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Editorial Policy

The *Sysmex Report*, an integrated report that summarizes financial and non-financial information, is intended to help stakeholders understand Sysmex's medium- to long-term value creation. For more detailed information, please refer to our website and the *Sustainability Data Book*. In compiling this report, we referred to frameworks such as the *International Integrated Reporting Framework* issued by the IFRS Foundation and the Ministry of Economy, Trade and Industry's *Guidance for Collaborative Value Creation 2.0*.

Guidance for Collaborative Value Creation

Sustainability Data Book

Period Covered

The target period is fiscal 2025 (April 1, 2025 to March 31, 2026), but the report also covers some activities conducted after April 2026.

Accounting Standards and Accounting Policies

In fiscal 2016, we voluntarily adopted the International Financial Reporting Standards (IFRS). In this report, figures presented up to fiscal 2014 are in accordance with the Japanese GAAP. From fiscal 2015, figures are presented in accordance with the IFRS.

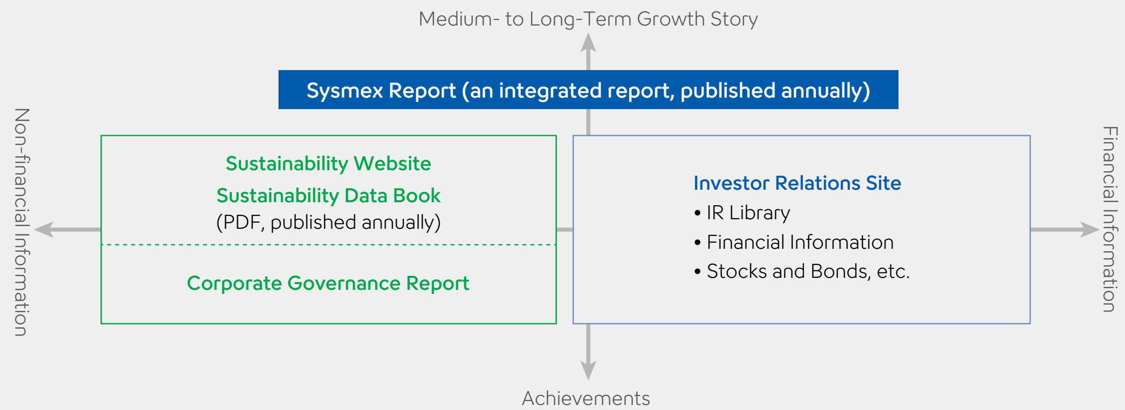
In the fiscal year ended March 31, 2022, the Sysmex Group changed its method of recognizing the costs of configuration or customization services in cloud computing contracts as an expense when these services are received. Figures for the fiscal year ended March 31, 2021 have been retroactively adjusted.

Disclaimer

This material contains forward-looking statements about the Sysmex Group. These forward-looking statements are based on the current judgments and assumptions of the Sysmex Group in light of the information currently available to it. Uncertainties inherent in such judgments and assumptions, the future course of our business operations and changes in operating environments both in Japan and overseas may cause our actual results, performance, achievements, or financial position to be materially different from any future results, performance, achievements or financial position either expressed or implied within these forward-looking statements.

The information on products and other matters contained herein is not intended as advertising or medical advice, whether or not regulatory approval has been obtained.

Positioning of Main Disclosure Media



Organizations Covered

In principle, this report covers the Sysmex Group (including Group companies in Japan and overseas). In this report, "Sysmex" refers to the Sysmex Group as a whole. "Sysmex Corporation" refers to the Company on a stand-alone basis.

Independent Practitioner's Assurance

In order to improve the reliability of the data disclosed, we have obtained an Independent Practitioner's Assurance for our environmental and social data.

>>Website >Sustainability Data Book 2026 >Independent Practitioner's Assurance

About This Report

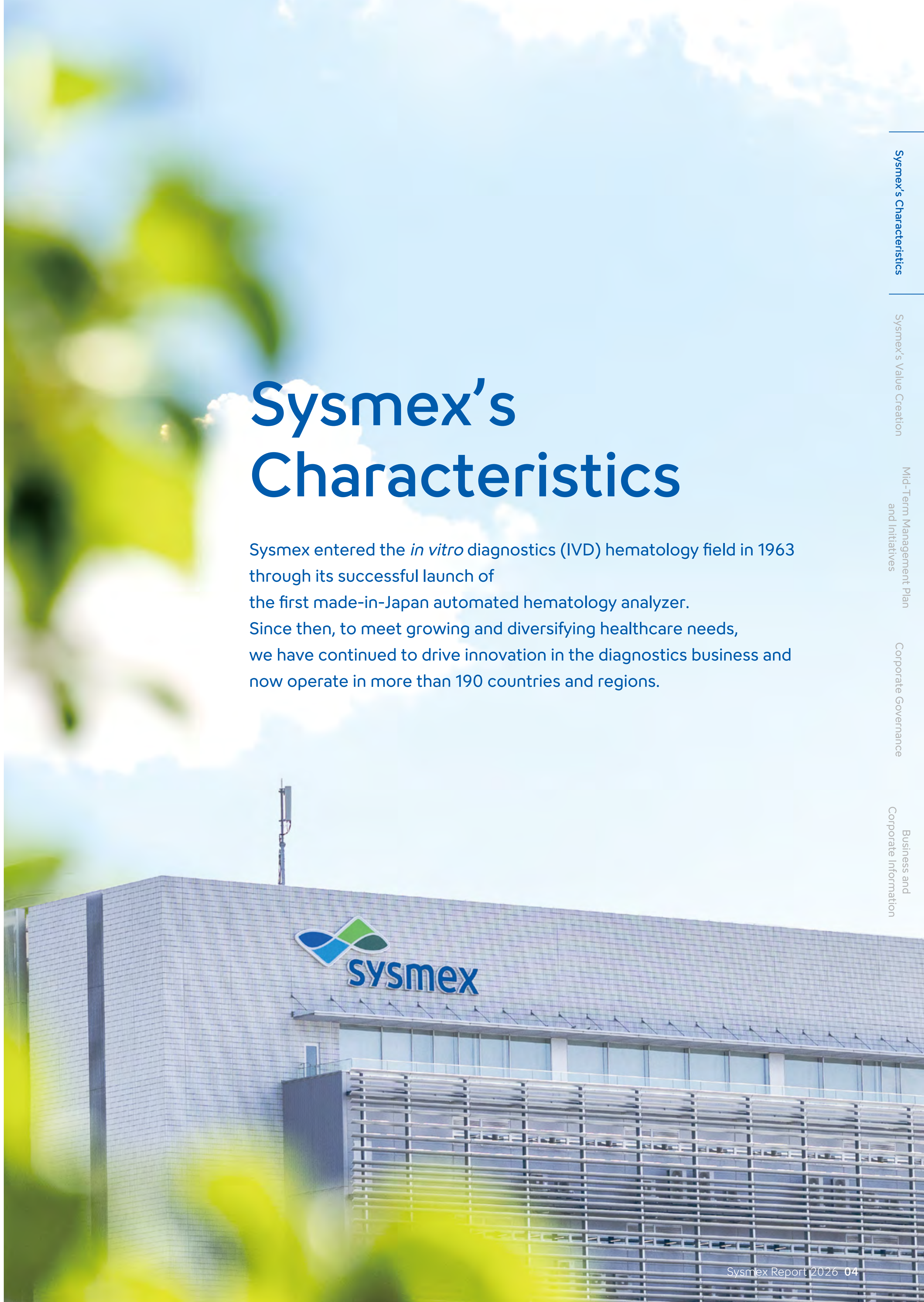
Key Points of the 2026 Integrated Report

The main message we wish to convey in this report is how Sysmex, under its new management structure, is advancing transformation to return to a growth trajectory, taking into account the challenges identified under the previous Mid-Term Management Plan and changes in the business environment. Accordingly, we have enhanced the content of this year's report around the key message of "reinforce the strengths and earning power of the diagnostics business," the aim of the new Mid-Term Management Plan.

