



Business Overview for Individual Investors

Sysmex Corporation (TSE Prime: 6869)

Together for a better
healthcare journey

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What sort of company is Sysmex?

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1

Sysmex's Present

What sort of company is Sysmex?

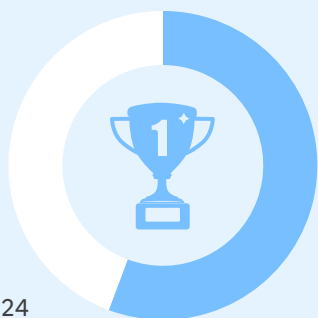
Sysmex's Profile



No. 1 share

of the global market in the fields of

- Hematology
- Hemostasis
- Urinalysis



Sysmex's global market share in hematology is **Over 50%**

Net sales

¥508.6 billion

Fiscal year ended March 31, 2025

(Billions of yen)

Grew by approx. ¥100 billion in two years

¥410.5 billion

Fiscal year ended March 31, 2023

Operating margin

Fiscal year ended March 31, 2025

17.2%

Product export destination countries and regions



Over 190

Overseas Sales Ratio

Fiscal year ended March 31, 2025

86.7%



Philosophy at Founding: “Three Aspects of Confidence”

“We contribute to resolving social issues and enrich our own lives by providing the products we produce.”

To realize this...

Total confidence
of
Customers

Total confidence
of
Business
Partners

Total confidence
of
Employees

“Three Aspects of Confidence” was defined as the cornerstone of business management at the time of founding.



Corporate Philosophy



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.

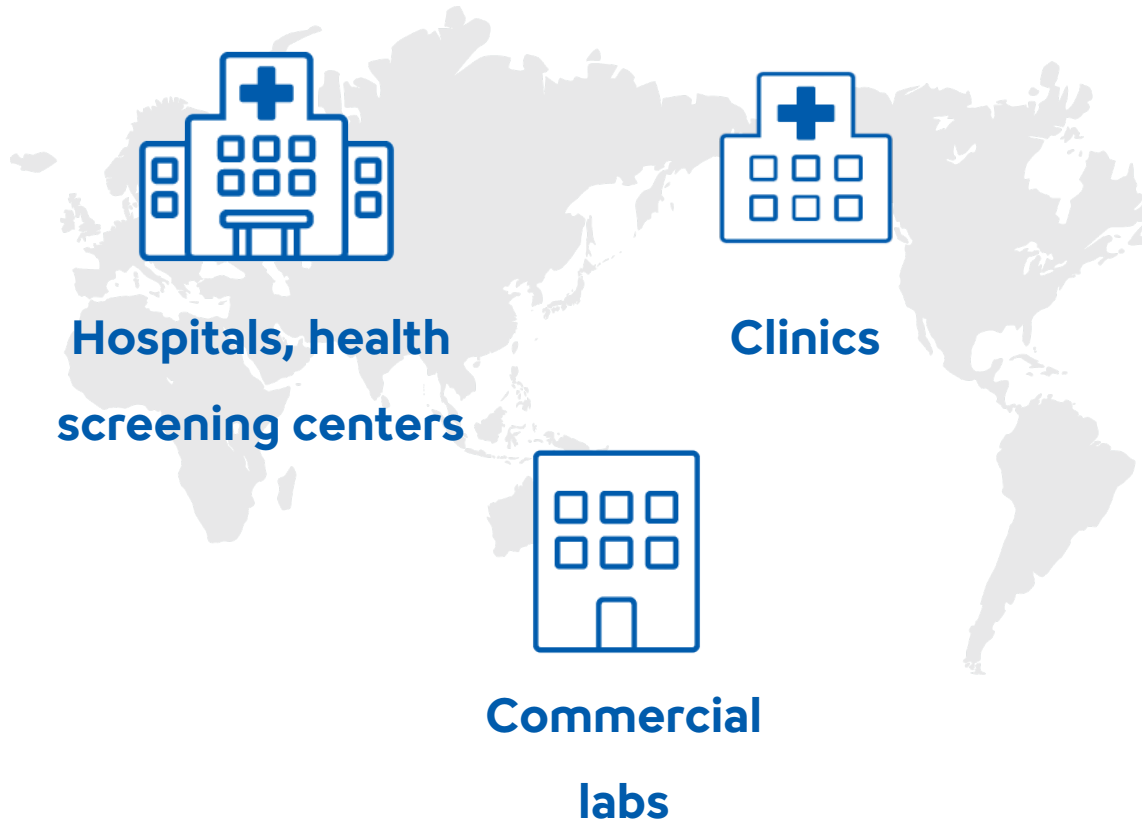
We play an active role in addressing environmental and other issues facing our society.

