

Corporate Governance

Sysmex recognizes that reinforcing corporate governance is an important management issue. We are working to maximize the corporate value of the overall Group by increasing management speed and efficiency.

Conversation with Outside Members of the Managing Board

Kazuo Ota, who is a member of the managing board and chairperson of both the Nominating Committee and the Compensation Committee, and second-year Managing Board member Yuka Fujioka discussed the progress of Sysmex's corporate strategy and future challenges toward enhancing corporate value.



Kazuo Ota

Member of the Managing Board (Outside), Independent Director
Chairperson of the Nominating Committee and the
Compensation Committee

Yuka Fujioka

Member of the Managing Board (Outside),
Independent Director

Sysmex's Identity and Vision

Ota: In December 2024, I had the opportunity to engage directly with investors, and I gained several valuable insights. In today's conversation, I'd like to reflect on those investor perspectives as we discuss Sysmex's future challenges.

To begin, Ms. Fujioka, it has been a year since you assumed your role as an outside member of the Managing Board. How would you describe Sysmex's unique characteristics? Have your impressions changed compared to before your appointment?

Fujioka: Sysmex has many distinguishing features, but what I've come to feel more strongly since joining is how much Sysmex values its own identity. The Company honors its roots in Kobe, Japan—including its contributions to local communities—and maintains a strong commitment to Japanese manufacturing quality and craftsmanship. I believe this stance makes the Company unique and differentiates it in global markets. Naming the medical robotics system "hinotori™," a Japanese word, reflects this mindset.

Ota: I agree entirely about the importance of honoring

one's origins and identity. However, some investors have raised concerns that Sysmex might be too centered around Kobe. Personally, I don't believe there's an operational overconcentration, but we may need to further strengthen our efforts from the perspective of talent and diversity. While the medical robotics business emerged from a concentration of technologies in Kobe, we now need to seek out new possibilities across various global regions.

Fujioka: It's essential to promote globalization while keeping identity rooted in the company's purpose and vision.

Looking ahead, I believe Sysmex's role on the global stage could grow even more significant. In an increasingly unpredictable and fragmented international landscape, "health" remains an area with strong potential for global cooperation. Moreover, as countries navigate complex domestic and diplomatic situations, Sysmex is expected to work in partnership with institutions in Japan and around the world to address healthcare disparities and improve medical standards in emerging markets. This mission overlaps with enhancing corporate value, contributing to national development, and solving global social issues—it is directly aligned with Sysmex's long-term vision.

Medium- to Long-Term Strategy and Progress Assessment

Ota: The long-term corporate strategy and vision established in fiscal 2023 articulate Sysmex's value proposition in clear terms. The direction of the strategy and its alignment with the Mid-Term Management Plan are also well defined. I believe the three growth strategies are simple and clear, and they've clarified capital allocation priorities. In my conversations with the executive team, I've sensed that the strategy and vision are taking hold.

That progress is reflected in our recent strong performance. Fiscal 2024, in particular, saw increases in both sales and profits across all regions in existing businesses, accelerating growth in emerging markets—especially India—and contributions to earnings from new businesses. We've been able to clearly demonstrate steady progress on our growth strategies.

Fujioka: I also view fiscal 2024 positively, especially in terms of Sysmex's ability to respond quickly to changing business environments. The risks vary widely across the 190-plus countries and regions where we operate. At each overseas subsidiary, risks are constantly being defined and updated in response to change, then shared with headquarters and other regional hubs. These discussions are taking place frequently and deeply, which is quite encouraging. There's a strong culture of commitment at Sysmex—employees take ownership of goals and roles—and I think the Company's management systems are excellent at drawing out that commitment.

Ota: Most regional offices are led by local talent, who are deeply rooted in their respective communities. These leaders engage directly and passionately with headquarters to ensure that their operations contribute to local healthcare and business development. Smooth progress in areas like knockdown production in China and alignment with the Make in India policy is a result of this structure.

Even though Sysmex's level of localization in production and procurement is among the best in the industry, we shouldn't become complacent. Compared to industries like

automotive, we still have room to raise our local sourcing ratio. As a leader in the field of testing, Sysmex should aim to evolve even further.

Enhancing Corporate Value

Ota: The Managing Board plays a critical role in driving corporate value. From the time I joined as an outside member, I've continuously emphasized the importance of managing with capital costs in mind. Sysmex historically maintained very high ROE, so perhaps there wasn't always strong awareness of the need to discuss ROE and ROIC. But I believe that awareness has grown. This is evidenced by our adoption of ROIC-sensitive management, the pivot in our life science business, and other strategic shifts.

We've made these efforts, but our current stock price still leaves room for improvement. We've implemented measures like increasing dividends and introducing a progressive dividend policy, but we must continue exploring ways to enhance shareholder returns.

Investors have also asked us to lay out a clear roadmap toward our fiscal 2033 targets—and I fully agree. Our recent shift from a rolling Mid-Term Management Plan to a fixed three-year plan reflects our intention to clarify key milestones on the path to 2033, and I support that change.

Fujioka: Evaluating investment projects will also become even more important. It's not just about revenue and cost simulations, but also about setting clear return timelines and value targets. I ask detailed questions about every investment proposal, and I want to ensure that we assess non-financial value as well—without falling into short-termism.

Ota: Absolutely. To achieve the fiscal 2033 targets, we'll need to pursue non-linear growth—including M&A. Not just investment decisions, but follow-up management after the fact is critical. For that reason, we've started conducting return-on-investment analyses using strategic and investment balance management frameworks introduced in fiscal 2024. However, we still need to further strengthen our investment monitoring systems. One example is our digital



transformation (DX) IT infrastructure investment, which faced delays and cost overruns compared to initial plans. But now we're entering a phase where we'll start seeing the benefits of those DX investments. Monitoring this properly will also be a priority going forward.

Fujioka: Risk management must also evolve as we aim to raise corporate value. One concern I have is our geographic exposure, especially geopolitical risks. In the past, we've benefited significantly from China's economic growth. But becoming overly dependent on any single country raises potential risks. Given the differences in regulations, political systems, and unpredictability, we must optimize our global portfolio as we expand in emerging markets.

Ota: Efforts to enhance sustainability are also crucial to building long-term corporate value. Ultimately, companies are made of people, so I've been focusing on human capital and diversity. Employee engagement has been rising, and I plan to continue monitoring that. Gender diversity remains an area for improvement—our percentage of women in management positions still needs to grow. It's essential to strengthen systems that support female employee development. As for globalization, we already have four non-Japanese executive officers, which is a relatively strong position. But we must continue to strike the right balance in appointing more foreign nationals to leadership roles as a global company.

Fujioka: Diversity enhancement is something I feel personally responsible for as an outside member of the Managing Board, and I'm committed to supporting that effort. I've seen women playing active roles in key positions across departments—more so than the numbers might suggest. The next step is to help them develop their careers so that more can move up into executive and senior management positions.

Ota: I'd like to add one more point—about the environment. Initially, I didn't pay as much attention to this area, given that healthcare tends to have lower environmental impact compared to other industries. In hindsight, that was an oversight on my part. Social and investor expectations are shifting. Meanwhile, Sysmex has been steadily working on environmental initiatives for years, and that dedication earned us the No. 1 spot in our industry in the 2024 DJSI World Index. Sysmex is now in a position to lead

sustainability in the testing field, and I hope we continue to strengthen our efforts, including working with other companies and industries.

Fujioka: We're also expanding the Sysmex Academy to help develop future leaders. As outside members, we've been participating in the final presentations of Academy participants. Sysmex's long-term corporate strategy includes a human capital strategy, and I think this initiative is very effective. It gives me hope for a broader and more diverse future executive team—especially in terms of women and international talent.

Ota: The Managing Board has been a lively forum for discussion, with outside members actively raising questions and comments. Ms. Fujioka, you in particular bring deep expertise in globalization and a fresh perspective in your second year, and your incisive questions have helped us hold productive deliberations. I look forward to continuing these in-depth, spirited discussions.

