Strategies and Plans for Realizing Our Corporate Philosophy

Based on the "Sysmex Way," the corporate philosophy of the Sysmex Group, we have formulated a new long-term corporate strategy ending in fiscal 2033. Through this, we have revised our materiality (priority issues), drafted a new vision and designed strategies that are consistent with our materiality. We also launched a new mid-term management plan, setting in place our management plans and key actions for the next three years. Based on these strategies and plans, Sysmex aims to achieve sustainable growth and increase its corporate value.



Sysmex's Value Creation

Through the creation of new technologies and innovations, by resolving medical issues we aim to contribute to the extension of healthy lifespans of people around the world, while maintaining sustainable growth.



Corporate Philosophy Sysmex Way

Long-Term Corporate Strategy 2033 (VA33)

>>Long-Term Corporate Strategy P23
>>Materiality P25
>Core Strategy P27

Mid-Term Management Plan

>>Overview of the Mid-Term Management Plan P39

>>Key Actions P43





Message from the Group CEO

Hoati the

Hisashi letsuqu Chairperson and Group CEO

By shaping the advancement of healthcare and continuing to transform ourselves, we will help to extend healthy lifespans and work to improve social value and corporate value.

Shaping the Advancement of Laboratories, Medical Institutions, and Healthcare.

In fiscal 2022, ended March 31, 2023, we made steady progress despite the effects of COVID-19 and geopolitical risks. Operating performance was solid, with the exception of China, which was affected by lockdowns. These results, combined with the impact of yen depreciation, led us to achieve record-high sales and profits. As we persevered in line with our mission, as set out in the corporate philosophy of the Sysmex Group, I believe our results reflect our ability to accurately ascertain the emerging needs of our customers around the world. Our mission is "Shaping the advancement of healthcare." Healthcare is based on universal aspirations of health and longevity, and is evolving against a backdrop of social and technologi-

cal advances that continue to change.

Looking back, since the time of its founding Sysmex has advanced its value offerings and contributed to healthcare by responding to or anticipating such changes. One might even say we have shaped the evolution of diagnostics and laboratories by viewing products and services as means to create value.

Against the backdrop of the introduction of universal health insurance, the medical field expanded substantially in Japan in the 1960s. During that period, our expansion and automation of testing parameters contributed to the standardization of diagnostic procedures. The 1980s were a period of medical advances on a global scale. As testing operations expanded and grew more complex, we responded by developing testing systems that contributed to productivity and safety. As a result, laboratories transitioned into departments that perform test management. At one medical institution, the number of people involved directly with laboratory testing fell from 40 to four, allowing personnel to move to higher-value-added tasks such as providing information to physicians. This example shows how we have collaborated with customers, significantly transforming laboratory workflows to improve the quality, safety, and productivity of testing and diagnostics. Since the 2000s, we have responded to healthcare challenges around the world and have expanded our geographic reach. For example, in emerging markets, Sysmex has worked to spread and improve the quality of medical care by developing products suited to local needs and holding scientific seminars. Sysmex products have been adopted as standard instruments in China and other countries, where they have helped to establish nationwide quality standards. At the same time, we have also been taking advantage of the accelerating progress in digital technology and other factors to provide network solutions and to develop the life science field with a view toward personalized medicine.

We entered the medical robotics business in 2013 through a joint venture with Kawasaki Heavy Industries, Ltd., as an initiative to shape advances in more areas, from laboratories to operating rooms. In this business, we support the entire operating room, helping to improve surgical uniformity and productivity through the use of fine and accurate robotic arms. Through such healthcare advances, Sysmex hopes to provide value to society through the extension of healthy lifespans. To this end, we aim to realize care that is tailored to the individual, to optimize medical costs, and to eliminate disparities by improving accessibility to healthcare. At the same time, we aim to contribute toward the realization of a circular resource and inclusive society, which are essential to the advancement of healthcare.

Establishing a Solid Position Through Commitment to Our Previous Long-Term Management Goals

In 2018, we formulated our long-term management goals 2025, which we aimed to achieve by fiscal 2025. Under a long-term vision of being a "Unique & Advanced Healthcare Testing Company," we established positioning targets: to expand our existing domain of *in vitro* diagnostics (IVD), to promote personalized diagnostics, and to enhance our corporate value and climate. As action plans, we have been promoting three-year mid-term management plans in a rolling manner. Our most recent mid-term management plan (fiscal 2021 to fiscal 2023) addresses six key actions.

Looking back on our progress to date, we have positioned ourselves as a unique and advanced company in the face of difficult changes in the operating environment. Specifically, we launched new products in the hematology field. We created new diagnostic technologies and expanded our testing parameters in the immunochemistry field, such as a high-profile reagent to test for Alzheimer's disease that we developed and for which we have obtained marketing approval. In the life science field, we have seen steady progress in sales of cancer genome profiling systems and other products. Looking at performance by region, we have strengthened our direct sales structure in India, Central and South America, the Middle East, and other regions. This and the growth in emerging markets contributed to our performance. In China, we were significantly affected by lockdowns and government procurement policies. However, we have made steady progress in implementing knockdown production methods and expanding our reagent portfolio in the immunochemistry field. Taking that market's size and future growth potential into consideration, we will continue to prioritize China as one of our key regions and advance our business expansion efforts towards sustained growth.

