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

Yuka Fujioka, whose expertise spans international politics and global management, and Marie Oshima, who is also an educator in industrial science and informatics, discussed Sysmex's management challenges, priority issues under the new Mid-Term Management Plan, and initiatives to enhance corporate value, bringing fresh perspectives grounded in their different areas of expertise.

Yuka Fujioka
Outside Director (Member of the Board)
Independent
Member of the Nominating Committee
Appointed June 2024
Expertise in global management and geopolitics

Marie Oshima
Outside Director (Member of the Board)
Independent
Appointed June 2025
Expertise in industrial science and informatics

Looking back on the previous Mid-Term Management Plan, how do you view the challenges facing Sysmex?———

Fujioka: The previous Mid-Term Management Plan produced a number of achievements, including growth in emerging markets, but I would like to focus here particularly on the challenges. During the period of the previous Mid-Term Management Plan, I believe there were dramatic changes not only in the external conditions on which the plan was based, including the international situation and individual national markets, but also in the management structure, with a change in the president who had led the Company for many years. I was not yet an outside member of the Managing Board when the plan was formulated, but looking at subsequent developments, we may have continued to base our targets, measures, and risk assessments on assumptions similar to those we had relied on in the past. As a result, I believe one factor behind the repeated downward revisions to financial forecasts was that risks associated with changes in China's healthcare system and market, for example, were not necessarily assessed accurately.

Oshima: Yes. All of us on the Managing Board take very seriously the fact that we lost the trust of the capital markets.

Sysmex is at a turning point as it seeks to move into its next stage of growth, and this will require a fundamental shift in how the Company operates. I believe we may not have sufficiently verified the appropriateness of the measures and structures for achieving this shift or the way progress was monitored. In such a highly uncertain environment, the targets themselves may not have reflected actual conditions. It is important to accurately assess the environment and respond with agility, and we also need to reflect on our failure to communicate the situation promptly and appropriately.

Fujioka: With regard to China, we had long been preparing for new growth that would not depend on the country, given China's substantial contribution to the Group's growth and the diverse risks involved. However, changes in the external environment proceeded more rapidly than expected. I have raised these risks with the executive team, and I will press the point more strongly going forward. In addition, in fiscal 2025 we recorded impairment losses at acquired subsidiaries, resulting in a substantial decline in profit. This also exposed overly optimistic assumptions regarding investment recovery plans and earnings outlooks, and the quality and speed of information provided to the Managing Board need to improve as well.

Oshima: There is also a concern that discussions may have been based on conventional thinking, unexamined internal assumptions, and tacit knowledge. To promote objective and transparent discussion, information needs to flow more freely. We also need to increase dialogue not only with outside members of the Managing Board and shareholders and investors, but also with people who bring diverse expertise, values, and backgrounds, and reassess ourselves from an external perspective.

What are your views on the priority issues under the new Mid-Term Management Plan?———

Fujioka: Above all, the Managing Board will draw lessons from the previous Mid-Term Management Plan and use them to strengthen the quality of management. To regain the trust of the capital markets, we have held repeated discussions on setting highly realistic targets that are not based on wishful thinking, designing the business portfolio rationally, improving profitability and capital efficiency, and building a flexible and agile structure. With "Reinforcing the strength and profitability of the diagnostics business" as the aim of the new Mid-Term Management Plan, I also believe we need to carefully consider how much to invest in strengthening the core business and the allocation of resources to businesses outside the core business.

Oshima: I have been particularly engaged in discussions on the utilization of testing data. As healthcare becomes increasingly sophisticated and diverse, a major issue will be how we convert the data assets we have accumulated into value. Other companies are also experimenting with healthcare DX, so speed is critical. However, Sysmex has instruments installed at medical institutions around the world and a foundation that enables us to accumulate testing data every day. Given the breadth of our geographic presence and our high market shares, this gives us a significant competitive advantage. It is important to leverage this strength to create value in software by collaborating with a wide range of companies and organizations in areas such as data analysis, AI implementation, and combining testing data with external data. The new Mid-Term Management Plan also calls for the launch of AI-equipped flagship models in multiple fields. Building on these models, we can expect to collect and use even more data in research and development, while increasingly using software to drive advances in hardware.

Fujioka: I am paying particularly close attention to our regional portfolio and risk management. As economic and security issues become increasingly intertwined and uncertainty in the global environment grows, we need to strengthen risk management across a broad range of areas, including not only earnings volatility but also stable supply and employee safety. In addition to addressing geographic concentration, we need to reassess our strategy and risk management from the perspectives of both strategic autonomy and strategic indispensability. This includes diversifying procurement and partnerships, bringing more activities in-house where appropriate, and preparing a range of risk scenarios and alternatives. In terms of geographic expansion, India offers considerable growth potential and has established stable relations with Japan. From a medium- to long-term perspective, however, the importance of democratic countries that share common values and so-called middle powers governed by the rule of law is likely to increase.