This report has been planned and prepared based on feedback from investors. In the 2026 edition, in addition to the points above, we have expanded our explanation of Sysmex's business model—our integrated system for providing customers with confidence—and strengthened its connection to our value creation story. We have also expanded our discussion of the challenges facing customers' laboratories, the linkage between materiality and strategy and the organization of KPIs, and corporate governance.

We hope this report will help readers understand where Sysmex stands today and the direction of the transformation we are pursuing toward our next stage of growth.

Why Is Transformation Necessary Now?	Although the previous Mid-Term Management Plan produced certain achievements, performance was affected by uncertainty arising from regulatory and geopolitical factors, as well as the dispersion of investment across new businesses. Under the new management structure, we are shifting toward management that emphasizes profitability and capital efficiency in addition to growth.	>>Message from the President P21 >>Conversation with Outside Members of the Managing Board P76
How Has Materiality Changed?	With the launch of the new Mid-Term Management Plan, we redefined our materiality using a more quantitative approach. "Creating value for a healthy society" remains our most important materiality, representing the ultimate goal of the value we provide, while we now recognize the importance of data and digital technologies more strongly than ever.	>>Materiality P31
What Social Issues Are We Working to Resolve?	We have worked to address challenges facing laboratories by expanding access and advancing testing, and optimizing testing operations and management processes. Going forward, we will further create new testing and diagnostic value by combining our unique testing data with AI, helping to optimize healthcare as a whole.	>>Providing Value in the Healthcare Domain P35 >>Challenges Facing Laboratories P39 >>Advancing Medical DX and Data Utilization P49
What Do We Aim to Achieve under the New Mid-Term Management Plan?	With "reinforce the strengths and earning power of the diagnostics business," as our aim, we will seek to return to a growth trajectory through four strategic themes: strengthening the competitiveness of the diagnostics business; advancing medical DX and data utilization; improving profitability through value chain transformation; and redesigning financial and capital strategies.	>>Overview of the Mid-Term Management Plan P43
How Will We Improve Profitability and Capital Efficiency?	We will improve profitability by increasing reagent gross profit and expanding the proportion of reagent sales, while optimizing the supply chain as a whole. At the same time, we will review our business portfolio and improve cash generation capacity and capital efficiency, thereby building a resilient management foundation that is less susceptible to changes in the operating environment.	>>Message from the CFO P63 >>Improving Profitability through Value Chain Transformation P51
What Characteristics and Strengths Support Growth?	We will achieve growth through three defining characteristics: a profit model that generates recurring revenue from reagents and services following instrument installation; a strong business foundation in the field of *in vitro* diagnostics (IVD), exemplified by our No. 1 global market share in hematology; and an integrated system that enables us to hear directly from customers and incorporate their feedback into research and development.	>>Sysmex's Characteristics 1-3 P13-P18



Sysmex's Characteristics

Sysmex entered the *in vitro* diagnostics (IVD) hematology field in 1963 through its successful launch of the first made-in-Japan automated hematology analyzer. Since then, to meet growing and diversifying healthcare needs, we have continued to drive innovation in the diagnostics business and now operate in more than 190 countries and regions.

Message from the Group CEO

Hisashi Ietsugu
Chairperson and Group CEO

We will address management challenges related to profitability and capital efficiency while continuing to pursue our mission of "Shaping the advancement of healthcare" and enhancing corporate value.

Sysmex's Management Challenges

In fiscal 2025, net sales and profit declined, owing to factors including healthcare system reforms and changes in the business environment in China, as well as the time required for our growth investments to generate results. To achieve sustainable growth and enhance corporate value, we recognize the need to shift toward a management approach that places greater emphasis not only on growth, but also on profitability and capital efficiency. In April 2026, we launched a new Mid-Term Management Plan (fiscal 2026–2028) aimed at overcoming these challenges and returning the Company to a growth trajectory. However, improving profitability and capital efficiency is only a necessary condition for enhancing corporate value. At the same time, we must pursue further value creation—the sufficient condition for achieving that goal.

Sysmex's Value Proposition

Looking ahead, as the global population continues to grow and societies age, healthcare will become increasingly important as an essential part of societal infrastructure, and the healthcare market is expected to continue expanding. In addition to extending healthy life expectancy and improving quality of life, the safety and productivity of healthcare professionals will become more important than ever, while social challenges involving the economic sustainability of healthcare systems and access to care are also expected to become increasingly diverse and complex.

Healthcare challenges differ by country and region, so Sysmex must identify and respond to the needs of each. This means going beyond simply providing products that deliver excellence in testing accuracy and efficiency. We must harness the power of technology, our network, and digital capabilities to advance the way testing is conducted and how healthcare systems operate. This is what it means to embody our mission of "Shaping the advancement of healthcare." With a global business foundation and a leading global market share in fields such as hematology, a core area of *in vitro* diagnostics (IVD), Sysmex therefore needs to take the lead in these efforts.

The direction we pursue differs by region and by the stakeholders for whom we create value. In advanced markets, we will apply our advanced technology and deep expertise to enable more personalized diagnosis and treatment while also supporting the development of sustainable healthcare systems. In emerging markets, we will respond to expanding healthcare demand while helping advance healthcare and testing infrastructure. In developing countries, we will work with government authorities in each country to expand access to testing and improve standards of healthcare.

For customers such as medical institutions, we will help improve safety and productivity by advancing the automation of testing processes and enabling greater levels of unattended operation. For individuals and healthcare as a whole, we will enhance the clinical utility of testing through data analysis, predictive capabilities, and other means. For local communities, we will contribute to improving public health and optimizing healthcare spending through the effective use of the extensive data available to us.

These new challenges are also what make work rewarding for Sysmex employees who have come together with a desire to contribute to health and healthcare. To enable each of our 12,000 employees to continue taking on challenges to resolve issues facing customers and society, we will share a wide range of information across the Group, create opportunities for employees to gain diverse experiences, and further enhance our education systems.

Taking on Challenges under a New Management Structure

The appointment of Iwane Matsui as President in April 2026, marked the start of a new management team and leadership structure. He has led transformation across a variety of departments and has extensive experience in sales, particularly in overseas businesses. Throughout his career, he has continued to identify needs from the customer's perspective and consider what value we should create. I believe he is the ideal leader to achieve medium- to long-term growth while advancing structural reforms of our businesses and earnings base.