In our new field, medical robotics, our robot-assisted surgery system got off to a fullfledged start. As of the end of fiscal 2022, the system had received regulatory approval and insurance coverage for urology, gastroenterology, and gynecology applications, and a total of 35 units have been installed. Going forward, in addition to expanding business in Japan we will prepare to develop this business overseas

Internally, we have invested aggressively in digital transformation (DX) initiatives. At the same time, we worked to bolster engagement, advance global HR management, configure a job-based HR system and develop systems that facilitate diverse work styles.

Creating Value with an Eye to Further Advances in Healthcare

An important challenge going forward is how to respond to a healthcare market that is evolving faster than ever. The COVID-19 pandemic has brought to light issues with healthcare systems in various countries and has led people to reconsider the value of medical care and testing. That said, we expect to see significant efforts to curtail social security expenses. Additionally, advancements in genetic analysis and personalized medicine, along with accelerating digitization, have the potential to transform the healthcare landscape. Testing is becoming a data-driven business, and depending on how we handle accumulated genomic and testing data, we may soon enter an era where healthcare can be tailored to each individual's needs.

Anticipating this sort of operating environment, we recently formulated the new Long-Term Corporate Strategy 2033 (VA33). This strategy, which focuses on the individual's "healthcare journey*," aims to expand our business domains and increase the value we provide. Additionally, to further strengthen sustainability management, we will strive to deliver value that exceeds the expectations and demands of our stakeholders. By earning their recognition and support, we will drive a powerful cycle of value creation.

On the financial front, we will continue to pursue a management strategy centered on double-digit growth and a 20% operating margin—goals we have upheld for the past 30 years.

The global IVD market has been growing at a single-digit rate. We aim to grow faster than the market by focusing on our growth targets and harnessing the internal energy that arises from trial and error. We recognize that ongoing investment is essential to create new value globally and expand our portfolio, and we believe we need an operating margin of around 20% to generate the funds necessary for such investments. By realizing this growth, we aim to reach net sales of more than ¥1 trillion by fiscal 2033.

*Sysmex is proposing the new concept of a "healthcare journey." We view the various healthcare-related events a person experiences throughout their lives (life stages), along with the corresponding processes these involve (such as treatment at healthcare institutions), as a "journey."

Under a New Management Structure, Employees Encouraged to Evolve "with a Will"

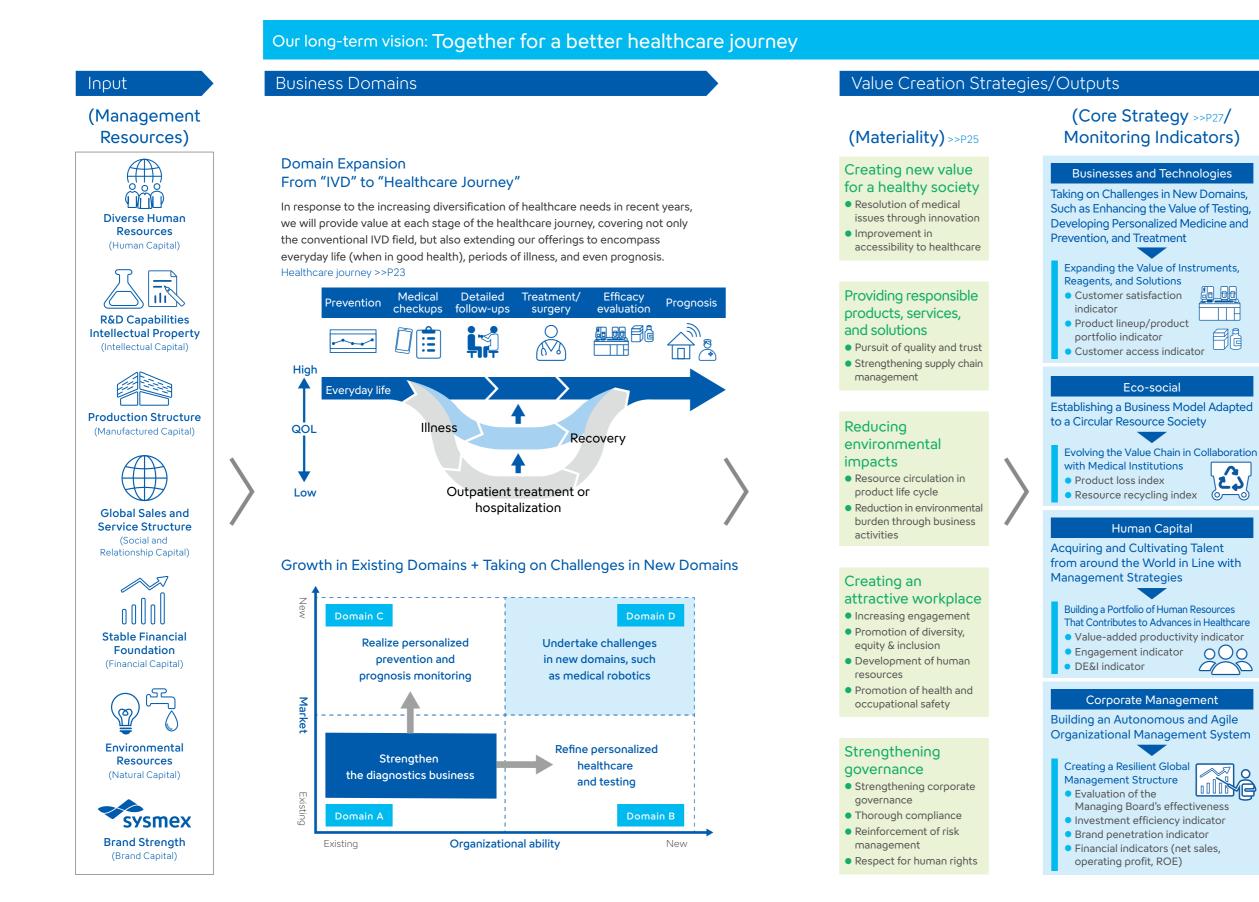
Kaoru Asano was named the Company's new president in April 2023. This personnel change was resolved by the Managment Board after deliberation by the Nominating Committee, based on a long-term succession plan. Under our new management structure, I will assume the role of Group CEO, while Mr. Asano will serve as president and drive strategic direction. In the past, Mr. Asano has successfully led the Company's R&D and business development efforts. In these roles, he has brought about numerous transformations, demonstrating his suitability to lead Sysmex's management in the creation of new value. Mr. Asano has taken a central role in formulating and developing the VA33 and mid-term management plan, which accordingly reflect the strategic vision and intentions of him and the rest of our management team. I consistently share with employees the phrase "Where there is a will, there is a way." In