Oshima: I agree. Healthcare delivery systems, institutions, and social security systems differ from country to country, so when expanding local development and production, I think it will also be important to review our intellectual property strategy. Healthcare is a regulated business, so risks arise in relation to ownership rights over technology and data. Although specific measures have yet to take shape, I also hope to see stronger data infrastructure and redesigned data collection processes that can give us a first-mover advantage.

Fujioka: Yes, that perspective is certainly necessary. Japan's government growth strategy investment plan identifies "drug discovery and advanced healthcare" as one of 17 fields. Healthcare DX falls under "healthcare-related services utilizing lifelog data and other data," while "products for infectious disease response" is an area where Sysmex can leverage its core technologies. These are areas in which our strategy aligns with the direction of the Japanese government, so attracting such investment funding to accelerate development could also be effective.

Oshima: As you say, while expanding globally, it is also important to strengthen our foundation at home and align ourselves with national strategy. Unfortunately, healthcare DX in Japan is lagging behind other countries. I hope Sysmex, with its tremendous competitive advantage, will take the lead in advancing healthcare DX in Japan. As I mentioned earlier, collaboration with diverse partners will be key to doing so. By pursuing collaboration beyond the traditional framework of testing instruments—with academia and research institutions, startups, companies in other industries, and others—I believe the fusion of different values can contribute greatly not only to innovation and faster research and development, but also to the evolution of management and corporate culture.

Fujioka: We also need to increase diversity within the Company to foster innovation. The three years of the Mid-Term Management Plan provide ample time to transform our organization and management. At present, all internal members of the Managing Board are Japanese men and there is only one female executive officer. I would like to continue encouraging more diverse appointments and faster talent development.

Oshima: Speaking of our people, I regard Sysmex employees as highly engaged and highly capable of translating goals into action. I have spoken with employees at research and development sites and on the front lines, and I have been impressed by how strongly they want to contribute to society—more strongly than I had imagined—and by the pride they take in their work. Their passion for combining their expertise to develop and deliver products is a strength. At the same time, our future strategy will require a backcasting approach that starts with social issues and market needs and works backward to guide research and development. It will therefore be important to develop people who can bridge research and development and the market, as well as specialists in management. This is another area in which Japan is weak, and I hope Sysmex will take the lead in recruiting and developing such people.

What are your expectations for President Matsui, and what are your aspirations for the Managing Board?———

Oshima: For Sysmex, which has continued to grow steadily over the years, undertaking reform in an uncertain environment represents an unprecedented challenge. Mr. Matsui has assumed the presidency at a particularly challenging time, but I believe his "Be Positive, Be Open" approach to internal communication is well suited to this turning point. I expect his strong leadership to guide the Company to success.

Fujioka: I agree. Although many challenges remain, I expect him to overcome these obstacles. Throughout the Company today, from the management team to the front lines, people share a sense of urgency and a common determination that we must change. I believe we can come together as one and achieve this transformation.

Oshima: The Managing Board also needs to evolve. I raised this point in the Managing Board effectiveness evaluation survey as well, but there have been occasions when it was difficult to understand what was expected of us as outside members of the Managing Board and the appropriate level of discussion. I felt there was room to improve the quality of discussion. Going forward, I hope we can make the assumptions and information underlying our discussions clearer, establish a shared understanding, clarify the issues, and engage in constructive discussion.

Fujioka: Ample time is allocated to advance briefings for Managing Board meetings, and we receive thorough explanations and responses to our questions. At present, however, Managing Board meetings tend to involve outside members asking questions and making proposals, with internal members providing explanations and answers. Going forward, I would like the Managing Board to become a forum where all members, whether internal or outside, exchange views more actively with one another.

What are your aspirations going forward?———

Oshima: I strongly identify with the Long-Term Vision, "Together for a better healthcare journey," and that was why I accepted the invitation to become an outside member of the Managing Board. As one of those on this journey, I will draw fully on my experience and expertise to contribute to value creation. I will also do everything I can to strengthen Sysmex's management capabilities as we work to regain the trust of the capital markets, which is an urgent challenge for the Company.

Fujioka: I believe enhancing Sysmex's corporate value is an extremely important shared objective not only for shareholders and investors, but also for employees, customers, and local communities. While managing a wide range of risks, I will do my part to help Sysmex transform itself, return to a growth trajectory, and build on that growth over the longer term.

Ms. Oshima, thank you very much for sharing so many insightful thoughts today.

Oshima: Likewise. It was a very interesting discussion. Thank you.

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 for the entire group by enhancing management soundness and transparency and raising management speed and efficiency.

Management Organization

Sysmex has adopted a Company with an Audit and Supervisory Committee structure to strengthen the audit and supervisory functions of the Managing Board and improve transparency and objectivity in management. We have also introduced an executive officer system to accelerate decision-making on business execution and respond swiftly to changes in the business environment.