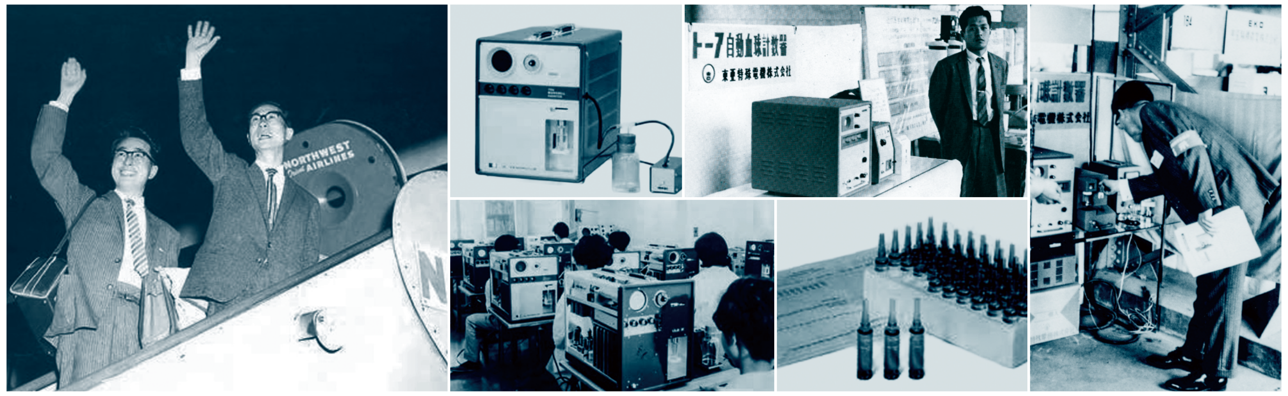
Although uncertainty in the external environment is increasing, Sysmex will continue to take on challenges and contribute to the advancement of healthcare, thereby enhancing corporate value over the medium to long term. We ask for your continued understanding and support.

Corporate Philosophy of the Sysmex Group

"Instilling confidence in stakeholders"
——A Sysmex Ideal Unchanged Since Our Founding ——

Our founder, Taro Nakatani, defined the basis of our management as the "Three Aspects of Confidence (*anshin*)," instilling confidence among customers, business partners, and employees. Based on this understanding, we have continued to manage the Company and act with our stakeholders always in mind. In 2007, Sysmex established the Group corporate philosophy called the "Sysmex Way," which carries forward and expands upon the Sysmex ideal unchanged since our founding.

Since its founding, Sysmex has supported the gateway to healthcare through the testing of blood and other specimens, instilling confidence founded on reliable quality and trust. Going forward, we will continue creating value to contribute to the advancement of healthcare and provide confidence to our stakeholders.



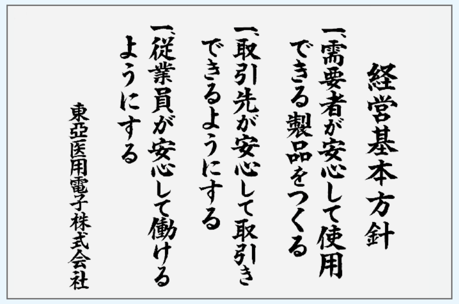
The Founder's Purpose

Our founder, Taro Nakatani, defined our corporate objective thus: "By providing the products we create, we will help resolve the issues society faces and make our own lives more fulfilling." This objective forms the basis for our founding philosophy, the "Three Aspects of Confidence."

Founder: Taro Nakatani

The "Three Aspects of Confidence:"

Confidence among our customers	Confidence in our associates	Confidence of our employees



経営基本方針
一、需要者が安心して使用できる製品をつくる
一、取引先が安心して取引きできるようにする
一、従業員が安心して働けるようにする
東亞医用電子株式会社

Our founding philosophy, the "Three Aspects of Confidence:"
- Total customer confidence in all of our products.
- Total confidence in our associates in all our business transactions.
- Total confidence of our employees in themselves and all their work.

Sysmex Way

Mission
Shaping the advancement of healthcare.

Value
We will continue to create unique and innovative values, and ensure *anshin* for individuals in society.

Mind
With passion and flexibility, we demonstrate our individual competence and unsurpassed teamwork.

Shared Values

To our Customers
Ensure *anshin* with unmatched quality, advanced technology, mindful support, and actions that reflect the needs of our customers.
We constantly seek to better understand what our customers require so that we may generate new and more satisfactory solutions.

To our Employees
Ensure *anshin* by honoring a diversity of employees, respecting their personality, and providing a workplace where they can fulfill their potential.
We value independence and a challenging spirit, provide employees with opportunities for self-fulfillment, growth, and reward for their accomplishments.

To our Business Partners
Ensure *anshin* based on fairness and impartiality in a broad range of partnerships.
We strive to grow as a company in step with our business partners through respect and mutual trust.

To our Shareholders
Ensure *anshin* by promoting the proper disclosure of information and keeping closer communication with shareholders with sound and transparent management.
We are committed to an innovative yet consistent style of management for sustainable growth and increased shareholder value.

To Society
Ensure *anshin* as a responsible member of society by conducting our business adhering to the highest ethical standards in addition to laws and regulations.
We play an active role in addressing environmental and other issues facing our society.

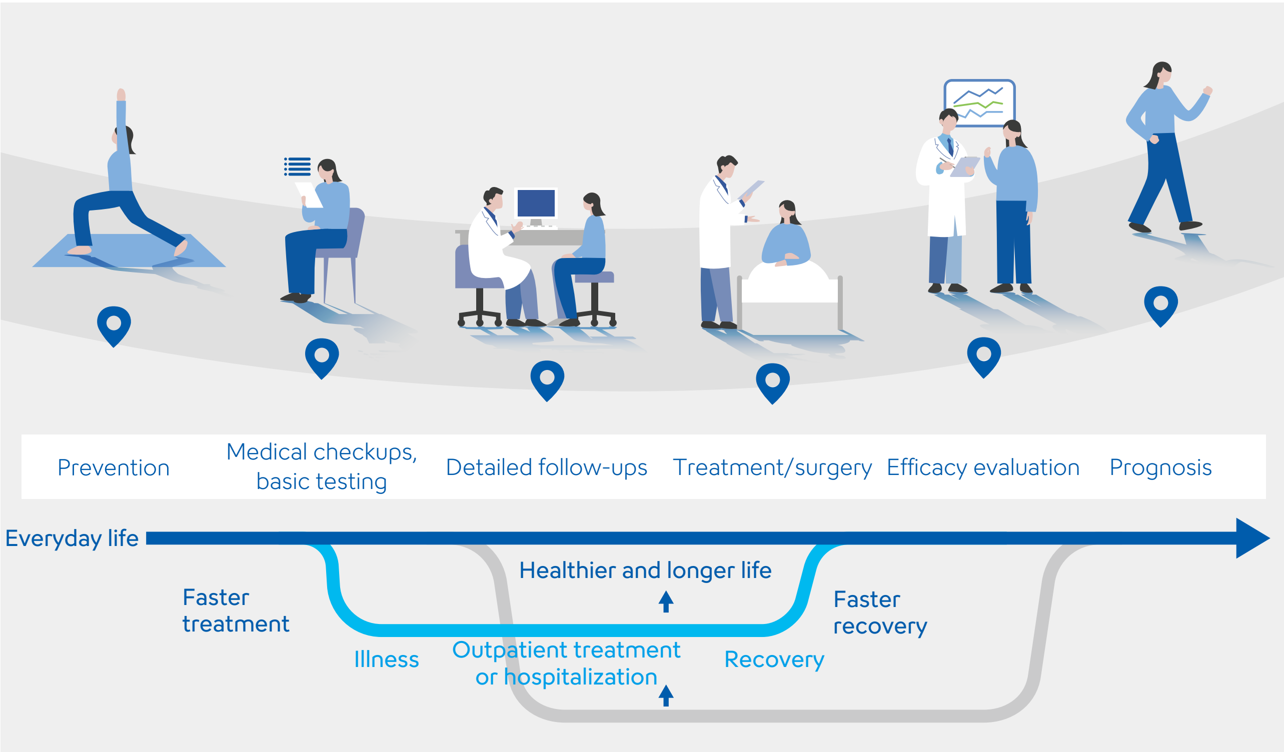
Anshin is a word at the core of the Sysmex corporate philosophy that embodies the essence of what we have been pursuing since our foundation, and has the following meanings:

- A state in which customers have no concerns about the safety and quality of our products and services.
- A state in which stakeholders can trust, be confident and reassured in our relationship, transactions, interaction, and all other matters.
- A state in which individuals in society can be in a calm state of mind with little or no anxiety about their own health, lives, or other matters.