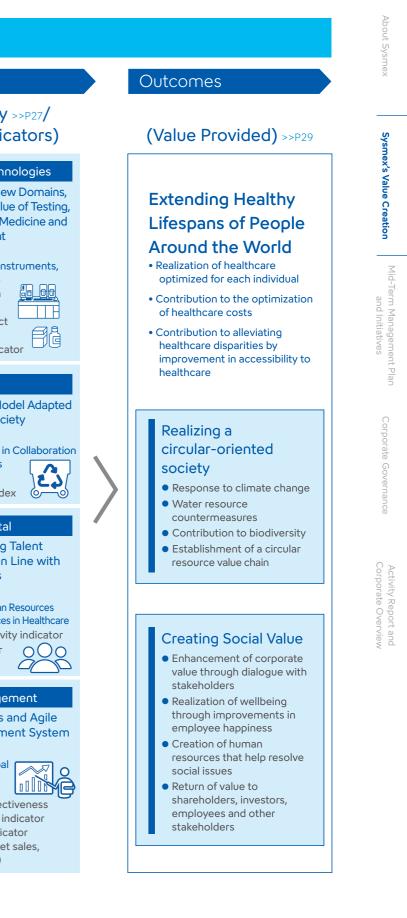
I consistently share with employees the phrase "Where there is a will, there is a way." In other words, if we approach things with a strong determination, the path to our goals will gradually become clear. I want to cultivate a company where employees actively think about how they can create value for society. Under VA33, as well, we aim for our employees to drive initiatives "with a will."

Going forward, Sysmex will persevere in "Shaping the advancement of healthcare." We will continue to stand alongside stakeholders as we work together to improve social and corporate value. We look forward to your continued support.



Sysmex has formulated its Long-Term Corporate Strategy 2033 (VA33), which concludes in fiscal 2033, based on the "Sysmex Way," the corporate philosophy for the Sysmex Group. In line with our long-term vision, "Together for a better healthcare journey," we will continue contributing toward the development of healthcare and the healthy lives of people.





Long-Term Corporate Strategy

Long-Term Corporate Strategy 2033 (VA33: Value Advance)

Long-term vision "Together for a better healthcare journey"

Key Points of Our Strategy

- 1) Expand our target domain from diagnostics to the healthcare journey
- 2) Accelerate business growth by leveraging our strengths
- 3) Strengthen our human capital and take on the challenge of reducing environmental impact

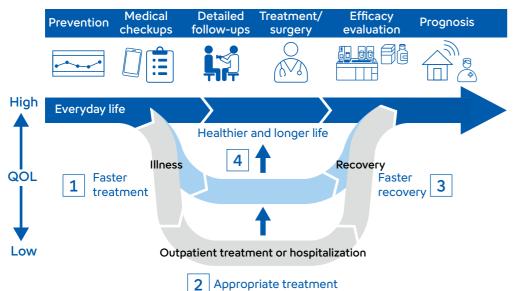
<u>Value</u>

- Each and every employee is always sincerely committed to improving social value and corporate value.
- We foster innovation in testing and diagnosis, creating unique value in personalized medicine and new therapeutic areas.