The Managing Board consists of 12 members. We are continuously working to strengthen its supervisory function, including by raising the proportion of outside members of the Managing Board to a majority from fiscal 2026. We have established the Nominating Committee and the Compensation Committee as advisory bodies. Outside members of the Managing Board account for 60% of the membership of both committees, and each committee is chaired by an outside member of the Managing Board. 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.

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.

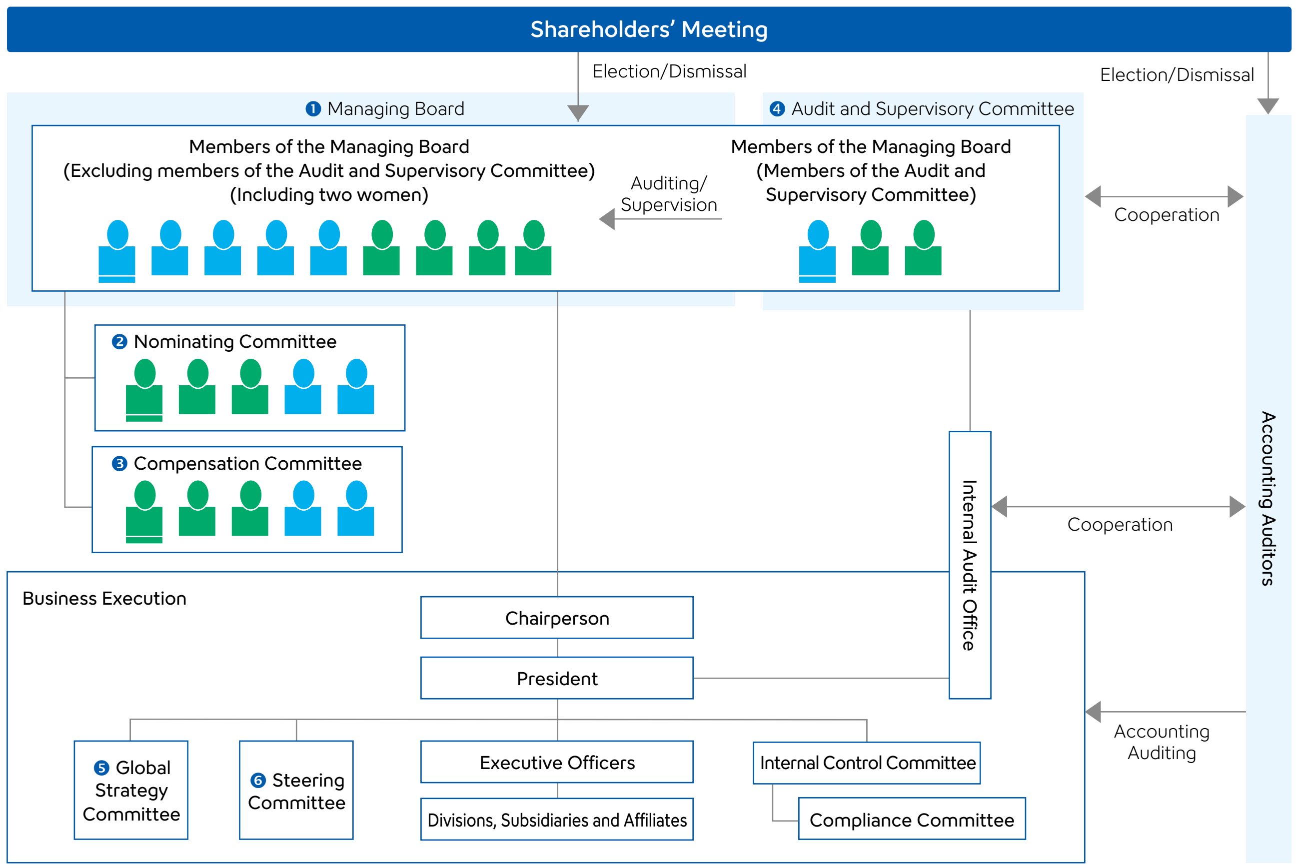
>>Website >About Sysmex >Corporate Governance

■ Advances in Corporate Governance

2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 (Fiscal Years)

- 2016: Transitioned to a company with an Audit and Supervisory Committee
- 2016: Shortened the term of office for members of the Managing Board from two years to one
- 2020: Established the Internal Control Committee
- 2022: Made independent outside members of the Managing Board a majority on both the Nominating and Compensation committees
- 2023: Appointed independent outside members of the Managing Board as chairpersons of the Nominating and Compensation committees
- 2025: Introduced a stock compensation plan for executives
- 2026: Made independent outside members a majority on the Managing Board