Fujioka: Thank you very much. In my first year, there was a great deal for me to take in. However, in addition to receiving briefings from various departments, I was also able to participate in meetings on the executive side, such as the Internal Control Committee and business report meetings from regional operations. These opportunities allowed me to deepen my understanding in detail and engage in open, vigorous exchanges of opinions. Going forward, to further invigorate discussions within the Managing Board, I believe it's essential for us outside members to each contribute perspectives grounded in our respective roles and areas of expertise, so we can engage in more fundamental and substantive discussions.

Ota: Yes, I completely agree. As an outside member of the Managing Board, I not only intend to fulfill my role of overseeing management through an external lens, but also to continue supporting the executive side by drawing on my own experience and background. In order to engage in deeper discussions in a variety of settings, let's also actively increase dialogue and exchange among the outside members of the Managing Board.

Thank you again for today, Ms. Fujioka.

Fujioka: Thank you. It's been a pleasure.



Corporate Governance

Basic Policy on Corporate Governance

Based on the “Sysmex Way,” the corporate philosophy of the Sysmex Group, we are working to maximize corporate value by enhancing management soundness and transparency and raising management speed and efficiency.

In its efforts to date to shore up corporate governance, Sysmex has established an Audit and Supervisory Committee and sought to enhance the Managing Board’s effectiveness. In addition, we have appointed outside members of the Managing Board, thereby strengthening the board’s supervisory function. Furthermore, we have introduced an executive officer system to accelerate decision-making on business execution and respond swiftly to changes in the business environment.

Management Organization

The Company currently has 13 members on the Managing Board (of whom six are outside members). Also, three board members are members of the Audit and Supervisory Committee. (Two members of the Audit and Supervisory Committee are outside members of the Managing Board.) The Company also has 16 executive officers (of whom four concurrently serve as members of the Managing Board). We have also established the Nominating Committee and the Compensation Committee as advisory bodies. In fiscal 2022, we aimed to have the majority of both committee members of the Managing Board be outside members, and since fiscal 2023, independent outside members of the Managing Board have served as the chairs of each committee. With the appointment of new outside members of the Managing Board, the proportion of outside members on the Managing Board increased to 46% in fiscal 2025. Sysmex

continues its efforts to enhance independence.

To facilitate accurate and timely decision-making, we have established and operate various committees in addition to our Managing Board. These committees include the Global Strategy Committee, which discusses and examines the mid- to long-term management direction, important strategies, and issues within the Group, and the Steering Committee, which conducts discussions, deliberations, and reports on important matters related to the implementation of annual plans.

In addition, to enhance the audit and supervisory function of the Managing Board and improve transparency and objectivity in management, the Audit and Supervisory Committee conducts audits using the internal control system.

>>Status of Each Committee in Fiscal 2024 P85

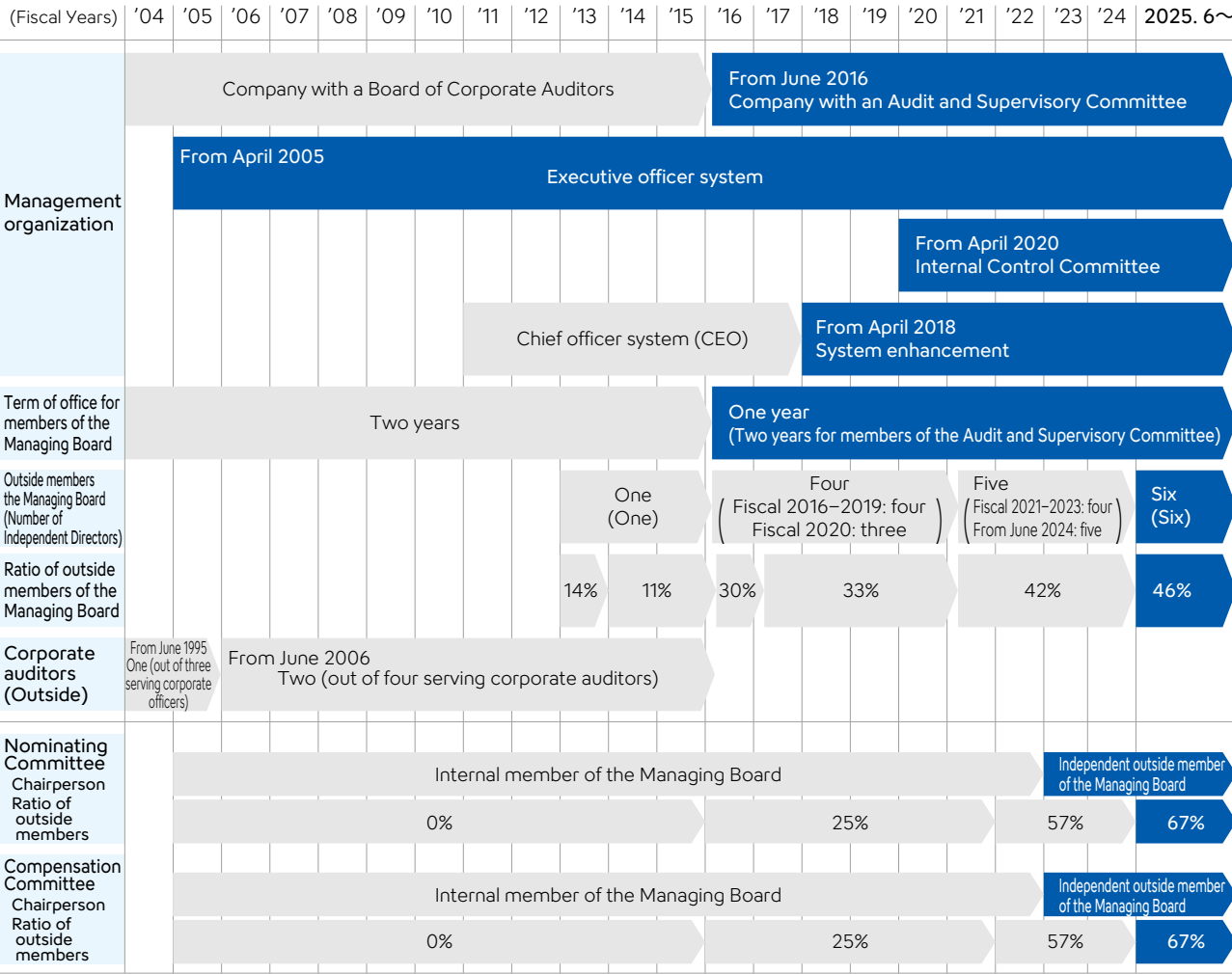
Sysmex complies with each of the principles of Japan’s Corporate Governance Code, introduced by the Tokyo Stock Exchange. Please see our website for details. >>Website >About Sysmex >Corporate Governance