The "Sysmex Way" outlines our mindset, direction, and values for contributing to society and continuing to grow. In addition, through our Shared Values, we declare our commitment to instilling "confidence" not only in our customers, business partners, and employees as demonstrated by the "Three Aspects of Confidence," but in our shareholders and society as stakeholders.

Together for a better healthcare journey

Sysmex is working to realize a more fulfilling and healthier society by enhancing each individual's healthcare journey[1]—from prevention and diagnosis to treatment and prognosis.



Note: Sysmex defines the healthcare journey as a concept in keeping with its long-term vision and foundation for value creation based on the Sysmex Way, the corporate philosophy of the Sysmex Group.

Sysmex's long-term vision is "Together for a better healthcare journey." The words "healthcare journey" refer to the full continuum of healthcare experiences a person may encounter throughout life. By making this journey better, Sysmex aims to contribute to a society where each individual can maintain health over a longer lifespan. For example, in times of health, we envision a society where early signs of illness are not overlooked, allowing for timely intervention that prevents the onset of disease. And if someone does fall ill, we aim to help enable earlier detection at a milder stage, and guide them toward faster, better recovery through personalized, optimal care.

Until now, Sysmex has primarily delivered value in the field of *in vitro* diagnostics (IVD)—namely, basic testing (such as routine medical checkups), detailed follow-ups, and evaluations of treatment efficacy. Looking ahead, we believe it is essential to contribute not only at times of illness or treatment, but throughout each person's life—supporting their health and instilling confidence from a broader perspective. To that end, we are expanding the scope of our value creation beyond IVD into preventive care and treatment domains. In doing so, we will continue to co-create the future of healthcare in collaboration with a wide range of stakeholders around the world.

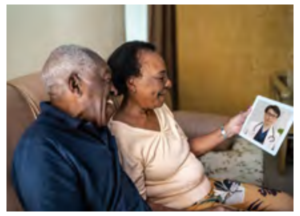
Main Value We Provide

Expanding access and advancing testing

Optimization of testing operations and management processes

Advancing testing that eases the burden on patients

Promoting advanced medical technologies that enable faster recovery



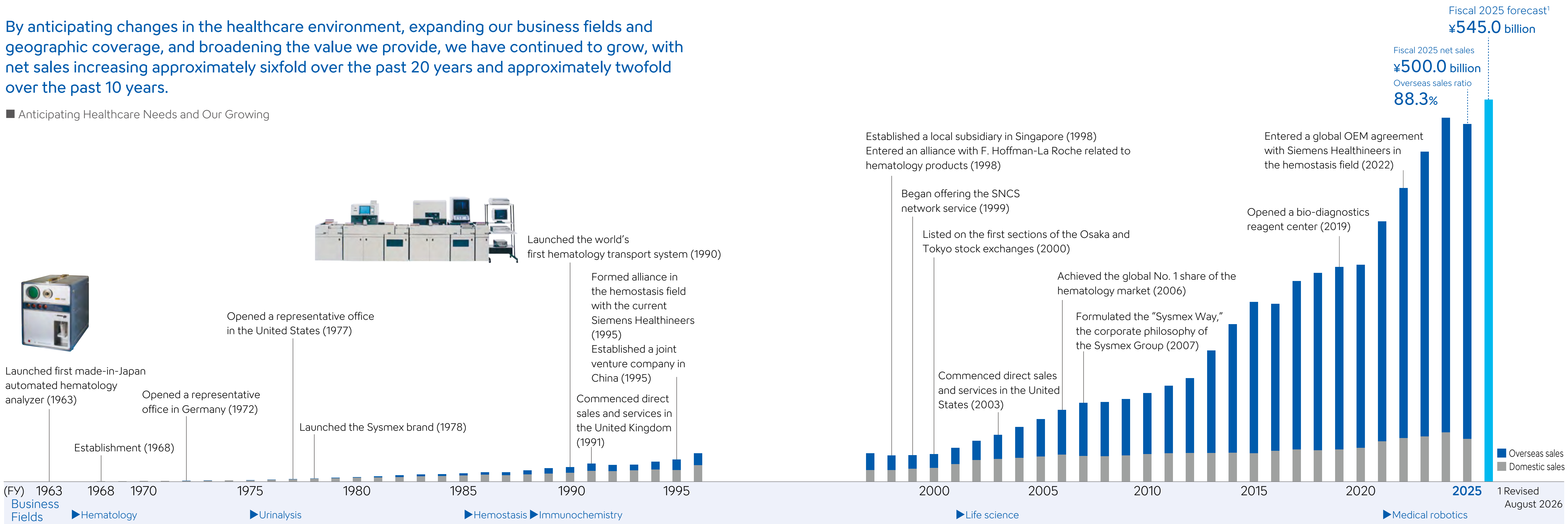
Realizing prevention and prognostic management

>>For details, see "Providing Value in the Healthcare Domain" on P35.

Value Creation Journey

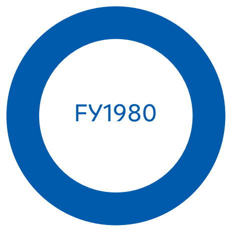
By anticipating changes in the healthcare environment, expanding our business fields and geographic coverage, and broadening the value we provide, we have continued to grow, with net sales increasing approximately sixfold over the past 20 years and approximately twofold over the past 10 years.

■ Anticipating Healthcare Needs and Our Growing

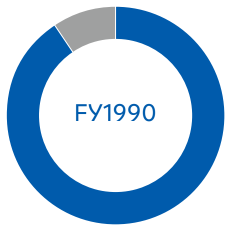


	1963—1980'	1980'—1990'	1990'—2010'	2010'—
Changes in the Operating Environment	Enrollment in National Health Insurance (Japan) Growth in Healthcare Demand	Increasingly Diverse Healthcare Needs Efforts to Optimize Medical Expenses	Promotion of Globalization Advent of the IT Revolution	Medical Application of Innovative Technologies Increasingly Diverse Healthcare and More Diverse Needs
Value Provided by Sysmex	**Automation of Blood Cell Testing (Hematology)** • Launched first made-in-Japan automated hematology analyzer • Developed reagents as well as instruments, realizing increases in testing quality and performance	**Increasing Value Provided to Laboratories in Addition to Testing** • Developed the world's first hematology transport system, making the testing process more efficient and safer • Expanded into the fields of urinalysis, hemostasis and immunochemistry	**Expanding the Sales and Service Area Beginning to Provide Services Utilizing IT** • Expanded our direct sales and service structure, and expanded offerings to more than 190 countries and regions • Began using IT to provide proprietary services and support	**Taking on Challenges in Personalized Medicine and Other Areas to Further Expand Our Business Domain** • Developed and commercialized a gene testing system in the cancer domain • Expanded into testing for Alzheimer's disease and others • Launched a medical robotics business

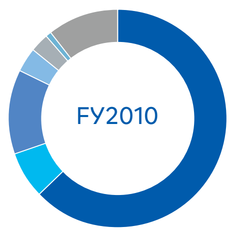
Changes in Sales by Field



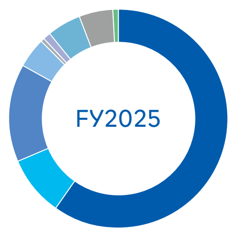
Hematology (including some sales from other fields)	100%