■ Corporate Governance Structure



■ Status of Organizations

Organization	Agenda items and reporting Items	Composition	Meetings Held in Fiscal 2025
❶ Managing Board	Making important management decisions and supervising the execution of duties	Members of the Managing Board	17
❷ Nominating Committee	A Managing Board advisory body involved in executive appointments	Chairperson and Group CEO, President, independent outside members of the Managing Board (3)	5
❸ Compensation Committee	A Managing Board advisory body involved with decisions on executive compensation	Chairperson and Group CEO, President, independent outside members of the Managing Board (3)	5
❹ Audit and Supervisory Committee	An independent body that primarily audits the members of the Managing Board in the performance of their duties.	Members of the Audit and Supervisory Committee	16
❺ 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	16
❻ 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	17

■ Committee Activities

Nominating Committee[1]	Agenda items and reporting Items
Haruo Inoue (chairperson) Hisashi Ietsugu Iwane Matsui Yuka Fujioka Tomofumi Saeki	• 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 Issues and Future Initiatives • Succession planning and development for members of the Managing Board, including representative directors, and executive officers • Reassessing the skills required of members of the Managing Board and, based on this reassessment, realizing a balanced skill matrix • Disclosure of information on succession plans and the candidate selection process

1 In fiscal 2025, Kazuo Ota (chairperson), Hisashi Ietsugu, Kaoru Asano, Kenji Tachibana, Haruo Inoue, Kazumasa Hashimoto, Michihide Iwasa

Compensation Committee[1]	Agenda items and reporting Items
Kazuo Ota (chairperson) Hisashi Ietsugu Iwane Matsui Haruo Inoue Kenjiro Oda	• 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) Issues and Future Initiatives • Improving the transparency of performance evaluation criteria • Increasing the proportion of medium- to long-term incentives (stock compensation) • Strengthening linkage with sustainability indicators

1 In fiscal 2025, Kazuo Ota (chairperson), Hisashi Ietsugu, Kaoru Asano, Kenji Tachibana, Haruo Inoue, Kazumasa Hashimoto, Michihide Iwasa

Audit and Supervisory Committee[1]	Agenda items and reporting Items
Tomoo Aramaki (chairperson) Kenjiro Oda Tomofumi Saeki	• 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. Initiatives to Improve Effectiveness • Establishing an operating structure to improve the effectiveness of the Audit and Supervisory Committee • Strengthening coordination with members of the Managing Board and the Managing Board to verify the supervisory function • Strengthening coordination with the internal audit function

1 In fiscal 2025, Tomoo Aramaki (chairperson), Kazumasa Hashimoto, Michihide Iwasa

■ Skill Matrix for Members of the Managing Board (Committee membership as of June 26, 2026)

	Name	Gender	Year of birth	Initial appointment	Independent	Committee: Nominating Committee	Committee: Compensation Committee	Committee: Audit and Supervisory Committee	Skills and experience: Corporate management	Management and business planning	Global	Sales and services	Research and development	Production/ SCM	IT•DX	Finance/ accounting	Human resources/ general affairs
Internal	Hisashi Ietsugu	M	1949	1986		○	○		●	●		●				●	●
	Iwane Matsui	M	1961	2019		○	○		●	●	●	●			●		
	Tomokazu Yoshida	M	1964	2021					●	●			●				
	Takashi Ono	M	1965	2023					●	●	●	●		●			
	Kensuke Iizuka	M	1970	2026					●	●	●				●	●	●
	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	○						●		●				●
	Kenjiro Oda	M	1961	2026	○		○	○	●	●						●	●
	Tomofumi Saeki	M	1962	2026	○	○		○	●	●		●			●	●	●

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

■ 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 services	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.

Appointing and Dismissing 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. Outside members of the Managing Board (excluding Audit and Supervisory Committee members) are required to have abundant work experience and broad insight, and be able to provide appropriate advice to the Company's management. For candidates to serve on the Audit and Supervisory Committee, consideration is given to their knowledge of finance and accounting, knowledge of the Company's business fields, and diverse perspectives on corporate 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.

Based on the above policy, the Nominating Committee reviews decisions regarding the nomination of candidates for, or dismissal of members of, the Managing Board, and the Managing Board passes resolutions on such matters. Proposals concerning the election or dismissal of members of the Audit and Supervisory Committee are subject to the consent of the Audit and Supervisory Committee.

Succession Plan

Sysmex positions succession planning for the CEO and president, who are at the core of management execution, as one of its key priorities for increasing corporate value. Accordingly, the Nominating Committee discusses the qualities and requirements sought, the approach to selecting successors, and development policies, taking into account the business environment and progress on strategies. We are also currently considering expanding the positions covered by succession planning to include internal members of the Managing Board and executive officers, while creating opportunities for dialogue with potential successor candidates to deepen our understanding of their character and qualities.

Appointment of the President

Iwane Matsui was appointed president and representative director effective April 1, 2026.