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:

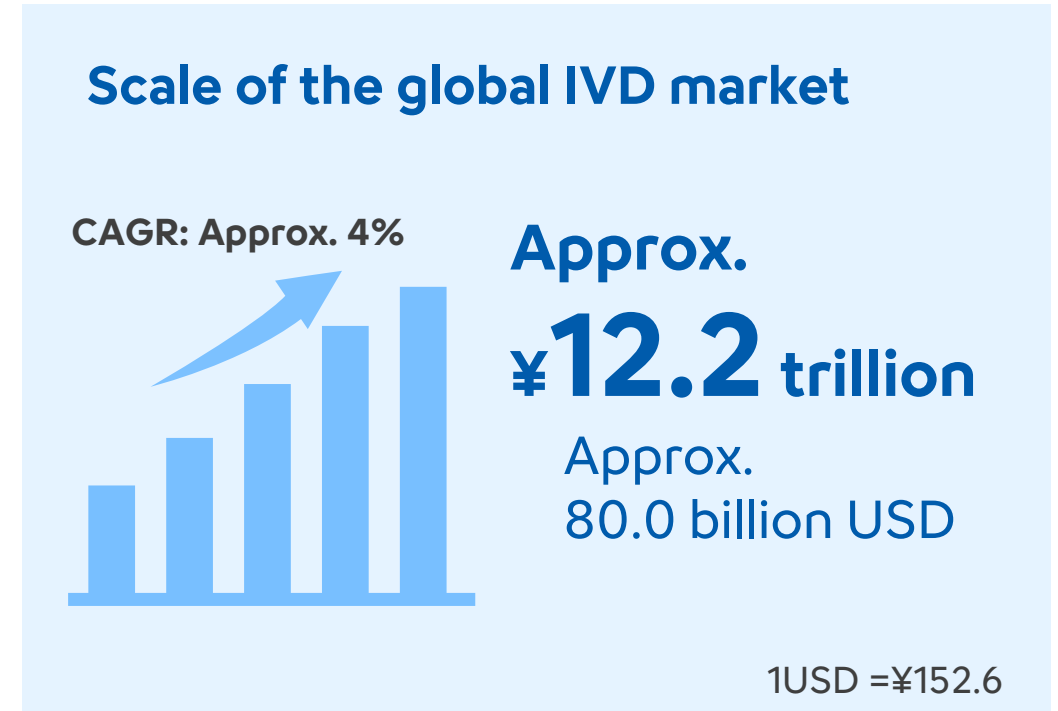
- A state in which customers have **no concerns about the safety and quality** of our products and services.
- A state in which stakeholders can **trust, be confident and reassured** in our relationship, transactions, interaction, and all other matters.
- A state in which individuals in society can be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