Hematology	90.8%
Non-hematology (urinalysis, hemostasis, immunochemistry, and others)	9.2%



Hematology	62.8%
Urinalysis/fecal occult blood	7.1%
Hemostasis	12.6%
Immunochemistry	3.4%
Clinical chemistry	2.9%
Life science	0.8%
Others	10.4%



Hematology	59.9%
Urinalysis	8.8%
Hemostasis	14.5%
Immunochemistry	4.5%
Clinical chemistry	0.6%
FCM	0.9%
Life science	5.0%
Others	5.1%
Medical robotics	0.7%

Management Resources Cultivated Since Our Founding

- Sysmex characteristic 1: A stable, highly profitable business model
- Sysmex characteristic 2: A strong business position in the domain of *in vitro* diagnostics
- Sysmex characteristic 3: An integrated system for providing customers with confidence
- Sales, services and support network covering more than 190 countries and regions
- Brand Strength (No. 1 global market shares in hematology)
- Diverse Human Capital (Global and specialized talent)

Sysmex characteristic 1

Profit model

A stable, highly profitable business model

through the continuous provision of instruments, reagents, and services and support.

■ Sources of Revenue in the Diagnostics Business (Figure 1)

	Example: Hematology field in North America	Growth drivers	Profitability image / drivers	Sales Composition by Product Type (Fiscal 2025)
Instruments	Share Approx. 70% or more[1]	• Market growth (e.g., emerging markets) • Expansion of geographic coverage • New product launches • Conversions from competitors	★ • Modular product design • Improvement of production efficiency • Lifecycle optimization	20.6%
Reagents	Independent reagent ratio 100%	• Increase in number of tests • Expansion of the installed instrument base • Increase in test parameters in line with medical advancements (e.g., hemostasis, immunochemistry)	★★★ • In-house sourcing of raw materials • Promotion of local production • Expansion of mass production scale	61.6%
Services and support	Customer satisfaction level 1st[2] 19 consecutive years	• Expansion of the installed instrument base • Value-added solutions using IT/AI • Expansion of services based on customer needs	★ • Preventive maintenance • Enhancement of online support • Greater instrument durability • Diagnostic support through AI	13.9%

High customer satisfaction drives a virtuous cycle

1 Market share in North America includes instruments, reagents, and services and support
2 As of March 2026, based on IMV ServiceTrak™ research in the United States.

Sysmex's Profit Model

Sysmex's profit model has been a key driver of its sustained growth. A defining feature of this model is its ability to generate stable, recurring income from reagents and services following the installation of instruments—allowing the Company to continuously reinvest thanks to its high profitability. Notably, Sysmex is one of the few global companies that handles R&D, production, and sales of instruments, reagents, and support services entirely in-house—this integrated model directly contributes to its profit model. The synergy between instruments and reagents enables high-value, reliable testing, while the Company's highly rated services and support offerings further encourage the adoption of new products—creating a virtuous cycle that underpins Sysmex's profitability and stability.

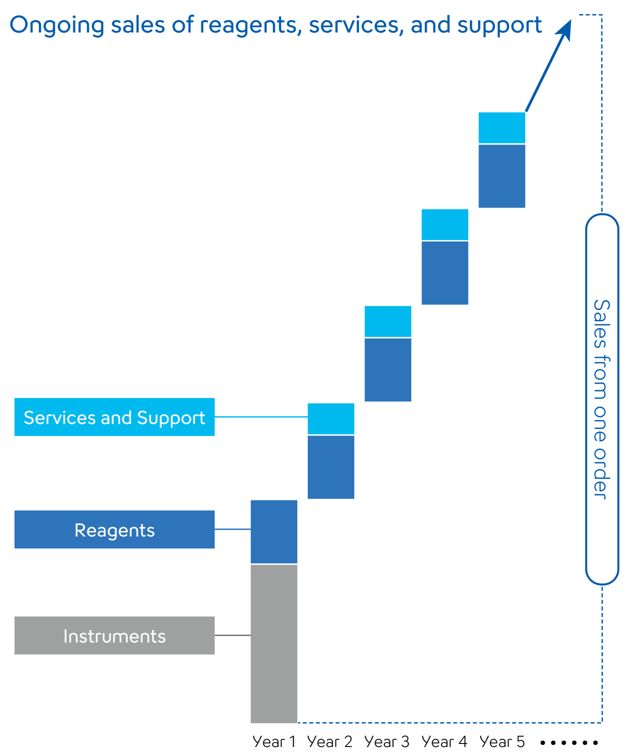
Each of the three pillars—instruments, reagents, and services and support—has also evolved to serve as an independent revenue stream in response to changes in the market (see Figure 1). Instrument sales have grown due to market expansion, geographic rollout, new product launches, and competitive conversions. Profitability is being enhanced by modular product design and improved operational efficiency through digital transformation (DX).

Used every time a test is run, reagent sales grow in line with the number of installed instruments and test volumes—making them a key growth engine. Reagents are more profitable than instruments, and test parameter expansion in areas like hemostasis and immunochemistry increases reagent usage. Localized production and in-house sourcing of raw materials are further boosting quality and profitability.

Services and support generate recurring revenues that scale with the number of instruments installed. Beyond routine maintenance, Sysmex offers value-added services including 24/7/365 support[1], training programs, and academic support—accelerating growth. While this domain requires significant labor, the Company is reducing fixed costs through online support and AI adoption.

1 Separate contract required

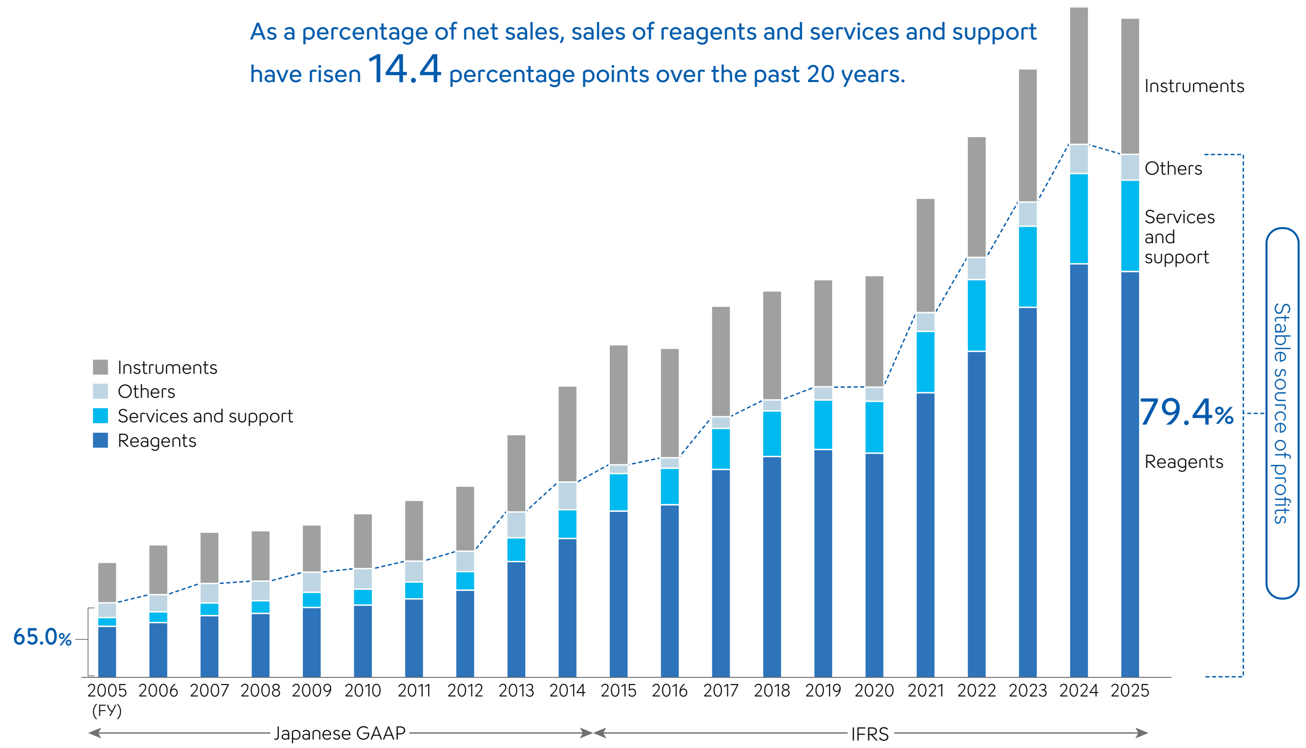
■ Sales Structure (Figure 2)