Sysmex currently recognizes initiatives to restore business performance and increase corporate value as important management challenges. In selecting the President, we comprehensively considered Matsui's experience leading businesses globally, his track record of overcoming difficult business environments, his ability to execute, and other factors. As a result, we determined that Matsui was the appropriate person to address the management challenges facing the Company and drive the new mid-term management plan.

Developing management personnel is also an important priority for sustainably increasing corporate value. Looking ahead to changes in the business environment, we will continue to develop management personnel and strengthen succession planning.

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 "Anti-monopoly and Anti-competitive Behavior" Chapter of the Global Compliance Code. We have also established Global Regulations for Compliance with Competition Laws.

>>Website > Sustainability > Governance > Compliance Management
>>Website > Sustainability >Compliance Promotion Initiatives

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 2025 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.

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

■ Status of the Managing Board in Fiscal 2025

		Structure and System	Operation	Status of Agenda Items and Deliberations
Fiscal 2025 Responses to Issues Identified in Fiscal 2024	Issue:	• Building an organizational framework to further enhance effectiveness	• Further enhancement and earlier provision of information, including background on agenda items	• Increasing opportunities to discuss key indicators, challenges, and risks
	Response:	• Change of the president and representative director • Appointment of a new member of the Managing Board (member of the Audit and Supervisory Committee)	• Enhance ongoing advance briefings and ensure sufficient deliberation time, taking new members of the Managing Board into account • Holding meetings exclusively for outside members of the Managing Board	• Continue and strengthen discussions on improving capital efficiency, major investment projects, key Group risks, and other matters
Fiscal 2025 Evaluation Results	Result:	• The size of the Managing Board and the ratio of outside members of the Managing Board are generally appropriate. In particular, the structure has been strengthened, with outside members accounting for a majority of the Managing Board.	• Information necessary for discussion of the Managing Board agenda is being provided. Materials are also being provided earlier, showing a trend toward improvement.	• The agenda items addressed by the Managing Board and the time allocated for deliberation are generally appropriate, and decision-making is conducted appropriately.
	Issue:	• Further enhancing the balance and diversity of expertise, experience, and capabilities among members of the Managing Board	• Further enhancing quantitative and qualitative information on important matters and investment projects, as well as information provided to outside members of the Managing Board	• Enhancing deliberation processes for important matters and large-scale investment projects, and deepening discussions on key management issues
Fiscal 2026 response policy		• Continue considering measures to improve the balance and diversity of expertise, experience, and capabilities among members of the Managing Board • Consider the appropriate composition of the Managing Board based on the skills matrix	• Enhance quantitative and qualitative information provided in advance briefings and ensure sufficient deliberation time • Enhance training and information-sharing opportunities for outside members of the Managing Board	• Consider a deliberation process that separates discussion from resolutions for important matters and large-scale investment projects • Expand opportunities for discussion of key management themes

■ Examples of Managing Board Agenda Items and Discussions in Fiscal 2025

Theme	Specific Discussions and Deliberations
Initiatives to achieve the long-term corporate strategy and the mid-term management plan	• New mid-term management plan (growth strategies reflecting changes in the business environment, priority measures, targets, and KPIs) • Large-scale investments to strengthen global production and supply systems (construction of a new plant in Brazil and strengthening of the logistics system) • Acquisition of the clinical chemistry business from JEOL Ltd. (strategic significance of the acquisition, acquisition terms and return on investment, business plan)
Efforts to improve capital efficiency and other aspects of corporate value	• Shareholder return policy (including share buybacks and review of the dividend payout ratio) • Review of business plans of affiliates (future earnings outlook following changes to growth strategies and prospects for investment recovery)
Sustainability Management	• Appointment and Dismissal of Representative Directors >>P81 • Introduction of a performance-linked stock-granting compensation plan in executive compensation (evaluation indicators, grant conditions, and approach to sharing value with shareholders) • Redefinition of materiality (review of materiality items and targets based on risks and opportunities), and progress toward sustainability targets

Executive Compensation

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

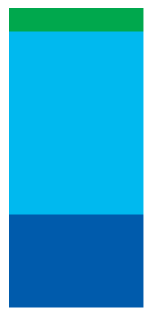
>>Shares Held by Individual Directors P88-90

■ 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 Compensation in Fiscal 2025



- Maximum stock compensation amount: ¥180 million
- Grant timing: At the end of each mid-term management plan and upon resignation
- Evaluation: Based on achievement level of performance indicators for each mid-term management plan (3 years)

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 2025) (Millions of yen)

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)	697	218	420	58	6
Members of the Audit and Supervisory Committee (excluding outside members of the Managing Board)	23	23	—	—	1
Outside members of the Managing Board	50	50	—	—	6

■ Executives Receiving Total Compensation of ¥100 Million or More (Fiscal 2025) (Millions of yen)

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	131	12	196
Kaoru Asano	Member of the Managing Board	Submitting company	52	109	12	174