<u>A</u>dvance

- We promote advancements in healthcare, which is our mission.
- We prepare for further advances.

Healthcare Journey



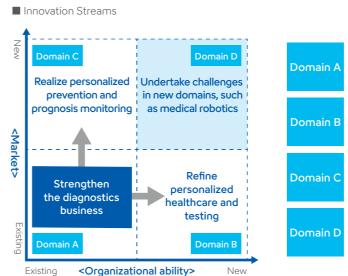
Background to Formulating Our Long-Term Corporate Strategy

Sysmex develops its long-term corporate strategy over a 10-year timeframe, based on its desired future state, and periodically revises the strategy in response to external and internal environmental changes. Our previous long-term corporate strategy, formulated in 2018, positioned our long-term vision as "A Unique & Advanced Healthcare Testing Company," and described our aim of contributing to personalized medicine and primary care while expanding our existing businesses. As a result, we maintained our No. 1 market share and further reinforced our position in the hematology, urinalysis and hemostasis fields. We have also made steady progress in the immunochemistry field. Additionally, we have laid the groundwork for new business ventures, such as the development and sale of reagents to test for Alzheimer's disease in the personalized medicine field, and the world's first system to rapidly detect

antimicrobial susceptibility in primary care. Furthermore, we have ventured into the medical robotics business.

As the background for formulating our long-term strategy, we anticipate the operating environment 10 years in the future. As global society ages, we expect to see efforts to optimize social security expenditures and decentralize healthcare functions. Against this backdrop, prevention and self-medication will become increasingly important. At the same time, healthcare disparities and the issue of accessibility to healthcare will continue to persist. Furthermore, we anticipate advancements in technological innovation such as gene analysis, ultrahigh sensitive measurement, and miniaturization, which will be applied to healthcare. Demand for personalized medicine will grow, and we expect the practical application of new treatment methods such as regenerative and cellular medicine and genomic medicine. Additionally, we predict the widespread adoption of artificial intelligence (AI) and the acceleration of digital transformation (DX) in the healthcare sector,

Business Domain



Note: Based on *The Lead and Disruput* by Charles A. O' Reilly, et al.

Core Strategy and Targets



including the implementation and expansion of robotic technologies. Looking at internal resources, we believe our global business foundation, extensive technological expertise, academic network, and industry collaborations will be increasingly effective in creating value in the future.

Overview of Our New Long-Term Corporate Strategy

On this basis, we formulated our Long-Term Corporate Strategy 2033 (VA33), which looks ahead to the value we aim to provide and the society we aim to realize, encapsulated in our long-term vision, "Together for a better healthcare journey." "Healthcare journey" refers to the concept of viewing a person's healthcare events and corresponding processes as a lifelong journey. To improve healthcare journeys for each individual worldwide, it is essential to tailor healthcare for each individual, optimize healthcare costs, and improve accessibility to healthcare. In Sysmex's target domains, in addition to traditional *invitro* diagnostics (IVD) performed in laboratories, we will also consider other points along the healthcare journey, such as the prevention, pre-symptomatic, and prognosis monitoring stages, as well as treatment.

		Aain Domains on he Healthcare Journey			
Strengthen the diagnostics business • Expand market share and establish overwhelmin competitive advantage • Increase testing parameters, pursue global development		2		4	
Refine personalized healthcare and testing • Develop unique life science fields • Develop new testing and diagnostic methods	9 1		3		
Realize personalized prevention and prognosis monitoring • Develop and disseminate new tests • Realize new healthcare support using data	1		3		
Take on challenges in new domains • Expand the medical robotics business • Expansion into regenerative and cellular medicine. etc.		2		4	

Growth	Net sales ¥1 trillion or more
Profitability	Operating margin 20% or more
Achieve zero product losses	Percentage of unused product waste 0.1% or less
Switch to environmentally conscious materials	Rate of use in containers and packaging materials 100%

Looking at business domains, we have plotted organizational ability and the market on two axes to frame our innovation streams, designing the figure above. Our positioning in Domain A is to further strengthen the diagnostics business. From there, we will move into Domain B, where we aim to acquire new technologies and move into the life science field in such areas as realizing personalized medicine. In Domain C, we will utilize the technologies we have developed to date to also move into new markets such as personalized prevention and prognosis monitoring. In Domain D, we will undertake challenges in new domains, such as our robotic assisted surgery system, as well as the treatment domain, including regenerative and cellular medicine. In designing this strategy, we placed more emphasis on sustainability than ever before, and redefined our priority SDGs and materiality based on our long-term vision. From here, we draw up our core strategy consisting of businesses and technologies, eco-social, human capital, and corporate management.