Growth Trends from the Perspective of Composition of Sales

Sysmex's net sales are composed not only of instruments, but also of the cumulative sales of reagents and services and support, which are essential for testing (Figure 2). In recent years, the Company has increased the proportion of reagent sales by expanding its share among large-scale facilities with high reagent usage and by expanding its lineup of test parameters with strong clinical relevance. The proportion of services and support sales has also risen accordingly. As a result, reagents and services and support have shown high sales growth rates, and their share as stable sources of sales (Figure 3) has continued to rise year by year. In fiscal 2025, the percentage of sales from stable sources reached 79.4%, marking a 14.4-point increase over the past 20 years.

■ Sales Trends by Source (Figure 3)



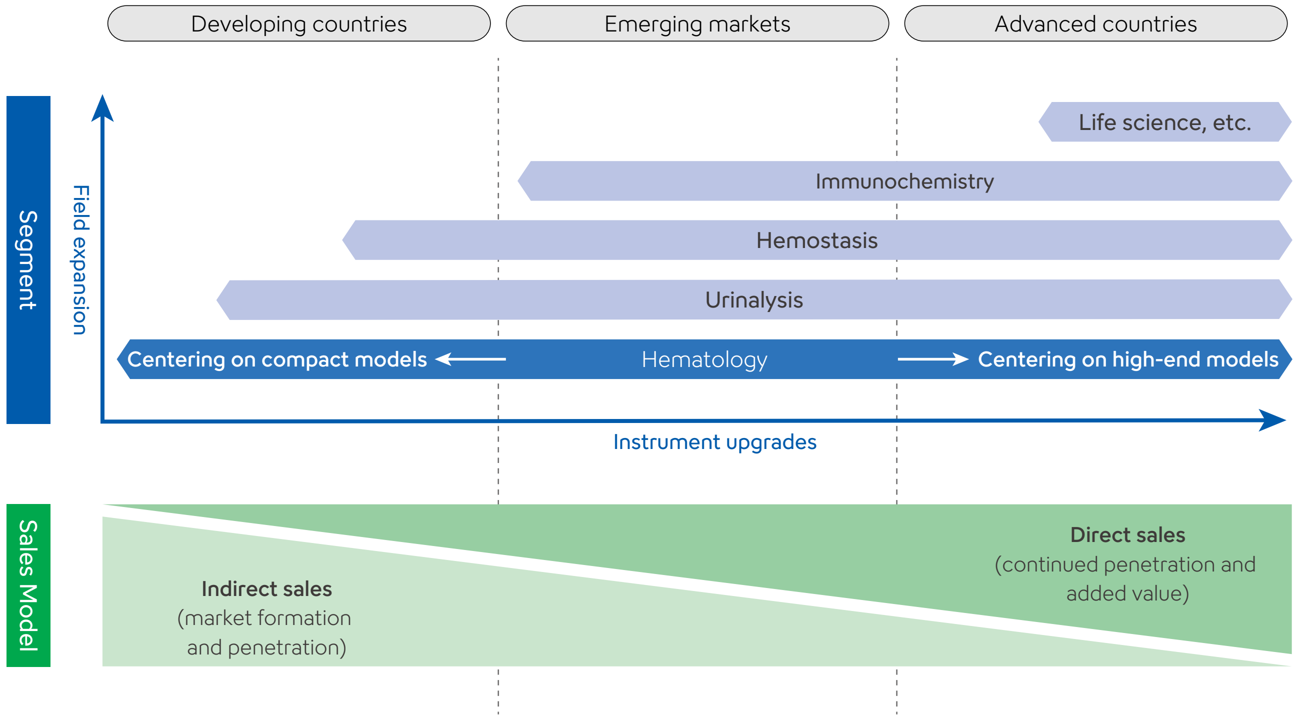
Note: In the past, charges to customers based on the number of tests were included in "Others." From fiscal 2015, amounts have been divided and presented as "Instruments," "Reagents," and "Services and Support."
"Others" includes consumables.

Sysmex Characteristic 2

Markets and Fields

A Strong Business Position in the Domain of *In Vitro* Diagnostics Based on Hematology

■ Illustration of Sysmex's Main Fields and Sales Models by Market Type



Leveraging Our Brand Strength in Hematology to Expand into Other Segments

Sysmex's core business, the hematology field, is a foundational area of testing essential for both diagnosis and treatment. Because of this, it is typically one of the first to be adopted in regions where healthcare infrastructure is still developing—such as developing countries and emerging markets. In addition to providing instruments, Sysmex contributes to raising medical standards through training in accurate testing practices and the sharing of the latest medical information. These efforts have helped earn market trust, strengthen the brand, and increase market share. As markets grow, there is a rising demand for upgrades to high-end models, as well as for more specialized tests like hemostasis and immunochemistry. Sysmex is steadily expanding into these fields by leveraging the brand recognition and sales networks it has built in hematology.

In advanced countries, Sysmex already holds an overwhelmingly high market share in hematology. Yet, amid rising social expectations for optimized healthcare spending, demand is growing for solutions that can enhance laboratory productivity—an area where Sysmex excels. Moreover, the Company continues to improve its market presence by offering added value through automation and the development of unique test parameters in fields such as hemostasis and immunochemistry.

In regions where the market is still in its formation stage, Sysmex primarily adopts an indirect sales model using local distributor networks to enter the market efficiently. Once the business environment becomes more predictable and growth potential becomes evident, the Company shifts to a direct sales model—ahead of competitors—to better understand customer needs and provide higher-quality products and services.

Sysmex's Position in the IVD Market

The IVD market is relatively resilient to global economic and political trends, and its size—estimated at around $96 billion—continues to grow alongside the advancement of healthcare. While global majors based in the United States and Europe dominate the market, Sysmex is the only Asia-based company ranked among the top 10 globally. In the hematology segment, Sysmex commands over 50% of the global market share, securing the No. 1 position (see top-right diagram).