Compliance

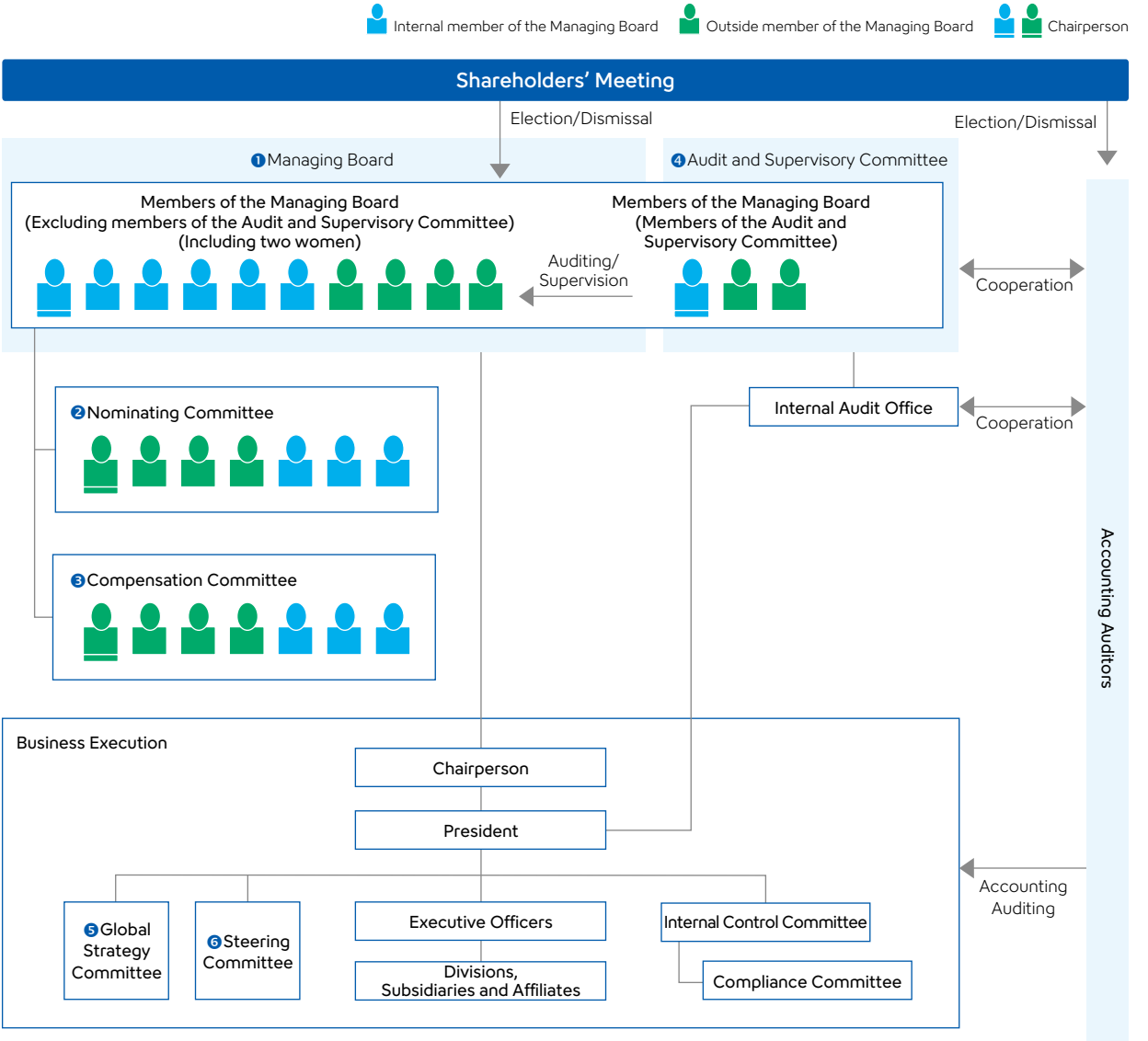
Based on the “Sysmex Way” and our Shared Values, we define our view of compliance as “conducting business activities not only in compliance with applicable laws and regulations, but also based on fairness and high ethical standards.” We have established a Global Compliance Code, in which particularly important conformance rules and behavioral guidelines for all Group executives and employees to abide by are set out, and we conduct training and work to instill this code. The code describes our thoughts on ethics in relation to research and development, prevention of bribery, and adherence to international guidelines such as the Universal Declaration on Human Rights, as well as conserving the global natural environment. Sysmex has established and operates an internal reporting system for all Group companies.

To promote fair marketing activities, we have included an ethics code for marketing in the

Advances in Corporate Governance



Corporate Governance Structure



■ Status of Organizations in Fiscal 2024

Organization	Agenda items and reporting Items	Composition	Meetings Held in Fiscal 2024
① Managing Board	Making important management decisions and supervising the execution of duties <Agenda items and reporting Items> <ul style="list-style-type: none">• Appointments and dismissals of members of the Managing Board, compensation-related matters• Reports on the status of business execution by members of the Managing Board• Evaluation of the Managing Board’s effectiveness• Audit policy, audit plan, and audit implementation report (members of the Audit and Supervisory Committee)• Matters related to the Group’s internal control• Matters related to sustainability• Group operating performance; quarterly, semiannual, and annual results• Matters related to long-term strategy and investment• Plans for addressing risks and the status of activities	Members of the Managing Board	18
② Nominating Committee	A Managing Board advisory body involved in executive appointments <Agenda items and reporting Items> <ul style="list-style-type: none">• HR matters related to succession of the president• Matters concerning the election and dismissal of members of the Managing Board and executive officers• Proposals to be submitted to annual shareholders’ meetings concerning the election and dismissal of the members of the Managing Board	Chairperson and Group CEO, President, members of the Managing Board (1), independent outside members of the Managing Board (4)	3
③ Compensation Committee	A Managing Board advisory body involved with decisions on executive compensation <Agenda items and reporting Items> <ul style="list-style-type: none">• Details of members of the Managing Board and executive officers’ remuneration (policy for determining the amount of remuneration, etc. and the method for calculating it)	Chairperson and Group CEO, President, members of the Managing Board (1), independent outside members of the Managing Board (4)	9
④ Audit and Supervisory Committee	An independent body that primarily audits the members of the Managing Board in the performance of their duties. <Agenda items and reporting Items> <ul style="list-style-type: none">• Audit policy and audit plan, contents of audit report, decision on the appropriateness of reappointing the accounting auditor, agreement on remuneration of the accounting auditor, etc.• Status of activities of each Audit and Supervisory Committee member (important meetings, committee reports, approval decisions, etc.), audit plans of important subsidiaries, internal audit reports, and evaluation of the accounting auditor, etc.	Members of the Audit and Supervisory Committee	17
⑤ Global Strategy Committee	Deliberates on and discusses medium- to long-term Group management directions, important strategies and issues	Chairperson and Group CEO, President, senior executive officers, members of the Audit and Supervisory Committee	12
⑥ Steering Committee	Discusses and reports on projects that are important from the perspective of making progress on the Group fiscal yearly plan	Chairperson and Group CEO, President, executive officers, the members of the Audit and Supervisory Committee	16

■ Members of Major Boards (As of June 27, 2025)

Board		Rate of Attendance at Meetings of the Managing Board	Rate of Attendance at Meetings of the Nominating Committee	Rate of Attendance at Meetings of the Compensation Committee	Rate of Attendance at Meetings of the Audit and Supervisory Committee
Internal	Name	Hisashi Ietsugu	100% ●	100%	—
	Kaoru Asano	100%	100%	100%	—
	Kenji Tachibana	100%	100%	100%	—
	Iwane Matsui	100%	—	—	—
	Tomokazu Yoshida	100%	—	—	—
	Takashi Ono	100%	—	—	—
	Tomoo Aramaki	100%	—	—	100% ●
External	Kazuo Ota	94.4%	100% ●	88.9% ●	—
	Haruo Inoue	100%	100%	—	—
	Yuka Fujioka	92.9%	—	—	—
	Marie Oshima ¹	—	—	—	—
	Kazumasa Hashimoto	100%	100%	100%	100%
	Michihide Iwasa	100%	100%	100%	100%

Note: Rates of attendance are for fiscal 2024. ● Chair (fiscal 2025) 1 Member from June 2025

“Anti-monopoly and Anti-competitive Behavior”

Chapter of the Global Compliance Code. We have also established Global Regulations for Compliance with Competition Laws. In June 2024, Sysmex’s activities in Japan were subject to an investigation by the Japan Fair Trade Commission on suspicion of violating the Antimonopoly Act. However, in February 2025, the commission approved the commitment plan submitted by Sysmex and concluded the investigation. While this approval does not constitute a finding that Sysmex violated the Antimonopoly Act, the Company takes the fact that it was under suspicion very seriously. Sysmex is committed to thoroughly executing the approved plan, further reinforcing its compliance framework, and working to prevent recurrence.