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 healthcare 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 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 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 > See the following under Governance:
>>Risk Management
>>Business Continuity Management
>>Stable Supply of Products

■ Principal Operating Risks

Materiality	Threats and Opportunities	Major Content	Principal Responses
Creating value for a healthy society	Technological innovation	<Threat> Decrease in competitive advantage due to delayed response to technological innovation <Opportunity> Enhance added value through innovation	● Continue to invest aggressively in the development of new technologies ● Promote 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 *in vitro* diagnostics (IVD), expand initiatives in personalized medicine and medical DX through the use of AI, etc.
	Economic trends	<Threat> Decline in sales opportunities due to deteriorating economic conditions <Opportunity> Increase investment in healthcare infrastructure due to favorable economic conditions	● 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)
Creating innovation	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	● Acquire intellectual property rights globally, coupled with thorough elimination of counterfeit products ● Strengthen competitive advantage and promote innovation through active rights acquisition and licensing of intellectual property rights ● Promote business activities that respect intellectual property rights through employee education. Introduce an employee award system related to intellectual property.
Providing responsible products, services, and solutions	Quality	<Threat> Reduce reliability due to poor quality of products and services <Opportunity> Improve reliability and competitive advantage by improving quality	● 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 sites ● Establish 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	● Ensure inventories of parts and raw materials and purchase from multiple suppliers ● Enhance prevention and recovery measures against large-scale disasters such as earthquakes, typhoons, and floods at factories and warehouses ● Produce 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	● Reinforce systems that leverage the global network to continuously and proactively monitor the political and regulatory climate in each country and region ● Promote the transfer of local production of reagents and commence full-scale operations at the production base for reagents and instruments in India
	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	● Obtain and maintain regulatory approvals in a timely and accurate manner by building a global network ● Develop 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
Maximizing human capital	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	● Create a work environment in which diverse human resources can fulfill their potential with confidence ● Adopt a Group-wide job-based personnel system and provision of educational programs as a foundation for supporting the realization of autonomous careers ● Implement attractive compensation systems, including trust-based stock compensation
Reducing environmental impacts	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	● Establish the Environmental Management Committee to promote environmental management ● Endorse TCFD and TNFD recommendations, establish 2040 carbon neutrality target and science based targets, and accelerate initiatives ● Establish Sysmex Eco-Vision 2033 and promote initiatives that contribute to both environmental friendliness and business growth
Strengthening governance	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	● 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	● Strengthen the Group-wide risk management system, centered around the Compliance Committee, and strengthen systems for compliance with laws and regulations, including antitrust laws ● Establish 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	● 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 stakeholders ● Provide 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	● Establish a product security policy and manage vulnerabilities in product design, production, and post-sale to provide reliable peace of mind to our customers ● Implement mechanisms to detect unauthorized communications and quarantine malware to minimize its impact on the Group's business ● Promote efforts to familiarize employees with the rules for using AI technology and to accelerate innovation through proactive use of AI technology
	Investment, including corporate acquisition	<Threat> Delays in achieving strategic goals due to lack of investment effectiveness <Opportunity> Accelerate business by maximizing investment effectiveness	● Strengthen monitoring of investment considerations, decision-making, and the post-merger integration (PMI) process ● Proactively take risks in necessary investments for business growth

Members of the Managing Board

Hisashi Ietsugu

(born 1949)
Chairperson and Group CEO
(Representative Director)
Number of Company shares held: 1,852,044

Sep. 1986 Joined the Company, Director (Member of the Board)
Mar. 1990 Managing Director (Member of the Board)
Feb. 1996 Representative Director, Managing Director (Member of the Board)
Apr. 1996 Representative Director, Senior Managing Director (Member of the Board)
Jun. 1996 President (Representative Director)
Apr. 2013 Chairperson and President (Representative Director)
Apr. 2023 Chairperson and Group CEO (Representative Director) (current)

(Important concurrent position)
Outside Director (Member of the Board) 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.

Iwane Matsui

(born 1961)
President (Representative Director)
Number of Company shares held: 14,744

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 Managing Executive Officer
Jun. 2019 Director (Member of the Board) and Managing Executive Officer
Apr. 2023 Director (Member of the Board) and Senior Managing Executive Officer
Apr. 2026 President (Representative Director) (current)

Reasons for Appointing

He has been involved in promoting businesses such as domestic and international sales and marketing within the Group, serving for many years as a sales manager for domestic sales and as a representative of an overseas regional headquarters, 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.

Tomokazu Yoshida

(born 1964)
Director (Member of the Board) and Managing Executive Officer, CTO
R&D
Number of Company shares held: 8,399

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 Managing Executive Officer
Jun. 2021 Director (Member of the Board) and Managing Executive Officer
Apr. 2023 Director (Member of the Board) and Managing Executive Officer, 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)
Director (Member of the Board) and Managing Executive Officer
Eco-Social (ES) Strategy and Regulatory Affairs & Quality Assurance
Number of Company shares held: 33,992

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 Executive Vice President of SCM
Apr. 2021 Senior Executive Officer
Apr. 2023 Managing Executive Officer
Jun. 2023 Director (Member of the Board) and Managing Executive Officer (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.