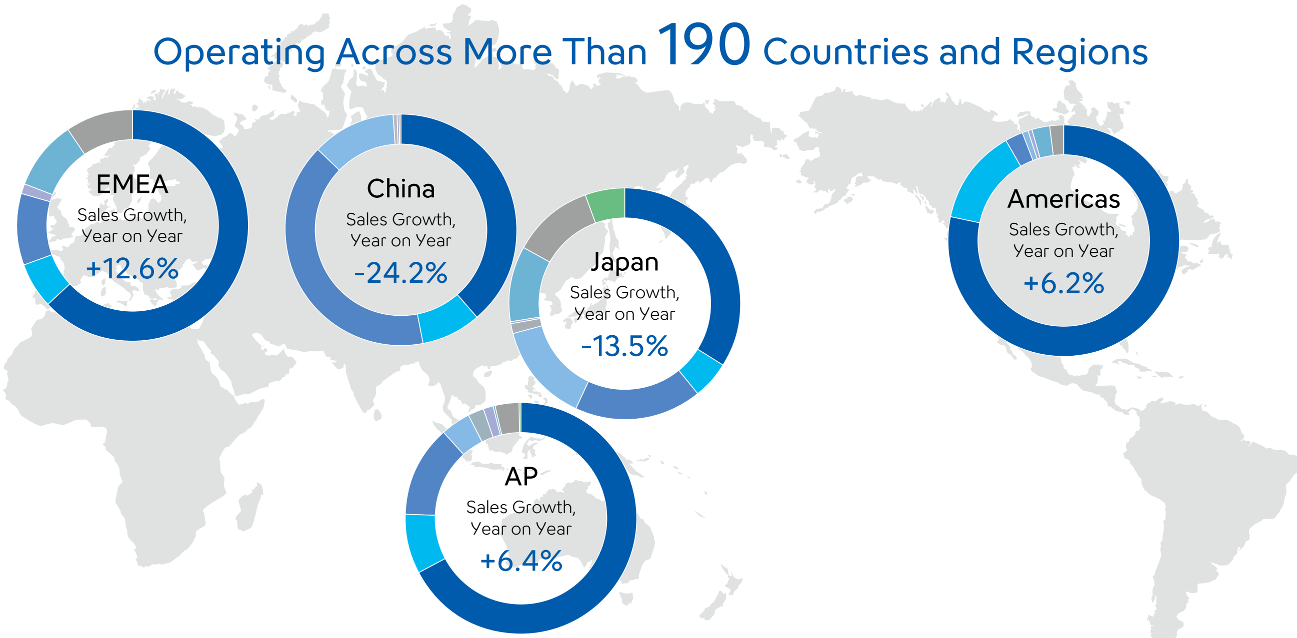
Sysmex is also actively expanding into other fields beyond hematology to create new growth pillars. In the hemostasis field, the Company began direct sales in Europe and the United States in April 2024, and we anticipate strong growth going forward. In the immunochemistry segment, which represents the largest market size within IVD, Sysmex has so far focused on the Asian region. However, the Company is now preparing for full-scale global expansion.

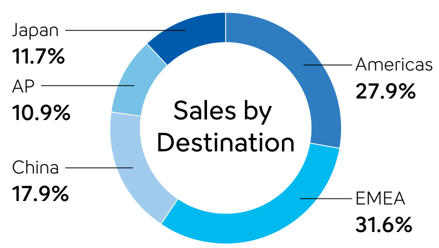
■ IVD Market Scale and Sysmex's Positioning

	Market Scale[1] ($ million)	Growth Rate (2025-2028)	Main Participating Manufacturers[1]	Sysmex's Sales Composition (Fiscal 2025)	Market Share	Main Alliances
Hematology	4,300	3%[2]	Mindray, Danaher, Siemens Healthineers, Abbott	59.9%	No. 1 **56.1%**	Roche, Cellavision
Urinalysis Of which, sediment urinalysis	1,200 (500)	3%[2]	Danaher, Roche, Siemens Healthineers	8.8%	No. 1[3]	EIKEN CHEMICAL, Siemens Healthineers
Hemostasis	3,200	3%[2]	Werfen,Stago	14.5%	No. 1[3]	Siemens Healthineers
Immunochemistry	27,000	3%[2]	Roche, Abbott, Siemens Healthineers, Danaher	4.5%	—	Fujirebio Holdings
Clinical chemistry	9,000	4%[2]	Roche, Danaher, Abbott, Siemens Healthineers	0.6%	—	—
IVD market	96,000	3%[2]	1 Roche 2 Danaher 3 Abbott 8 **Sysmex**	—	—	—

1 Our ranking (As of March 31, 2025) and market size and growth rate (as of 2024) for IVD market and each field of testing are our own estimates based on disclosed information. Calculations are based on the exchange rates during the year of the survey, so simple year-on-year comparisons of market size are not possible.
2 Excluding China: Government-led policies to curb medical costs are progressing, and their impact is currently under review.
3 Includes sales through alliances.

■ Sales by Destination and Business (Fiscal 2025)





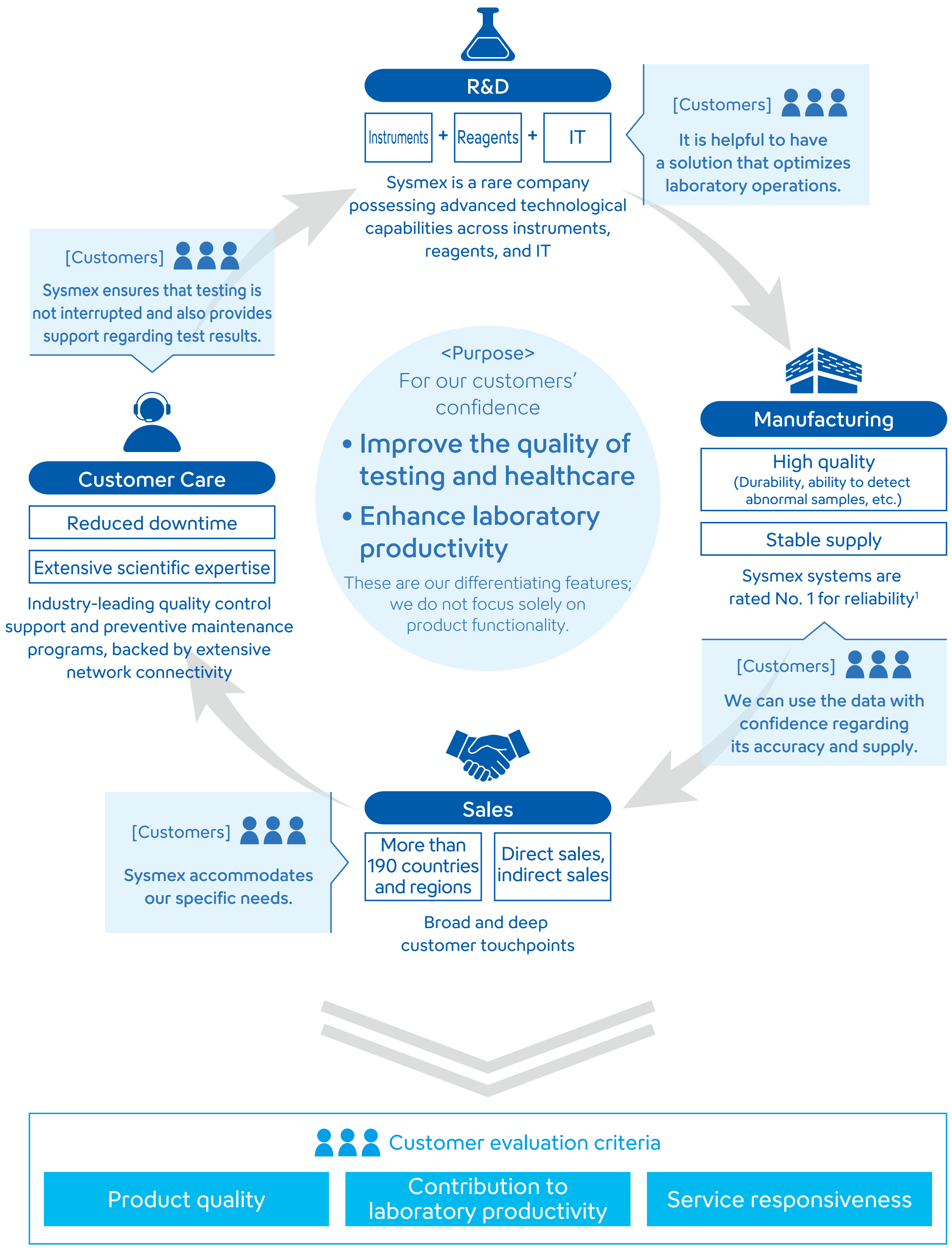
(Billions of yen)