By executing these strategies, we aim to achieve net sales of ¥1 trillion or more and operating profit growth of at least 20%. We also intend to achieve our non-financial targets to realize a circular resource society, thereby enhancing our corporate and social value. >>Materiality P25, >>Core Strategy P27

Materiality (priority issues)

Sysmex's Materiality

Deigeity CDC a to Address	Mate	Materiality		
Priority SDGs to Address	Initiative	Theme		
3 Good Health and Well-Being →√	 Resolution of medical issues through innovation Improvement in accessibility to healthcare 	Creating new value for a healthy society* ²		
9 Industry, Innovation and Infrastructure				
12 Responsible Consumption and Production	 Pursuit of quality and trust Strengthening supply chain management 	Providing responsible products, services, and solutions* ²		
17 Partnerships for the Goals				
5 Gender Equality	 Increasing engagement^{*1} Promotion of diversity, equity & inclusion^{*2} 			
8 Decent Work and Economic Growth	 Development of human resources Promotion of health and occupational safety 	Creating an attractive workplace		
13 Climate Action	 Resource circulation in product life cycle*² Reduction in environmental burden through business activities*² 	Reducing environmental impacts*2		
(Governance)	 Corporate governance Compliance Risk management Respect for human rights*1 	Strengthening governance		

*2 Item that have been reorganized, integrated and rewritten from the previous materiality items

The Process of Positioning and Identifying **Our Materiality**

We identify priority issues (materiality) with the aim of realizing a sustainable society and achieving sustainable growth for Sysmex, and we periodically verify this content.

We first identified our previous materiality in 2017, by analyzing priorities along two axes: importance to stakeholders and to Sysmex. To make progress more visible and increase effectiveness, we set specific targets and KPIs as non-financial targets in line with our mid-term management plan. (In fiscal 2021, we renamed "non-financial targets" to "sustainability targets.") We also developed action plans and activities for responsible divisions. We reviewed this content in 2021 when formulating our mid-term management plan.

In order to formulate a new long-term vision and strategy, we have determined that it is important to design a cohesive strategy that aligns with our long-term corporate strategy, mid-term management plan, and materiality, taking into account factors such as the expansion of business domains and the diversification and increasing complexity of the social environment. We believe this will help enhance our execution capabilities and foster active dialogues, while promoting sustainability-oriented management. Furthermore, we anticipate that this will

facilitate understanding both internally and externally.

Our approach to reidentifying materiality was to take our previous materiality as a starting point, and then using a backcasting-type design. In conjunction with our Long-Term Corporate Strategy 2033 (VA33), we analyzed social and global environmental and industry trends up to 2033, and organized them as issues to be addressed to realize our long-term vision, as well as from the perspective of their impact on social and corporate value. Sysmex identified priority SDGs to address, and based on this, identified 14 materiality items in five areas.

Furthermore, we established the new materiality items as the basis for setting our core strategy and monitoring indicators in our VA33. Our core strategy was further aligned with the mid-term management plan and sustainability targets to create a framework for Sysmex's vision for value creation.

The execution status and sustainability targets of each strategy are reported semiannually by each division at Managing Board and management meetings, and the progress is confirmed by the members of the Managing Board.

As our strategy progresses and the environment changes, Sysmex will continue to provide value by regularly verifying and reviewing its materiality.

The Flow of Identifying Materiality

2017 Identify	2021 Review
STEP 1: Understand and Organize the Issues	
Elicit global social issues and requests from stakeholders.	Partially revised based on environmental analysis in
STEP 2: Prioritize	conjunction with
Evaluate medium- to long-term risks and opportunities from the perspectives of stakeholders and Sysmex, and order these according to priority.	the development of the mid-term management plan. (GRI, SASB, SDGs,
¥	sustainability index assessments)
STEP 3: Confirm Suitability	,
Deliberate and approve at management meetings.	

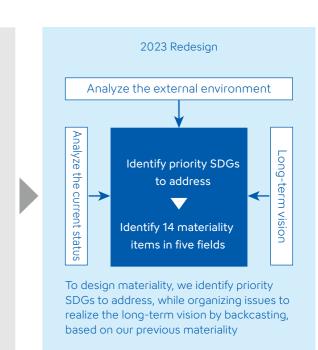
Priority SDGs to Address

Impact

9

society





ex's Value

Creation

Mic



Creating new value for

Resolution of medical issues

a healthy society

Core Strategy

Businesses and Technologies

We have set policies for innovation streams in each of our four domains.