Kensuke Iizuka

(born 1970)

Director (Member of the Board) and Managing Executive Officer, CFO

Corporate Management and Next Generation Medical Business Development

Number of Company shares held: 30,329

Apr. 1994 Joined the Company
Oct. 2010 Vice President of Sysmex Asia Pacific Pte Ltd.
Apr. 2017 Executive Officer
Jan. 2018 Executive Officer and Executive Vice President of Corporate Executive Office
Apr. 2018 Executive Officer and Executive Vice President of Corporate Business Administration
Apr. 2019 Executive Officer and Executive Vice President of Human Resources
Apr. 2020 Senior Executive Officer
Jun. 2025 Outside Director (Member of the Board) of KAINOS Laboratories, Inc.
Apr. 2026 Managing Executive Officer, CFO
Jun. 2026 Director (Member of the Board) and Managing Executive Officer, CFO (current)
(Important concurrent position)
Outside Director (Member of the Board) of SHOFU Inc.

Reasons for Appointing

He has been involved in a wide range of areas including management of an overseas subsidiary, as well as business planning, corporate business administration, human resources, and next-generation medical business, 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.

Kazuo Ota

(born 1955)

Outside Director (Member of the Board)

Independent

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 Managing Director (Member of the Board), General Manager of Corporate Planning Division, In Charge of Finance & Human Resources (Corporate) of Kawasaki Heavy Industries, Ltd.
Apr. 2018 Director (Member of the Board) and 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, Outside Director (Member of the Board) (current)

Reasons for Appointing

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

Haruo Inoue

(born 1957)

Outside Director (Member of the Board)

Independent

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 (Member of the Board) 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 Outside Director (Member of the Board) of UNIRITA Inc. (current)
Jun. 2024 Joined the Company, Outside Director (Member of the Board) (current)
(Important concurrent position)
Outside Director (Member of the Board) 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.

Yuka Fujioka

(born 1969)

Outside Director (Member of the Board)

Independent

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 President (Representative Director) of Fujioka-Kinzoku Co., Ltd. (current)
Jun. 2018 Outside Director (Member of the Board) of Maruichi Steel Tube Ltd. (current)
Jun. 2024 Joined the Company, Outside Director (Member of the Board) (current)
(Important concurrent position)
Outside Director (Member of the Board) 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.

Marie Oshima

(born 1962)

Outside Director (Member of the Board)

Independent

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 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 (presently Professor of the Institute of Industrial Science, the University of Tokyo) (current)
Jul. 2018 Outside Director (Member of the Board) of TOYOTA CENTRAL R&D LABS., Inc. (current)
Sep. 2022 Outside Director (Member of the Board) 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, Outside Director (Member of the Board) (current)
(Important concurrent position)
Outside Director (Member of the Board) 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)

Director (Member of the Board) (Audit and Supervisory Committee Member)

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 Director (Member of the Board) (Audit and Supervisory Committee Member) (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.

Kenjiro Oda

(born 1961)

Outside Director (Member of the Board)

(Audit and Supervisory Committee Member)

Independent

Number of Company shares held: N/A

Apr. 1984 Joined Hyogo Sogo Bank, Ltd. (presently The Minato Bank, Ltd.)
Apr. 2011 Director, General Manager of Credit Planning Department, The Minato Bank, Ltd.
Apr. 2013 Executive Officer, General Manager of Planning Department, The Minato Bank, Ltd.
Apr. 2015 Managing Executive Officer, General Manager of Planning Department, The Minato Bank, Ltd.
Jul. 2016 Managing Executive Officer, The Minato Bank, Ltd.
Apr. 2018 Managing Executive Director and Managing Executive Officer, The Minato Bank, Ltd.
Apr. 2018 Executive Officer, in charge of Internal Audit, Kansai Mirai Financial Group, Inc.
Jun. 2024 Outside Director (Member of the Board), Audit and Supervisory Committee Member, TRADIA CORPORATION
Apr. 2025 Corporate Auditor (Part-time), Minato Lease Co., Ltd.
Apr. 2025 Corporate Auditor (Part-time), MINATO CAPITAL CO., LTD.
Jun. 2026 Joined the Company, Outside Director (Member of the Board) (Audit and Supervisory Committee Member) (current)

Reasons for Appointing

He has insight into areas such as finance and financial accounting as a corporate manager at a financial institution, as well as abundant experience and extensive knowledge of corporate planning, auditing, and internal controls in actual industries. He was therefore appointed to utilize his experience and knowledge in the Company's audits.