[>>Website > Sustainability > Governance > Compliance Management](#)

Appointing Members of the Managing Board

Internal members of the Managing Board are appointed based on a balance of knowledge, experience, and ability to make accurate and prompt decisions, manage risks appropriately, monitor business execution, and cover each functional and business unit of the Company, as well as those with sufficient social credibility. People appointed as outside members of the Managing Board (excluding Audit and Supervisory Committee members) must have abundant work experience and broad insight, and be able to provide appropriate advice to the Company’s management. Nominations for members of the Managing Board are made on the basis of a comprehensive evaluation of all candidates, regardless of their professional experience, age, nationality, race or ethnicity, or gender.

■ Skill Matrix for Members of the Managing Board (As of June 27, 2025)

	Name	Gender	Year	Initial appointment	Independent	Skills and experience								
						Corporate management	Management and business planning	Global	Sales and service	Research and development	Production/SCM	IT/DX	Finance/accounting	Human resources/general affairs
Internal	Hisashi Ietsugu	M	1949	1986		●	●		●				●	●
	Kaoru Asano	M	1958	2014		●	●			●		●		
	Kenji Tachibana	M	1957	2014		●	●	●	●		●	●	●	●
	Iwane Matsui	M	1961	2019		●	●	●	●			●		
	Tomokazu Yoshida	M	1964	2021		●	●			●				
	Takashi Ono	M	1965	2023		●	●	●	●		●			
	Tomoo Aramaki	M	1966	2022				●					●	
External	Kazuo Ota	M	1955	2019	○	●	●	●				●	●	●
	Haruo Inoue	M	1957	2024	○	●	●		●			●	●	
	Yuka Fujioka	F	1969	2024	○	●		●						●
	Marie Oshima	F	1962	2025	○			●		●				●
	Kazumasa Hashimoto	M	1953	2020	○	●	●		●				●	●
	Michihide Iwasa	M	1956	2020	○	●					●			

Note: The above represents the main skills and experience of each Member of the Managing Board and does not represent all skills and experience.

■ Definition of skills and experience

Item	Definition
Corporate management	Management experience as a representative, executive director, executive officer, etc. at a company, organization, etc.
Management and business planning	Experience and knowledge of management planning, risk management, business strategy, planning, promotion, etc. as a practicing, managing, or executive officer in charge, etc.
Global	Experience of overseas assignment.
Sales and service	Experience and knowledge of domestic and overseas sales, marketing, technical services, etc. as a practicing, managing, or executive officer in charge, etc.
Research and development	Experience and knowledge of technology strategy, technology and product development, IT development, intellectual property, etc. as a practicing, managing, or executive officer in charge, etc.
Production/SCM	Experience and knowledge of production, procurement, logistics, quality, etc. as a practicing, managing, or executive officer in charge, etc.
IT/DX	Experience and knowledge of IT/DX, etc. as a practicing, managing, or executive officer in charge, etc.
Finance/accounting	Experience and knowledge of accounting, finance, business administration, etc. as a practicing, managing, or executive officer in charge, etc.
Human resources/general affairs	Experience and knowledge of human resources, labor affairs, human resources development, diversity, legal affairs, compliance, etc. as a practicing, managing, or executive officer in charge, etc.

Note: Judgment is made based on whether or not the Member of the Managing Board has a total of about three years of experience in each of the items stated on the left.

Effectiveness of the Managing Board

The Managing Board is composed of members having diverse knowledge, experience, expertise and high level of specialization. We strive to ensure appropriate diversity and scale, taking into account the overall balance of the Managing Board, and respect the opinions of outside members of the Managing Board.

To enhance the functions of the Managing Board, the Company conducts a document-based questionnaire survey of all members of the Managing Board (including members of the Audit and Supervisory Committee). The Board's effectiveness is determined on the basis of deliberation by the Managing Board of the aggregate results. The questionnaire survey conducted in fiscal 2023 confirmed that the Managing Board is functioning effectively and fulfilling its role appropriately. In addition, we have recognized the need for a continued response, undertaking initiatives to further enhance effectiveness.

Executive Compensation

Remuneration for members of the Managing Board (excluding members of the Audit and Supervisory

Status of the Managing Board in Fiscal 2024

	Issues in fiscal 2023 Issues and status of response in fiscal 2024	Survey results and issues in fiscal 2024	Policy for response to fiscal 2025
Structure and System	Issue: Building an organizational framework to enhance effectiveness Response: • Appointment of new outside members of the Managing Board with expertise in cybersecurity and science and technology. Strengthening diversity. • Review of the compensation system centered around the Compensation Committee	Result: The size of the Managing Board, the ratio of outside members of the Managing Board, and their qualifications and experience are generally appropriate. Issue: Establishment of organizational structure to further improve effectiveness going forward	• Consideration of candidates for appointment considering the balance of knowledge, experience, and specializations of the members of the Managing Board and their diversity
Operation	Issue: Earlier provision of materials and information Response: • Enforcing strict deadlines for submission of materials by proposing departments; enhancing advance briefings • Holding meetings exclusively for outside members of the Managing Board	Result: Provision of information necessary for discussion of the Managing Board agenda Issue: While the early provision of materials and enriched information has progressed, further enhancements are needed, including earlier and more detailed background explanations to support new members of the Managing Board	<Consideration of the following measures to stimulate discussion> • Provide training opportunities including for outside members of the Managing Board • Enhance pre-meeting briefings and secure ample time for deliberation, with consideration for newly appointed members • Holding meetings for exchange of opinions among outside members of the Managing Board only
Status of Agenda Items and Deliberations	Issue: Increasing opportunities for discussions on key indicators and challenges Response: • Discussions held on improved monitoring methods for major investment projects	Result: Agenda items and discussion time at the Managing Board are appropriate, and decisions are being made appropriately Issue: Increasing opportunities to discuss key indicators, challenges, and risks	• Continued and enhanced discussions on mechanisms to improve capital efficiency, progress and internal adoption, major investment projects, and key Group risks

Examples of Managing Board Agenda Items and Discussions in Fiscal 2024

Theme	Specific Discussions and Deliberations
Initiatives to achieve the long-term corporate strategy and the mid-term management plan	• Progress of internal digital transformation projects (e.g., implementation of core systems in each region, challenges, future development plans, specific return on investment and monitoring) • Management plan for Mediaroid (product strategies, development plans, and regional sales strategies for surgical support robots)
Efforts to improve capital efficiency and other aspects of corporate value	• Review and discussion of past major investment projects • Direction and impact of restructuring the life science business (revisiting focus areas)
Sustainability-related	• Introduction of a performance-linked stock-granting compensation plan in executive compensation • Sustainability targets (progress and initiatives on material topics, future improvement plans) • Reinforcement of compliance (commitment plan with the Japan Fair Trade Commission)

Evaluation Criteria

Composition of Members on the Managing Board

- The number of members of the Managing Board and outside members of the Managing Board, and the diversity of the members of the Managing Board (balance of knowledge, experience, ability, and expertise).

Provision of materials and information necessary for sufficient discussion of each agenda item

- The timing and content of materials and other information necessary to understand the background of the Managing Board's agenda

Effectiveness of deliberations and discussions at the Managing Board

- Number of agenda items/contents, deliberation time, useful deliberations and discussions, activation of discussions through free expression of opinions, and appropriate decision-making after sufficient deliberations

Business Ethics and Risk Management

- Ensuring that decisions are based on the Corporate Philosophy and Shared Values, and the timely reporting of key risks affecting management and confirmation of appropriate countermeasures

Execution of duties by members of the Managing Board (for stimulating discussion)

- Reviewing materials in advance, providing necessary and sufficient information on the agenda in advance, and providing clear explanations and answers to questions

Training opportunities for members of the Managing Board

- Provision of appropriate training opportunities for members of the Managing Board

Committee) is determined by the Compensation Committee, as delegated by the Managing Board. The Managing Board confirms the appropriateness of the compensation decision-making process and amounts through the Audit and Supervisory Committee, which is composed of three members (including two outside members).

