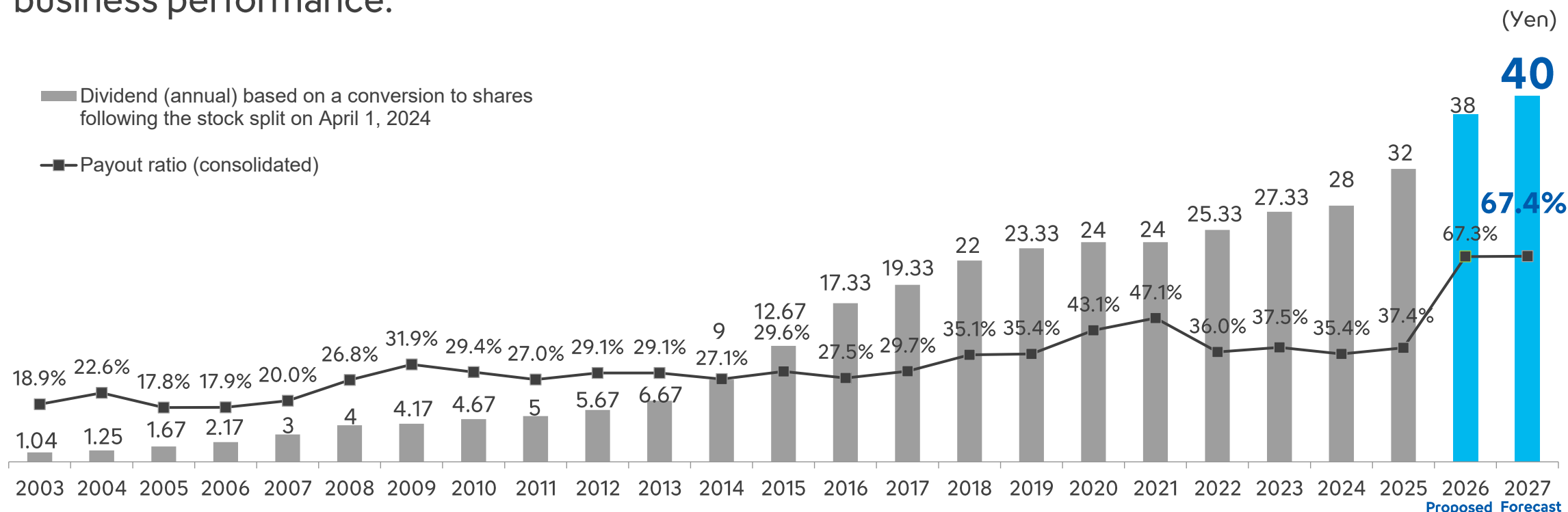
Capital Allocation (Outlook for the Fiscal Year Ending March 31, 2027)



Prioritize allocation to the diagnostics business

Dividend Forecast for the Fiscal Year Ending March 31, 2027

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.



Up to ¥30.0 billion share buyback

Note: The payout ratio for the fiscal year ending March 31, 2027 is calculated based on the Company's forecasts, including an assumed share buyback.

(Appendix)

Quarterly Results for the Fiscal Year Ended March 31, 2026



(Billions of yen)	Q1 of fiscal year ended March 31, 2026 (April–June)		Q2 of fiscal year ended March 31, 2026 (July–September)		Q3 of fiscal year ended March 31, 2026 (October–December)		Q4 of fiscal year ended March 31, 2026 (January–March)	
	Results	Ratio	Results	Ratio	Results	Ratio	Results	Ratio
Net sales	105.7	100%	126.7	100%	128.6	100%	138.8	100%
Cost of sales	51.2	48.5%	58.7	46.3%	63.5	49.4%	70.7	51.0%
SG&A expenses	38.2	36.2%	39.5	31.2%	42.3	32.9%	44.1	31.8%
R&D expenses	6.4	6.1%	6.7	5.4%	7.2	5.6%	8.7	6.3%
Other income (expenses)	0.8	0.8%	0.6	0.5%	0.1	0.2%	(12.0)	—
Operating profit	10.6	10.1%	22.3	17.6%	15.6	12.2%	3.1	2.3%
Profit attributable to owners of the parent	4.5	4.3%	14.4	11.4%	14.8	11.5%	1.7	1.3%

Financial Forecast for the Fiscal Year Ending March 31, 2027

(Sales by Business, Field, and Destination)



Sales by business and field

(Billions of yen)	Fiscal year ending March 31, 2027	Ratio	YoY (Previous period = 100%)
Hematology	317.0	59.3%	105.9%
FCM	7.0	1.3%	149.2%
Urinalysis	48.5	9.1%	110.1%
Hemostasis	74.0	13.8%	102.2%
Immunochemistry	23.0	4.3%	103.0%
Clinical chemistry	13.0	2.4%	445.5%
Life science	23.5	4.4%	94.1%
Others	23.5	4.4%	90.6%
Diagnostics business	529.5	99.0%	106.6%
Medical robotics business	5.5	1.0%	166.4%
Total	535.0	100%	107.0%

Sales by destination

(Billions of yen)	Fiscal year ending March 31, 2027	Ratio	YoY (Previous period = 100%)	
			Yen basis	Local currency basis
Americas	152.0	28.4%	109.2%	106.3%
EMEA	174.0	32.5%	110.1%	107.1%
China	75.0	14.0%	83.8%	81.0%
AP	62.0	11.6%	113.5%	-
Japan	72.0	13.5%	122.9%	-

Highlights (April 2025 to April 2026)

Diagnostics business

- Sysmex's CN-6000 Automated Blood Coagulation Analyzer and XR-Series Automated Hematology Analyzer Receive U.S. FDA 510(k) Clearance
- Sysmex Establishes a Subsidiary in Kenya and Greece (EMEA)
- Sysmex Group's New Manufacturing Base in India Begins Full-Scale Operations and Launches "Make in India" Products (AP)
- Sysmex Expands Portfolio and Accelerates Global Expansion through Acquisition of JEOL's Clinical Chemistry Testing Business
- Introduction of Compact Model to the CN-Series: Launch of the CN-700 Automated Blood Coagulation Analyzer (Japan)
- Sysmex Launches an Assay Kit for Identifying p-Tau217 in the Blood, a Biomarker Related to Alzheimer's Disease

Sustainability

- Sysmex Introduces Performance-Linked Stock Compensation Plan
- Sysmex Becomes First in the Industry to Obtain Certification for Closed-loop Recycling of Reagent Containers under the Plastic Resource Circulation Act
- Balancing Business Growth and Reducing Environmental Impact as the Industry's First TNFD Adopter
- Sysmex Selected for DDP 2025 "Climate Change" A List
- Sysmex Ranked in the Top 1% in the Sustainability Yearbook 2026 by S&P Global

Together for a better
healthcare journey