Tomofumi Saeki

(born 1962)

Outside Director (Member of the Board)

(Audit and Supervisory Committee Member)

Independent

Number of Company shares held: N/A

Apr. 1986 Joined The Sumitomo Bank, Limited (presently Sumitomo Mitsui Banking Corporation)
Apr. 2017 Senior General Manager, Shinjukunishiguchi Corporate Business Office, Sumitomo Mitsui Banking Corporation
Apr. 2018 Executive Officer, Head of Kyoto-Hokuriku Middle Market Banking Division, Sumitomo Mitsui Banking Corporation
Apr. 2019 Managing Executive Officer, Head of Kyoto-Hokuriku Middle Market Banking Division, Sumitomo Mitsui Banking Corporation
Apr. 2021 Senior Managing Executive Officer, Deputy Head of Wholesale Banking Unit, Sumitomo Mitsui Banking Corporation
May 2023 Advisor, SMBC Venture Capital Co., Ltd.
Jun. 2023 President (Representative Director), SMBC Venture Capital Co., Ltd.
Jun. 2026 Joined the Company, Outside Director (Member of the Board) (Audit and Supervisory Committee Member) (current)

Reasons for Appointing

He has insight into areas such as finance and financial accounting as a corporate manager at a financial institution, as well as abundant experience and extensive knowledge of business management in actual industries. He was therefore appointed to utilize his experience and knowledge to ensure the soundness and transparency of the Board of Directors and to strengthen its audit and supervisory functions.

Executive Officers (As of June 26, 2026)

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

Mitsuhisa Kanagawa
Senior Executive Officer
In charge of Japan and International Business, and MR Business

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.

Takaaki Nagai
Executive Officer
Executive Vice President of Production Design Center

Kinya Uchihashi
Executive Officer
In charge of Production and SCM

Naohiko Matsuo
Executive Officer
Deputy in charge of Reagent and System Engineering

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

Dan Zortman
Executive Officer
CEO, Sysmex America, Inc.

Tomihiko Arikata
Executive Officer
Deputy in charge of Production and SCM
Executive Vice President of Instrument Production Div.

Shinichi Kawato
Executive Officer
In charge of Business Strategy Development
Executive Vice President of Digital Business Development Div.

Takashi Hatakeda
Executive Officer
Deputy in charge of Corporate Business Planning, Corporate Communication and Corporate Executive Office
Executive Vice President of Corporate Communication Div.

Executive Officers' Main Responsibilities

		Main Responsibilities Related to Key Actions for the Group and Areas in Charge				Main Responsibilities Related to Materiality					
	Posts and Responsibilities	1 Strengthening the competitiveness of the diagnostics business	2 Advancing medical DX and data utilization	3 Improving profitability through value chain transformation	4 Redesigning financial and capital strategies	1 Creating new value for a healthy society	2 Creating innovation	3 Providing responsible products, services, and solutions	4 Maximizing human capital	5 Reducing environmental impacts	6 Strengthening governance
Tomokazu Yoshida	Director (Member of the Board) and Managing Executive Officer, CTO R&D	●	●	●		●	●	●	●	●	
Takashi Ono	Director (Member of the Board) and Managing Executive Officer Eco-Social (ES) Strategy and Regulatory Affairs & Quality Assurance	●		●		●	●	●	●	●	
Kensuke Iizuka	Director (Member of the Board) and Managing Executive Officer, CFO Corporate Management and Next Generation Medical Business Development		●	●	●	●		●	●		●
Frank Buescher	Senior Executive Officer CEO, Sysmex Asia Pacific Pte Ltd. Deputy in charge of Business Strategy Development	●	●	●		●	●	●	●		
Mitsuhisa Kanagawa	Senior Executive Officer In charge of Japan and International Business, and MR Business	●		●		●		●	●		
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.	●				●		●	●		
Takaaki Nagai	Executive Officer Executive Vice President of Production Design Center	●		●		●	●	●	●	●	
Kinya Uchihashi	Executive Officer In charge of Production and SCM	●		●		●		●	●	●	
Naohiko Matsuo	Executive Officer Deputy in charge of Reagent and System Engineering	●	●	●		●	●	●	●		
Kenji Tsujimoto	Executive Officer Executive Vice President of Next Generation Medical Business Development Div.		●			●	●	●	●		
Dan Zortman	Executive Officer CEO, Sysmex America, Inc.	●		●		●		●	●		
Tomihiko Arikata	Executive Officer Deputy in charge of Production and SCM Executive Vice President of Instrument Production Div.	●		●		●		●	●	●	
Shinichi Kawato	Executive Officer In charge of Business Strategy Development Executive Vice President of Digital Business Development Div.	●	●	●		●	●	●	●		
Takashi Hatakeda	Executive Officer Deputy in charge of Corporate Business Planning, Corporate Communication and Corporate Executive Office Executive Vice President of Corporate Communication Div.			●	●	●		●	●		●