Compensation for members of the Managing Board makes a clear link between operating performance and responsibility for achievements. Compensation for members of the Managing Board (excluding members of the Audit and Supervisory Committee and outside members of the Managing Board) is divided into three broad categories: fixed compensation, performance-linked compensation, and non-monetary compensation.

Fixed compensation comprises compensation for members of the Managing Board and compensation for business execution. Position-specific factors (related to the scale of responsibility of members of the Managing Board, as well as the degree of their impact on Group management) are used to determine disbursements.

Performance-linked compensation is linked to consolidated operating performance for the Group, using profit attributable to owners of the parent as an indicator. In addition, calculations are based on the results of evaluation of the degree of achievement of important priorities in the mid-term management plan and the sustainability targets linked to the materiality that we have identified. This indicator refers to net earnings for the consolidated fiscal year (sales net of expenses and profit

or loss), which the Company considers an appropriate indicator for performance-linked compensation.

Regarding non-monetary compensation, at the annual shareholders' meeting held in June 2025, a resolution was passed to introduce a performance-linked stock-granting compensation plan that integrates the previously offered shareholding association system and other share-based compensation (stock options). This plan is designed to clarify the link between executive compensation and the company's performance and stock value, allowing members of the Managing Board to share in both the risks and rewards of stock price fluctuations alongside shareholders, thereby fostering stronger motivation to enhance long-term performance and corporate value. Compensation for members of the Audit and Supervisory Committee and outside members of the Managing Board consists only of fixed compensation and does not include stock-based compensation.

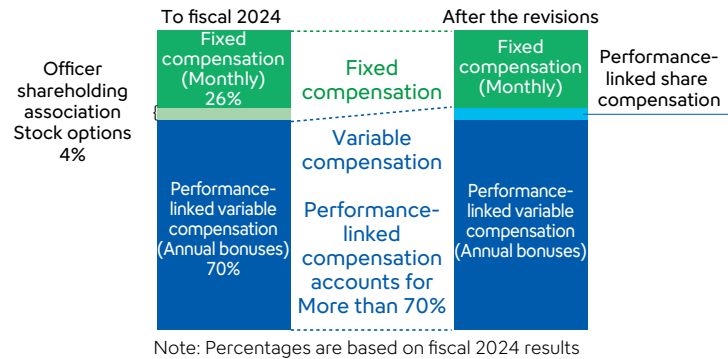
>>Shares Held by Individual Directors P91-94

Overview of Revisions to System of Compensation for Members of the Managing Board (Commenced Operation in August 2025)

- Introduced a performance-linked stock-granting compensation plan using a BIP trust structure (shares acquired from the market)
- Performance indicators set for each mid-term management plan
- Discontinued the shareholding association system and stock options as part of non-monetary compensation

Enhanced alignment between executive compensation and Company performance/stock value to share value with shareholders

Breakdown of Executive Compensation (Before and After the Changes)



- Maximum stock compensation amount: ¥180 million
 - Grant timing: At the end of each mid-term management plan (3 years) and upon resignation
 - Evaluation: Based on achievement level of performance indicators for each mid-term management plan
- Performance indicators**
- Net sales
 - Operating margin
 - ROE
- Indicators of corporate value**
- Relative TSR
 - Value-added productivity
 - Zero product losses
 - Complete transition to recyclable/ environmentally conscious materials

Actual Executive Compensation (Fiscal 2024)

Executive category	Total compensation	Amount of compensation by type			Number of executives receiving compensation
		Fixed compensation	Performance-linked compensation	Non-monetary compensation	
Members of the Managing Board (excluding members of the Audit and Supervisory Committee and outside members of the Managing Board)	806	218	558	29	6
Members of the Audit and Supervisory Committee (excluding outside members of the Managing Board)	20	20	—	—	1
Outside members of the Managing Board	36	36	—	—	7

Executives Receiving Total Compensation of ¥100 Million or More (Fiscal 2024)

Name	Executive category	Company category	Amount of compensation by type			Total compensation
			Fixed compensation	Performance-linked compensation	Non-monetary compensation	
Hisashi Ietsugu	Member of the Managing Board	Submitting company	52	168	6	227
Kaoru Asano	Member of the Managing Board	Submitting company	52	153	6	212
Kenji Tachibana	Member of the Managing Board	Submitting company	31	65	4	101
Iwane Matsui	Member of the Managing Board	Submitting company	30	74	4	109

Risk Management

Our Perspective on Operating Risks

Sysmex is responsible for the steady provision of products and services to customers in more than 190 countries and regions around the world, ensuring that testing operations (which are essential to healthcare) are not interrupted. For that reason, we have formulated countermeasures from both the short- and long-term perspectives to ensure that operations continue under any circumstances. In addition to risks related to economic trends, we consider natural disasters, climate change, and other environmental and geopolitical risks. We also consider increasingly stringent health-care regulations in individual countries, the emergence of

product quality issues, and information leaks to be significant risks. Risk management also supports our ongoing growth. By responding swiftly in a rapidly changing operating environment, we strive to earn the trust of our stakeholders and to maintain or increase our position in the market.

In recent years, risks such as the strengthening of tariffs in various countries and rising geopolitical tensions have become increasingly apparent. Sysmex produces reagents—which account for approximately 60% of its sales—at multiple sites distributed globally across regions. This decentralized production setup not only enhances business continuity planning (BCP) but also minimizes the impact of country-specific tariffs and related

trade policies. For instruments as well, Sysmex has established local production systems in China and India in line with local policy developments.

Risk Management Structure

Sysmex has established an Internal Control Committee as the organization overseeing risk management for the entire group. This committee is chaired by the president and consists of members of the Managing Board (excluding outside members), with the Internal Control Office, an organization independent of the business divisions, serving as the secretariat. Outside members

of the Managing Board participate as observers. The committee conducts risk assessments annually and identifies and implements countermeasures for risks that have significant impacts on the business.

For example, we have formulated a Business Continuity Plan (BCP) to ensure a stable supply of products and services to medical institutions and the stable operation of Sysmex products at medical institutions, if risks such as disasters and cyber threats materialize. The BCP involves the establishment of regulations and manuals for responding to crises, and identifies important products to be given supply priority.