Strengthening Our Diagnostics Business Domain A

We position this domain as the driver of our earnings growth. By leveraging our global business foundation and technology assets, we aim to increase the performance of existing tests and expand those that offer new diagnostic indicators, thereby increasing the value of testing. By field, we aim to maintain our No. 1 share of the global market in hematology as we expand our potential markets and increase our competitive advantage. In the immunochemistry field, we will enhance our global presence by enlarging our unique reagent portfolio. In the hemostasis field, we will take advantage of alliances and our own solutions to promote global development. In addition, we will work to increase the number of diseases we target, and provide diagnostic value across fields of testing. In rolling out these initiatives, we will focus on developing products and unique testing parameters that meet the healthcare needs of emerging markets and other countries and regions. In addition, we will work to provide new value by organizing and analyzing databases containing testing and diagnostic data.

Refine Personalized Healthcare and Testing Domain B

We aim to provide new diagnostic value for diseases such as cancer and Alzheimer's disease that have become significant social issues. In addition to the practical application of liquid biopsy technology to measure cells, proteins and genes, we will enhance our gene testing portfolio and develop diagnostic solutions that utilize genetic information. We plan to refine personalized medicine and testing through the integration of new and existing technologies.

Realize Personalized Prevention and Prognosis Monitoring Domain C

In this domain, we will focus on developing primary care products that expand the locations and subjects for testing, in response to the decentralization of healthcare and the increasing demand for self-medication. We will also work on new tests targeting the presymptomatic and preventive domains, as well as accumulating and analyzing individual time-series testing data to develop programs for recurrence detection and predictive testing.

Undertake Challenges in New Domains, omain D such as Medical Robotics

We will continue to explore new areas, including the surgical domain, where we aim to provide surgical solutions based on our medical robotics business. We will also pursue opportunities in the areas of regenerative and cellular medicine, where we will make full use of the quality control and robotics technologies cultivated through our IVD business.



Monitoring Indicators*1 Customer satisfaction indicators

- NPS[®]*² (Net Promoter Score)
- VOC (Voice of Customer) items collected
- Queries to the customer service center

Product lineup/product portfolio indicators

- Number of patents/number of new patents
- Number of conference presentations and papers published, number of joint research projects with academia **Diagnostics business:**
- Market share in each field
- Number of unique testing parameters developed
- Net sales, operating profit, operating margin

Personalized medicine, prevention, prognosis:

- Number of primary care products deployed
- Number of cancer genomes analyzed New businesses:
- Number of medical departments using the robotic-assisted surgery system, deployment area, number of surgeries performed
- Number of regenerative medicines approved
- Net sales, operating profit, operating margin

Indicators of access to healthcare

- Number of hematology tests
- Number of countries where deployed
- Number of direct sales locations
- Net sales in emerging and developing markets, percentages of net sales

*1 These indicators set in the Long-Term Corporate Strategy are to be monitored from a long-term perspective. They will be revised as necessary in line with changes in the environment and progress of the strategy.

*2 NPS® is a registered trademark of Bain&Company, Fred Reichheld and SatmetrixSystems

E3 Eco-social

As a member of the international community, we will build a business model that balances the resolution of environmental and social issues with business expansion by implementing value chain reforms aligned with a circular resource society. In addition to achieving carbon neutrality and conserving water resources in our business activities, we will transition our entire value chain to a resource circulation-based model. We will expand environmentally conscious design in instruments and reagents, adopt animal-free and environmentally friendly materials, and accelerate the substitution of these materials. We will also establish mechanisms for reuse and recycling, and strive for zero disposal of unused in-house products.

Furthermore, by utilizing our technical assets we will explore new solutions that improve cost-effectiveness and improve access to healthcare. We will also accelerate collaboration with external partners in sustainability activities, aiming to earn society's trust.

Human Capital

People are the most important sort of capital for enhancing corporate value. Recognizing this fact, we invest proactively in the hiring, development, and allocation of human resources to cultivate individuals capable of realizing the evolution of healthcare. Specifically, we focus on hiring and developing highly skilled professionals to build an optimal talent portfolio. Additionally, we create a workplace environment that respects the individuality of diverse human resources and provides opportunities to improve individuals' well-being, ensuring that each employee enjoys high levels of job satisfaction and engagement. Furthermore, we dedicate ourselves to fostering a strong leadership pipeline that drives the evolution of corporate culture and leads both existing and new businesses across the Group, facilitating outstanding teamwork. To support these initiatives, we have established a global human capital database that is effectively monitored through the use of DX technology. >>Human Capital Strategy P53

Corporate Management



To foster innovation and promote our strategies, we will establish an autonomous and agile organizational management structure. This includes optimizing the Group's organizational design, functional placement, authority system, and decision-making processes. We will also strengthen our external resource utilization framework through alliances and open innovation initiatives.

We will leverage digital technology to strengthen our management foundation and improve management guality. Furthermore, we will strive to enhance Group governance and centralize functions, improve management control and operations efficiency, and reinforce our risk management framework.

To maintain our position as an innovative and attractive company, we will continue to enhance our brand strength through transparent and high-quality bilateral communication with stakeholders.