	Americas	EMEA	China	AP	Japan
Hematology	108.9	99.5	34.6	36.5	19.7
Urinalysis	18.6	10.2	7.4	4.5	3.2
Hemostasis	3.4	15.6	35.9	7.0	10.2
Immunochemistry	1.4	0.09	10.3	2.2	8.1
Clinical chemistry	—	0.01	0.6	1.2	0.9
FCM	0.9	2.3	0.3	0.8	0.1
Life science	3.3	15.3	0.06	0.08	6.1
Others	2.5	14.7	0.01	1.8	6.7
Medical robotics business	—	—	—	0.1	3.1
Total	139.2	158.0	89.4	54.6	58.6

An Integrated System for Providing Customers with Confidence

That Leverages Our Distinctive Strengths in Research and Development, Production, Sales, and Customer Care

■ Virtuous Cycle in the Hematology Field



1 IMV ServiceTrak™ Clinical 2025 hematology report

Enhancing Value across Laboratories and Healthcare as a Whole

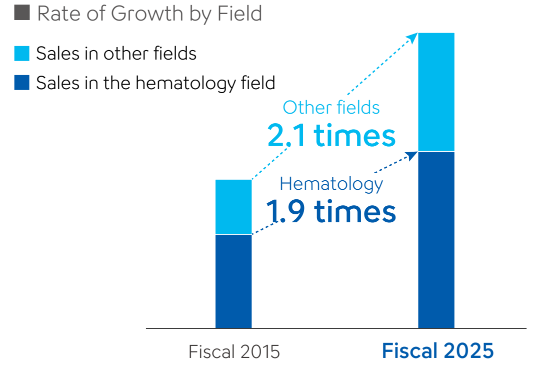
Sysmex has distinctive strengths in research and development, production, sales, and customer care. These strengths have earned customer trust, contributed to high retention rates, and helped us win new contracts, supporting our continued growth. Underpinning these achievements is our corporate philosophy of providing confidence to customers and society. Our aim goes beyond enhancing the value of our products themselves: We seek to improve the quality of testing and healthcare, increase laboratory productivity, and ultimately contribute to optimizing healthcare as a whole.

Characteristics of Each Part of the Value Chain and the Value Provided to Customers

Taking the hematology field as an example, in research and development, we maintain in-house R&D capabilities for instruments, reagents, and IT. By combining the respective strengths of these capabilities, we create products that contribute to optimizing workflows across the entire laboratory. >>Enhancing the Sophistication and Efficiency of Laboratory Operations P50 In production, we focus on durability, a high ability to detect abnormal samples, and ensuring stable supply, thereby supporting stable testing operations without concerns over data accuracy or supply. In sales, we initially develop markets through indirect sales via distributors and other partners, before transitioning to direct sales. This enables us to deepen our understanding of customers and gives us an extensive network of customer touchpoints covering more than 190 countries and regions. In customer care, we provide support including quality control and preventive maintenance through our network. In addition to keeping testing operations running, we build relationships of trust by providing academic support concerning test results. Furthermore, customer needs identified through sales and customer care are fed back into research and development and production, leading to continuous value creation.

Customers highly value the product quality, contributions to laboratory productivity, and service capabilities realized through these initiatives. These strengths have helped Sysmex maintain its overwhelming No. 1 market share in hematology and achieve growth exceeding that of the market. By extending these strengths into other fields, we are also enhancing our brand strength and supporting sustainable business growth. Over the past 10 years, sales in fields other than hematology have expanded 2.1-fold.

■ Rate of Growth by Field



<Customer Satisfaction Ratings> Highly Rated in the United States and China

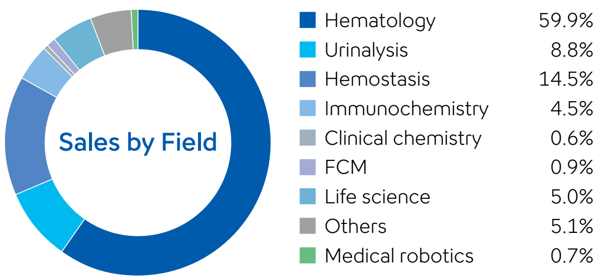
At Sysmex, we regard customer satisfaction as a key indicator of quality and continuously monitor customer satisfaction around the world. Third-party surveys have also recognized our high customer satisfaction ratings in the United States and China.

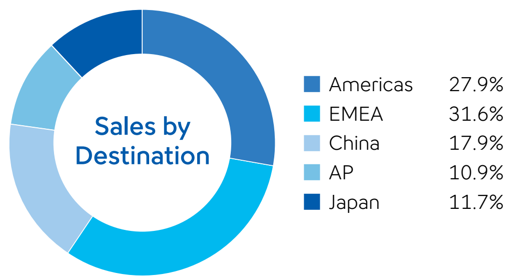
United States	China
2025 ServiceTrak™ Clinical Laboratory Awards1	16th China Healthcare Industry Data Survey (FY2025)
No. 1 in Hematology Winner for 8 Consecutive Years Customer satisfaction, system performance, overall service	No. 1 on The Golden List of Excellence Overall customer satisfaction, market share, repurchase intention, NPS®2, training satisfaction
	No. 1 on The Top Imported Brands List

1 Source: IMV Announces Complete List of 2025 ServiceTrak Clinical Laboratory Award Winners
2 NPS® is a registered trademark of Bain & Company, Fred Reichheld, and Satmetrix Systems

Fiscal 2025 Highlights

Net Sales	Operating Margin	ROE
¥500.0 billion	10.4%	7.3%
-1.7% year on year	-6.8 points year on year	- 4.7 points year on year





■ Key Topics

Management / Performance

- Performance in the Americas, EMEA, and AP remained solid, but net sales and profit declined due to the impact of healthcare cost containment policies in China and the recording of impairment losses in new businesses following revisions to business plans.
- Announced a change of Representative Director (February) >>P6, P21
- Redefined materiality (March) >>P31
- Formulated and announced a new Mid-Term Management Plan aimed at reinforcing the diagnostics business and improving profitability (March) >>P43

Announcement of the change of president

Business

- New production base in India began full-scale operations and sales of “Make in India” products commenced (April) >>P48
- New products in the hematology and hemostasis fields obtained U.S. FDA clearance (from June)
- Entered into an agreement to acquire JEOL Ltd.’s clinical chemistry testing business (September) >>P47
- Began direct sales in Kenya and Greece
- Launched a compact model in the hemostasis field for the mid- and low-end markets (December) (Japan)

Production base in India

Compact model in the hemostasis field

Sustainability

- Introduced a performance-linked stock compensation plan for executive compensation >>P84
- Launched a global next-generation leader development program >>P61
- Assessed dependencies and impacts on natural capital in accordance with the TNFD recommendations >>P57
- Ranked in the Top 1% in the Sustainability Yearbook 2026 by S&P Global

Global Next-Generation Leader Development Program