>>Website >Sustainability >Governance >Risk Management

Principal Operating Risks

Materiality	Risks	Major Content	Principal Responses
Healthy society	Technological innovation	<Threat> Decrease in competitive advantage due to delayed response to technological innovation <Opportunity> Enhance added value through innovation	<ul style="list-style-type: none">Continue to invest aggressively in the development of new technologiesPromote open innovation to integrate Sysmex's technologies with those of universities, research institutes, companies, etc.Establish R&D bases around the world. In addition to conventional <i>in vitro</i> diagnostics (IVD), expand initiatives in personalized medicine and preventive medicine, etc.
	Healthcare reform	<Threat> Decrease sales opportunities due to inadequate or delayed response to healthcare reforms <Opportunity> Increase competitive advantage through rapid response to regulations and needs	<ul style="list-style-type: none">Obtain and maintain regulatory approvals in a timely and accurate manner by building a global networkDevelop new diagnostic technologies that contribute to personalized medicine by accurately ascertaining the diversifying and increasingly sophisticated needs of customers in each region.Develop and market products and services that contribute to the efficiency of medical workflow, work toward the early detection of diseases, and improve access to healthcare
	Intellectual property	<Threat> Impact on business due to infringement or violation of intellectual property rights <Opportunity> Provide unique products and services by acquiring intellectual property rights	<ul style="list-style-type: none">Acquire intellectual property rights globally, coupled with thorough elimination of counterfeit productsStrengthen competitive advantage and promote innovation through active rights acquisition and licensing of intellectual property rightsPromote business activities that respect intellectual property rights through employee education. Introduce an employee award system related to intellectual property.
Responsible products	Quality	<Threat> Reduce reliability due to poor quality of products and services <Opportunity> Improve reliability and competitive advantage by improving quality	<ul style="list-style-type: none">Establish a Group quality policy to monitor and improve the quality and safety of products and services.Obtain certification under international standards for quality management systems at all production sitesEstablish the QARA Committee, which promotes global quality assurance and regulatory affairs, and ensures the collection, analysis, and incorporation of product reliability and safety data
	Stable supply	<Threat> Impact on product supply due to interruptions or delays in procurement or production <Opportunity> Provide peace of mind and improve reliability through efforts to ensure stable supply of products and services	<ul style="list-style-type: none">Ensure inventories of parts and raw materials and purchase from multiple suppliersEnhance prevention and recovery measures against large-scale disasters such as earthquakes, typhoons, and floods at factories and warehousesProduce reagents at multiple sites and establish a mutual supply network among major sites
	Geopolitics	<Threat> Impact on operations of rising geopolitical tensions <Opportunity> Enhance reliability through an ongoing supply of products and services	<ul style="list-style-type: none">Reinforce systems that leverage the global network to continuously and proactively monitor the political and regulatory climate in each country and regionPromote the transfer of local production of reagents
Attractive workplace	Human resources	<Threat> Decline in competitiveness due to intensifying competition for human resources and outflow of human resources <Opportunity> Strengthen management foundation by creating an attractive workplace	<ul style="list-style-type: none">Create a work environment in which diverse human resources can fulfill their potential with confidenceAdopt a Group-wide job-based personnel system and provision of educational programs as a foundation for supporting the realization of autonomous careersImplement attractive compensation systems, including trust-based stock compensation
Environment	Climate change and other environmental factors	<Threat> Impact on business due to inadequate environmental response or natural disasters <Opportunity> Improving reliability and competitive advantage by addressing environmental issues	<ul style="list-style-type: none">Establish the Environmental Management Committee to promote environmental managementEndorse TCFD and TNFD recommendations, establish 2040 carbon neutrality target and science based targets, and accelerate initiativesEstablish Sysmex Eco-Vision 2033 and promote initiatives that contribute to both environmental friendliness and business growth
Governance	Economic trends	<Threat> Decline in sales opportunities due to deteriorating economic conditions <Opportunity> Increase investment in healthcare infrastructure due to favorable economic conditions	<ul style="list-style-type: none">Promote standardization and efficiency of testing by providing solutions utilizing robotics, AI, and other technologies that contribute to improving the profitability of medical institutions.Expand sales opportunities by promoting the development and introduction of products suited to the diverse needs of emerging markets (India identified as a key market)
	Exchange rate fluctuations	<Threat> Negative impact on consolidated results, including decreases in overseas sales and assets due to yen appreciation <Opportunity> Positive impact on consolidated results, including increases in overseas sales and assets due to yen depreciation	<ul style="list-style-type: none">Hedge risks of foreign currency-denominated receivables and payables mainly through forward exchange contracts.Reduce the impact of foreign exchange rate fluctuations by diversifying reagent production bases globally
	Compliance	<Threat> Loss of social trust due to compliance violations <Opportunity> Enhanced trust from stakeholders through compliance	<ul style="list-style-type: none">Strengthen the Group-wide risk management system, centered around the Compliance CommitteeEstablish the Global Compliance Code, along with the development of global consultation and whistleblower systems, and awareness-raising initiatives
	Human rights	<Threat> Loss of public trust due to inadequate response to human rights <Opportunity> Improving reliability through appropriate human rights measures	<ul style="list-style-type: none">Human rights policy stipulates the implementation of due diligence. Promote efforts to prevent and mitigate negative impacts on human rights, including those of external partners involved in the supply chain.Introduce consultation and reporting channels for internal and external stakeholdersProvide education to prevent harassment and disseminate correct labor-related knowledge
	Information systems and security	<Threat> Impact on customers and business due to cyber-attacks <Opportunity> Improve reliability of products and services by strengthening security support	<ul style="list-style-type: none">Establish a product security policy and manage vulnerabilities in product design, production, and post-sale to provide reliable peace of mind to our customersImplement mechanisms to detect unauthorized communications and quarantine malware to minimize its impact on the Group's businessPromote efforts to familiarize employees with the rules for using AI technology and to accelerate innovation through proactive use of AI technology
	Investment, including corporate acquisitions	<Threat> Delays in achieving strategic goals due to lack of investment effectiveness <Opportunity> Accelerate business by maximizing investment effectiveness	<ul style="list-style-type: none">Strengthen monitoring of investment considerations, decision-making, and the post-merger integration (PMI) processProactively take risks in necessary investments for business growth

Members of the Managing Board



Kenji Tachibana
(born 1957)
Member of the Managing Board and Senior Executive Officer
Assistant to the President
In charge of Internal Control and Regulatory Affairs & Quality Assurance
Number of Company shares held: 132,300

Mar. 1980 Joined the Company
Apr. 1998 President of Sysmex Singapore Pte Ltd. (presently Sysmex Asia Pacific Pte Ltd.)
Apr. 2011 Executive Officer, Executive Vice President of IVD Business Development
Apr. 2013 Senior Executive Officer
Jun. 2014 Member of the Managing Board and Senior Executive Officer
Apr. 2015 Member of the Managing Board and Senior Executive Officer, Managing Director
Apr. 2017 Member of the Managing Board and Senior Executive Officer, Senior Managing Director
Apr. 2018 Member of the Managing Board and Senior Executive Officer, Senior Managing Director, COO IVD Business Unit
Apr. 2021 Member of the Managing Board and Senior Executive Officer, Senior Managing Director (current)

Reasons for Appointing
He has been involved in business strategy development and international businesses and has contributed to strategic and global business development. He was appointed because he will be essential for increasing corporate value through the growth of businesses.



Iwane Matsui
(born 1961)
Member of the Managing Board and Senior Executive Officer
Senior Managing Director
Japan and International Business and Medical Robotics (MR) Business
Number of Company shares held: 14,700

Apr. 1985 Joined the Company
Jul. 2001 President of Sysmex Europe GmbH (presently Sysmex Europe SE)
Apr. 2011 Executive Officer, Executive Vice President of Corporate Business Planning
Apr. 2013 Executive Officer, Executive Vice President of International Business Management
Apr. 2017 Senior Executive Officer
Apr. 2019 Senior Executive Officer, Managing Director
Jun. 2019 Member of the Managing Board and Senior Executive Officer, Managing Director
Apr. 2023 Member of the Managing Board and Senior Executive Officer, Senior Managing Director (current)

Reasons for Appointing
He has been involved in promoting businesses such as domestic and international sales and marketing serving as a sales manager for domestic sales and as a representative of several overseas regional headquarters of the Group for many years, and has contributed to global business development. He was appointed because his abundant experience and wide-ranging insight will be essential for increasing the corporate value of the Group.



Hisashi Ietsugu
(born 1949)
Chairperson and Group CEO
Number of Company shares held: 1,852,000

Sep. 1986 Joined the Company, Member of the Managing Board
Mar. 1990 Member of the Managing Board and Senior Executive Officer, Managing Director
Feb. 1996 Member of the Managing Board and Senior Executive Officer, Managing Director (Representative Director)
Apr. 1996 Member of the Managing Board and Senior Executive Officer, Senior Managing Director (Representative Director)
Jun. 1996 President and CEO
Apr. 2013 Chairman and CEO
Apr. 2023 Chairperson and Group CEO (current)
(Important concurrent position)
Member of the Managing Board (Outside) of The Minato Bank, Ltd.

Reasons for Appointing
He has managed all of Sysmex and provided strong leadership for many years. He was appointed because he will be essential for increasing the corporate value with his sense of balance, enabling appropriate supervision and decision-making of the entire management based on his insight and abundant experience and achievements as a corporate manager.