Monitoring Indicators*1 Product loss indicator

• Achieve zero product losses

Resource recycling indicator

- Complete switch to recycled or environmentally conscious materials
- Reduction of packaging and labeling materials
- Renewable energy ratio

Important sustainability targets other than those stated above

- Reduction of GHG emissions
- Rate of reduction in water consumption
- CSR survey response rate

Monitoring Indicators*1

Human productivity indicators

- Value-added productivity
- Investment in human capital
- Engagement score
- Turnover ratio
- Female managers ratio
- Percentage of employees with disabilities

Sysm

ex's Value

Creation

Nic

Monitoring Indicators*1

Effectiveness evaluations

Evaluations of the Managing Board's effectiveness

Brand penetration indicator

• Awareness surveys

Financial indicators

- Net sales (growth rate)
- Profitability (operating profit, margin)
- Capital efficiency (ROE)

Provision of Long-Term Value

 Extending Healthy Lifespans of People Around the World 	Contribution to the eContribution to alleve	ncare optimized for each individual optimization of healthcare costs viating healthcare disparities by sessibility to healthcare				
	Optimization of healthcare costs (medical economy, etc.)		Extension of healthy lifespans (Extension of healthy lifespans (health-adjusted life expectancy)		
Value provided (Impact measurement indicators)	Improvement in accessibility to healthcare (Screening rates, number of tests, severity rates, medical information coordination networks, etc.)	Healthcare optimization (Days in hospital, length of hospital visits, patient cost, number of treatments, etc.)	Advancement of healthcare (Clinical evaluation indicators, number of papers, number of facilities with medical robots, etc.)	Increased quality of life (Early detection rate, recurrence rate, remission rate, etc.)		
Healthcare needs to emphasize	 Early detection and prevention of disease Portable health care data and its use Statistical approach to pandemics 	 Expansion of personalized diagnosis (choice of therapeutic agents) Improved quality and productivity of laboratories Reduction of patient burden (non-invasive, minimally invasive) 	 Expansion of personalized medicine (regenerative and cellular medicine) Innovation in the surgical field (robot-assisted surgery, remote surgery) 	 Risk diagnosis, recurrence prevention Home nursing/caregiving, medical care, and nursing care enhancement and coordination Prognosis monitoring 		
★: Degree of need over the next five years	Developed countries: ★★★ Emerging markets: ★★★	Developed countries: ★★★ Emerging markets: ★★	Developed countries: ★★★ Emerging markets: ★	Developed countries: ★★★ Emerging markets: ★★		
Healthcare journey	Prevention Medical Image: Comparison of the second seco	Cutpatient treatment of	Recovery rec			
		Appropriate tre	eatment			

2 Realizing a circular-oriented society

- Response to climate change, water resource countermeasures, contribution to biodiversity
- Direct reduction of environmental impact through own business activities • Industry collaboration and dissemination of advanced practices throughout the supply chain
- Establishment of a circular resource value chain
 - Generalization of environmentally friendly materials and designs Progress toward zero resource disposal

3 Creating Social Value

- Enhancement of corporate value through dialogue with stakeholders
- •Creation of innovation in the healthcare industry
- Realization of wellbeing through improvements in employee happiness
- Realization of a work-life balance for employees, self-fulfillment
- Creation of human resources that help resolve social issues
- Stimulation of the labor market with attractive human resources
- Return of value to shareholders, investors, employees and other stakeholders

2

Sysmex aims to help extend the healthy lifespans of people around the world by guickly identifying and responding to the needs of patients and medical institutions, in order to realize a better healthcare journey.

Sysmex is dedicated to the development and practical application of tests that enable the selection of optimal drugs to treat patients and reduce their burden. Additionally, we are moving forward with the development of products that help improve quality of life through disease prevention, early detection, and prognosis monitoring. Through the advancement and optimization of healthcare, we aim to realize healthcare tailored to the individual, as well as early treatment and the optimization of healthcare costs through appropriate medication. In emerging and developing markets, we help reduce healthcare disparities by delivering optimal products and services and providing scientific information to improve accessibility to healthcare.

In addition to working toward the realization of a circular-oriented society that supports sustainable growth for both society and Sysmex, we are committed to creating social value by returning to our various stakeholders. These efforts form the foundation of our corporate activities as a member of the international community, and generate value as we work towards our goal of extending the healthy lifespans of people around the world.

By continuing to create additional value, Sysmex is helping to resolve social issues, thus contributing to a sustainable society.

Worksite Commentary

Here we introduce Sysmex employees' efforts to offer a better healthcare journey to people around the world.

Efforts to Improve the Quality of Medical Care in Central America, Caribbean, and the Andean Region



Nancy Zamora Bello Senior Distributors Manager Latin America (Commercial/Sales) Sysmex Colombia SAS

In my territory of responsibility, which includes Central America, the Caribbean and some countries of the Andean region, budget shortages mean that many hospitals cannot afford automatic instruments, so medical technologists perform tests manually. This can result in inconsistent test results and make testing time-consuming, leading to delays in diagnosis and treatment, while diseases grow increasingly severe.