Kaoru Asano
(born 1958)
President
Number of Company shares held: 165,800

Aug. 1987 Joined the Company
Apr. 2009 Executive Officer, Manager of Central Research Laboratories
Apr. 2011 Executive Officer, Executive Vice President of R&D Strategic Planning
Apr. 2013 Senior Executive Officer
Jun. 2014 Member of the Managing Board and Senior Executive Officer
Apr. 2015 Member of the Managing Board and Senior Executive Officer, Managing Director
Apr. 2017 Member of the Managing Board and Senior Executive Officer, Senior Managing Director
Apr. 2018 Member of the Managing Board and Senior Executive Officer, Senior Managing Director, COO LS Business Unit and CTO
Apr. 2021 Member of the Managing Board and Senior Executive Officer, Senior Managing Director, CTO
Apr. 2023 President (current)

(Important concurrent position)
Vice Chairperson of the Kobe Chamber of Commerce and Industry

Reasons for Appointing
He has managed research, technology development and technological strategy, and has provided strong leadership for many years. He was appointed because leveraging his experience and insight will be essential for increasing corporate value.



Tomokazu Yoshida
(born 1964)
Member of the Managing Board and Senior Executive Officer
Managing Director, CTO
R&D
Number of Company shares held: 8,300

Jun. 2000 Joined the Company
Apr. 2017 Executive Officer, Executive Vice President of Central Research Laboratories and MR Business Development
Apr. 2020 Senior Executive Officer
Apr. 2021 Senior Executive Officer, Managing Director
Jun. 2021 Member of the Managing Board and Senior Executive Officer, Managing Director
Apr. 2023 Member of the Managing Board and Senior Executive Officer, Managing Director, CTO (current)

Reasons for Appointing
He has been involved in research and technology development for many years and has contributed to business development. He was appointed because his abundant experience and wide-ranging insight will be essential for increasing the corporate value.



Takashi Ono
(born 1965)
Member of the Managing Board and Senior Executive Officer
Managing Director
Eco-Social (ES) Strategy and Business Strategy Development
Number of Company shares held: 33,979

Apr. 1987 Joined the Company
Apr. 2009 Executive Vice President of Sysmex America, Inc.
Apr. 2010 President of Sysmex Reagents America, Inc.
Apr. 2019 Executive Officer and SCM Executive Vice President
Apr. 2021 Senior Executive Officer
Apr. 2023 Senior Executive Officer, Managing Director
Jun. 2023 Member of the Managing Board and Senior Executive Officer, Managing Director (current)

Reasons for Appointing
He has been involved in product planning, market development, production and supply chain management (SCM) and has contributed to the global business development. He was appointed because his abundant experience and wide-ranging insight will be essential for increasing the corporate value of the Group.



Kazuo Ota
(born 1955)
Member of the Managing Board
(Outside)
Independent Director
Number of Company shares held: N/A

- Apr. 1978 Joined Kawasaki Heavy Industries, Ltd.
- Apr. 2013 Executive Officer, General Manager of Planning & Control Division, Aerospace Company of Kawasaki Heavy Industries, Ltd.
- Apr. 2015 Managing Executive Officer, General Manager of Corporate Planning Division, In Charge of Finance & Human Resources (Corporate) of Kawasaki Heavy Industries, Ltd.
- Jun. 2015 Senior Vice President, General Manager of Corporate Planning Division, In Charge of Finance & Human Resources (Corporate) of Kawasaki Heavy Industries, Ltd.
- Apr. 2018 Director, Managing Executive Officer, President of Motorcycle & Engine Company of Kawasaki Heavy Industries, Ltd.
- Jun. 2019 Advisor of Kawasaki Heavy Industries, Ltd.
- Jun. 2019 Joined the Company, Member of the Managing Board (Outside) (current)

Reasons for Appointing

He was appointed to utilize his abundant experience and deep insight in corporate management for management of the Company.



Yuka Fujioka
(born 1969)
Member of the Managing Board
(Outside)
Independent Director
Number of Company shares held: N/A

- Apr. 1993 Joined Announcing Department, Development Bureau of Kansai Television Co., Ltd.
- Apr. 1999 Newscaster, such as CS Broadcast Asahi Newstar and Lecturer for Simul Academy Conference Interpreter Course
- Sep. 2008 Part-time Lecturer at Kwansei Gakuin University Center for International Education and Cooperation (current)
- Apr. 2009 Part-time Lecturer for Kobe College, School of Letters, Department of English, Global Studies Course
- Apr. 2010 Part-time Lecturer at Kwansei Gakuin University, School of International Studies (current)
- Jul. 2016 Representative Director and President of Fujioka-Kinzoku Co., Ltd. (current)
- Jun. 2018 Member of the Managing Board (Outside) of Maruichi Steel Tube Ltd. (current)
- Jun. 2024 Joined the Company, Member of the Managing Board (Outside) (current)

(Important concurrent position)
Member of the Managing Board (Outside) of Maruichi Steel Tube Ltd.

Reasons for Appointing

She was appointed to utilize her global perspective and deep knowledge, abundant experience in management, and deep insight for management of the Company.



Haruo Inoue
(born 1957)
Member of the Managing Board
(Outside)
Independent Director
Number of Company shares held: N/A

- Apr. 1981 Joined The Sanwa Bank, Limited (presently MUFG Bank, Ltd.)
- Apr. 2008 Executive Officer, General Manager of Corporate Planning of The Bank of Tokyo-Mitsubishi UFJ, Ltd. (presently MUFG Bank, Ltd.)
- Jun. 2010 Managing Executive Officer of Mitsubishi UFJ NICOS Co., Ltd.
- Jun. 2011 Director and Managing Executive Officer of Mitsubishi UFJ NICOS Co., Ltd.
- May 2012 Managing Executive Officer, Deputy General Manager of Retail Department of the Bank of Tokyo-Mitsubishi UFJ, Ltd. (presently MUFG Bank, Ltd.)
- May 2014 Managing Executive Officer of the Bank of Tokyo-Mitsubishi UFJ, Ltd.
- Jun. 2014 Representative Director and President and Chief Executive Officer of Mitsubishi UFJ NICOS Co., Ltd.
- Apr. 2020 Senior Managing Executive Officer of Sojitz Corporation
- Apr. 2022 Executive Vice President of Sojitz Corporation
- Jun. 2024 Member of the Managing Board (Outside) of UNIRITA Inc. (current)
- Jun. 2024 Joined the Company, Member of the Managing Board (Outside) (current)

(Important concurrent position)
Member of the Managing Board (Outside) of UNIRITA Inc.

Reasons for Appointing

He was appointed to utilize his abundant experience and deep insight in the business world, as a corporate manager of a financial institution, for management of the Company.



Marie Oshima
(born 1962)
Member of the Managing Board
(Outside)
Independent Director
Number of Company shares held: N/A

- Apr. 1992 Research Associate of the Institute of Industrial Science, the University of Tokyo
- Apr. 1995 Visiting Researcher of the Department of Mechanical Engineering, School of Engineering, Stanford University
- Jun. 1998 Lecturer at the Institute of Industrial Science, the University of Tokyo
- Apr. 1999 Associate College Professor of the Department of Functional Engineering, the University of Tsukuba/Institute of Industrial Science, the University of Tokyo
- Apr. 2000 Associate Professor of the Institute of Industrial Science, the University of Tokyo
- Jul. 2005 Professor of the Institute of Industrial Science, the University of Tokyo
- Apr. 2006 Professor of the Interfaculty Initiative in Information Studies, the University of Tokyo/Professor of the Institute of Industrial Science, the University of Tokyo (current)
- Jul. 2018 Director (Outside) of TOYOTA CENTRAL R&D LABS., INC. (current)
- Sep. 2022 Director (Outside) of Open Up Group Inc. (current)
- Apr. 2024 Deputy Director of Tokyo College, the University of Tokyo (current)
- Apr. 2024 Visiting Professor of School of Engineering, Tokyo University of Technology (current)
- Jun. 2025 Joined the Company, Member of the Managing Board (Outside) (current)

(Important concurrent position) Director (Outside) of Open Up Group Inc.