Sysmex's automated testing systems provide standardized and reliable test results quickly. This contributes to better-quality medical care through earlier diagnosis and treatment, reduced treatment costs, and shorter hospital stays, as well as reducing the burden on patients.

However, in order to secure budgets and introduce testing systems in these countries, it is important to reach out not only to the heads of the facilities but also to the governments of the countries in which they operate. We network with leading experts in hematology, urinalysis and infectious diseases and actively educate the public about the benefits of standardizing testing through the introduction of state-of-theart automated systems. Through these activities, we are working to raise the level of healthcare infrastructure, including the introduction of Guatemala's first fully automated urinalysis system.

I will continue working to improve the health and quality of life of people in Central Caribbean and the Andean region.

Taking on Challenges in the Surgical Field with a Focus on Robotic **Assisted Surgery Systems**



MR (Medical Robotics) Division

Manager,

When deploying our system, we prioritize communication with physicians and hos-

In 2020, we launched our made-in-Japan robotic-assisted surgery system. In addition to providing precise and delicate surgical assistance, this system was designed to contribute to the overall efficiency of the operating room and the advancement of medical care. pital staff to ensure that surgical support robots can be used in line with the healthcare needs of the target region. Our commitment goes beyond merely installing a system; it extends to the operation of the system from a medium- to long-term perspective and envisions the cooperative future of healthcare. This approach will aid in establishing a better healthcare delivery system.

Sysmex aims to facilitate a wide range of solutions by applying to the surgical field the knowledge and expertise it has accumulated in the areas of testing and diagnostics. For example, Sysmex can offer support in preoperative testing, intraoperative testing for determining whether tumors are benign or malignant, and postoperative testing to monitor progress. This reduces the burden on medical institutions and also provides peace of mind to patients.

Our robotic assisted surgery system also offers great potential for realizing essential developments in remote medical care. By connecting robotic assisted surgery systems at distant hospitals through a network, doctors can perform surgeries even when physically distant from the patient. This reduces the constraints of time and location, and allows high-quality, appropriate medical care to be provided in an efficient manner. Surgery is a new business domain for Sysmex and we will strive to provide new value in the same way as we have in the IVD field.

Prevention

Medical checkups

Detailed follow-ups

Developing the World's First Rapid Antimicrobial Susceptibility **Testing System for AMR**



Lovisa Söderberg Lead researcher Research and Development Sysmex Astrego AB

Modern treatment of infectious diseases is based on the use of antibiotics. However, if the appropriate drugs are not administered, they may not be effective in the body and drug-resistant bacteria may proliferate, leading to severe illness or even death. Development of new antibiotics is much slower than the spread of antimicrobial resistance (AMR). It is already becoming a real problem in many countries and regions where treatment options have become limited, and it is only predicted to become worse. To manage the spread of AMR we need to be able to limit the use of antibiotics and only prescribe it when it is required and effective. The use of a rapid test for AMR is a significant step in the right direction.

At the beginning of development, there were various issues and obstacles that we had to overcome to systematize the technology and develop it for marketing.

In order to be used in the medical field, it is necessary to provide accurate test results, and we have made a number of improvements toward commercialization, including the realization of quality standards, to create an even easier-to-use test system.

From an early development phase, market feedback provided a great driving force for our development. It confirmed that we are on the right track and that the technology can help to make a difference in the fight against AMR.

In June 2023, we began marketing a rapid antimicrobial susceptibility testing system for urinary tract infections using our proprietary technology. Now that we have successfully launched the product, I cannot wait to see that outreach and the effects it can have on the way we treat bacterial infections in the future.

Initiatives for Using AI Technologies in the Healthcare Field



Treatment/surgery

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Al technology has enabled rapid digital transformation. In the healthcare field, it has the potential to enhance physicians' diagnostics capabilities leading to significant contributions to patients' health treatment. Al solutions have gathered high expectations in turning large amounts of data into actionable clinical applications, such as early disease identification, enhanced health management, as well as more cost-effective medical workflows.

Currently, I am working on healthcare AI development at a new R&D Center in the AP region which has been newly established as of April 2022. There are unmet market needs that can be addressed with the development of new services that leverage cloud infrastructure and big data. However, more knowledge needs to be acquired in order to innovate while ensuring regulatory and data compliance within an ever-changing new environment. In this context, it has been very meaningful for me to receive feedback from both key opinion leaders in the AP region, as well as long-term customers regarding Sysmex's ongoing joint development regional efforts. These activities have also enabled me to acquire a variety of specialized knowledge.

Going forward, I hope to foster collaborations throughout the entire Group with the aim of developing models focused on personalized medicine that utilize longitudinal data. This will enable us to advance current treatments, namely, the identification of optimal therapeutic medical interventions for each individual patient. Healthcare is a very conservative field, but even so we will contribute to society by taking advantage of the great digital transformation that is taking place around the world.

Efficacy evaluation

Prognosis