Reasons for Appointing

She was appointed to utilize her abundant experience and deep insight in cybersecurity, science and technology for management of the Company.



Tomoo Aramaki
(born 1966)
Member of the Managing Board
(Member of the Audit and Supervisory Committee, full-time)
Number of Company shares held: 21,600

- Apr. 1989 Joined the Company
- Apr. 2019 Executive Vice President of the Business Administration of the Company
- Jun. 2022 Member of the Managing Board (Member of the Audit and Supervisory Committee) (current)

Reasons for Appointing

He has long been involved in the business administration department and has also served as the head of the business administration department of the Company's overseas subsidiaries. He was appointed to utilize his abundant experience and insight, which is necessary to increase the audit and supervisory functions.




Michihide Iwasa
(born 1956)
Member of the Managing Board (Outside)
Independent Director
(Member of the Audit and Supervisory Committee), Independent Director
Number of Company shares held: N/A

- Apr. 1979 Joined Kobe Steel, Ltd.
- Apr. 2009 Senior General Manager of Raw Materials Purchasing Department of Kobe Steel, Ltd.
- Apr. 2010 Executive Officer of Iron & Steel Business of Kobe Steel, Ltd.
- Apr. 2012 Managing Executive Officer of Iron & Steel Business of Kobe Steel, Ltd.
- Jun. 2014 Representative Director and President of Kobelco Logistics, Ltd.
- Jun. 2020 Senior Advisor of Kobelco Logistics, Ltd.
- Jun. 2020 Joined the Company, Member of the Managing Board (Outside) (Member of the Audit and Supervisory Committee) (current)

Reasons for Appointing

He was appointed to utilize his abundant experience and deep insight into corporate management for audits of the Company.



Kazumasa Hashimoto
(born 1953)
Member of the Managing Board (Outside)
Independent Director
(Member of the Audit and Supervisory Committee), Independent Director
Number of Company shares held: N/A

- Apr. 1976 Joined Sumitomo Bank (presently Sumitomo Mitsui Banking Corporation)
- Apr. 2004 Executive Officer of Sumitomo Mitsui Banking Corporation
- Apr. 2007 Managing Executive Officer of Sumitomo Mitsui Banking Corporation
- Jun. 2010 President and Representative Director of Ginsen Co., Ltd.
- Jun. 2014 President and Representative Director, and Chief Operating Officer of Kansai Urban Banking Corporation (presently Kansai Mirai Bank, Limited)
- Jun. 2016 Chairman of the Board, President and Representative Director of Kansai Urban Banking Corporation
- Apr. 2018 Representative Director and President of Kansai Mirai Financial Group, Inc.
- Apr. 2019 Chairman of Kansai Mirai Bank, Limited.
- Jun. 2019 Outside Corporate Auditor of THE ROYAL HOTEL, LIMITED
- Jun. 2020 Joined the Company, Member of the Managing Board (Outside) (Member of the Audit and Supervisory Committee) (current)
- Apr. 2023 Special Advisor of Kansai Mirai Bank, Limited. (current)

Reasons for Appointing

He was appointed to utilize his abundant experience and deep insight into corporate management as a corporate manager of a financial institution.

Executive Officers (As of June 27, 2025)



Kensuke Iizuka
Senior Executive Officer
In charge of Corporate Management,
Next Generation Medical Business
Development and DX Strategy Development



Frank Buescher
Senior Executive Officer
CEO, Sysmex Asia Pacific Pte Ltd.
Deputy in charge of DX Strategy
Development



Mitsuhsa Kanagawa
Senior Executive Officer
In charge of Instrument Production
and SCM.



Peng Zuo Hui
Executive Officer
President and CEO,
Sysmex Shanghai Ltd.



Alain Baverel
Executive Officer
CEO, Sysmex Europe SE



Reiko Watanabe
Executive Officer
Executive Vice President of
Medical & Scientific Affairs Div.



Kaoru Watanabe
Executive Officer
Supervision of JEA
Deputy in charge of Medical Robotics
(MR) Business



Takaaki Nagai
Executive Officer
Deputy in charge of Instrument
Production and SCM Executive Vice
President of Production Design
Center



Kinya Uchihashi
Executive Officer
In charge of Reagent Production
Executive Vice President of Reagent
Production Div.



Andy Hay
Executive Officer
President,
Sysmex America, Inc.



Naohiko Matsuo
Executive Officer
Deputy in charge of Business
Strategy Development
Executive Vice President of ICH
(Immunology, Clinical Chemistry,
Hemostasis) Business Div.



Kenji Tsujimoto
Executive Officer
Executive Vice President of Next
Generation Medical Business
Development Div.

Executive Officers' Main Responsibilities

		Main Responsibilities Related to Key Actions for the Group and Areas in Charge							Main Responsibilities Related to Materiality				
		1	2	3	4	5	6	7	1	2	3	4	5
Posts and Responsibilities		Enhance competitiveness and expand markets through innovation in existing business domains	Accelerate commercialization centered on genetic testing in the domain of personalized medicine	Create a new business model in the domains of prevention and self-medication	Accelerate business growth in the therapeutic domain, centered on the medical robotics business	Realize a circular resource value chain and transform with a view to solving social issues	Enhance corporate value by strengthening human capital and management base	Promote corporate and social transformation through DX	Creating new value for a healthy society	Providing Responsible of products, services and solutions	Creating an Attractive Workplace	Reducing in environmental impacts	Strengthening Governance
Kenji Tachibana	Member of the Managing Board and Senior Executive Officer Assistant to the President In charge of Internal Control and Regulatory Affairs & Quality Assurance						●		●	●			●
Iwane Matsui	Member of the Managing Board and Senior Executive Officer Senior Managing Director Japan and International Business and Medical Robotics (MR) Business	●			●				●	●			
Tomokazu Yoshida	Member of the Managing Board and Senior Executive Officer Managing Director, CTO R&D	●	●	●				●	●	●		●	
Takashi Ono	Member of the Managing Board and Senior Executive Officer Managing Director Eco-Social (ES) Strategy and Business Strategy Development	●	●	●		●			●	●		●	
Kensuke Iizuka	Senior Executive Officer In charge of Corporate Management, Next Generation Medical Business Development and DX Strategy Development			●	●	●	●	●	●	●	●		●
Frank Buescher	Senior Executive Officer CEO, Sysmex Asia Pacific Pte Ltd. Deputy in charge of DX Strategy Development	●		●	●			●	●	●	●		
Mitsuhsa Kanagawa	Senior Executive Officer In charge of Instrument Production and SCM.	●				●			●	●		●	
Peng Zuo Hui	Executive Officer President and CEO, Sysmex Shanghai Ltd.	●							●	●	●		
Alain Baverel	Executive Officer CEO, Sysmex Europe SE	●			●				●	●	●		
Reiko Watanabe	Executive Officer Executive Vice President of Medical & Scientific Affairs Div.	●		●					●	●			
Kaoru Watanabe	Executive Officer Supervision of JEA Deputy in charge of Medical Robotics (MR) Business	●			●				●	●			
Takaaki Nagai	Executive Officer Deputy in charge of Instrument Production and SCM Executive Vice President of Production Design Center	●				●			●	●		●	
Kinya Uchihashi	Executive Officer In charge of Reagent Production Executive Vice President of Reagent Production Div.	●				●			●	●		●	
Andy Hay	Executive Officer President, Sysmex America, Inc.	●			●				●	●	●		
Naohiko Matsuo	Executive Officer Deputy in charge of Business Strategy Development Executive Vice President of ICH Business Div.	●	●	●					●	●			
Kenji Tsujimoto	Executive Officer Executive Vice President of Next Generation Medical Business Development Div.			●	●			●	●	●			