Where Sysmex Products Are Used

■ Main user locations



■ Market scale

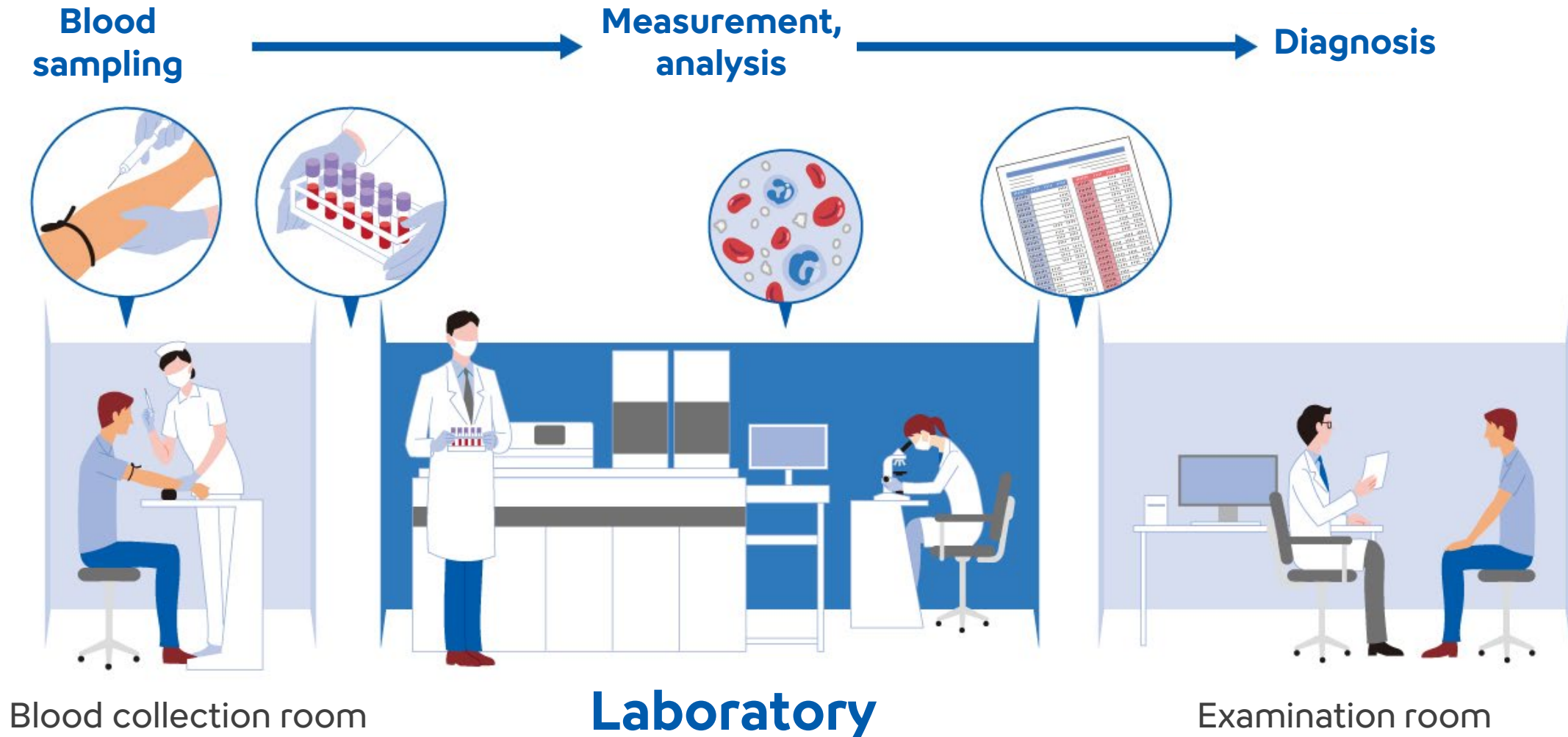


Note: Sysmex has compiled data on market scale and growth rates based on publicly disclosed information

Sysmex Is an *In Vitro* (Blood, Urine) Diagnostic Company



Samples (blood,urine) collected at hospitals and health screening centers is analyzed with Sysmex instrument.



In Vitro Diagnostics Supporting Healthcare

Testing underpins many healthcare decisions. Sysmex operates in the area of testing called *in vitro* diagnosis (IVD), which involves measuring blood, urine, and other samples.

in vitro diagnosis



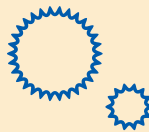
Hematology

Anemia, leukemia, thrombocytopenia, etc.*



Hemostasis

Hemophilia, myocardial infarction, cerebral infarction, etc.*



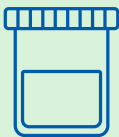
Immunochemistry

Infection (COVID-19, etc), thyroidal disease, hepatitis, atopic dermatitis, etc.*



Clinical chemistry

Diabetes mellitus, arteriosclerosis, liver dysfunction, renal dysfunction, etc.*



Urinalysis

Urinary calculous, kidney disease, diabetes mellitus, etc.*



Genetic testing

Breast cancer, lung cancer, colorectal cancer, etc.*

Collection of samples for testing

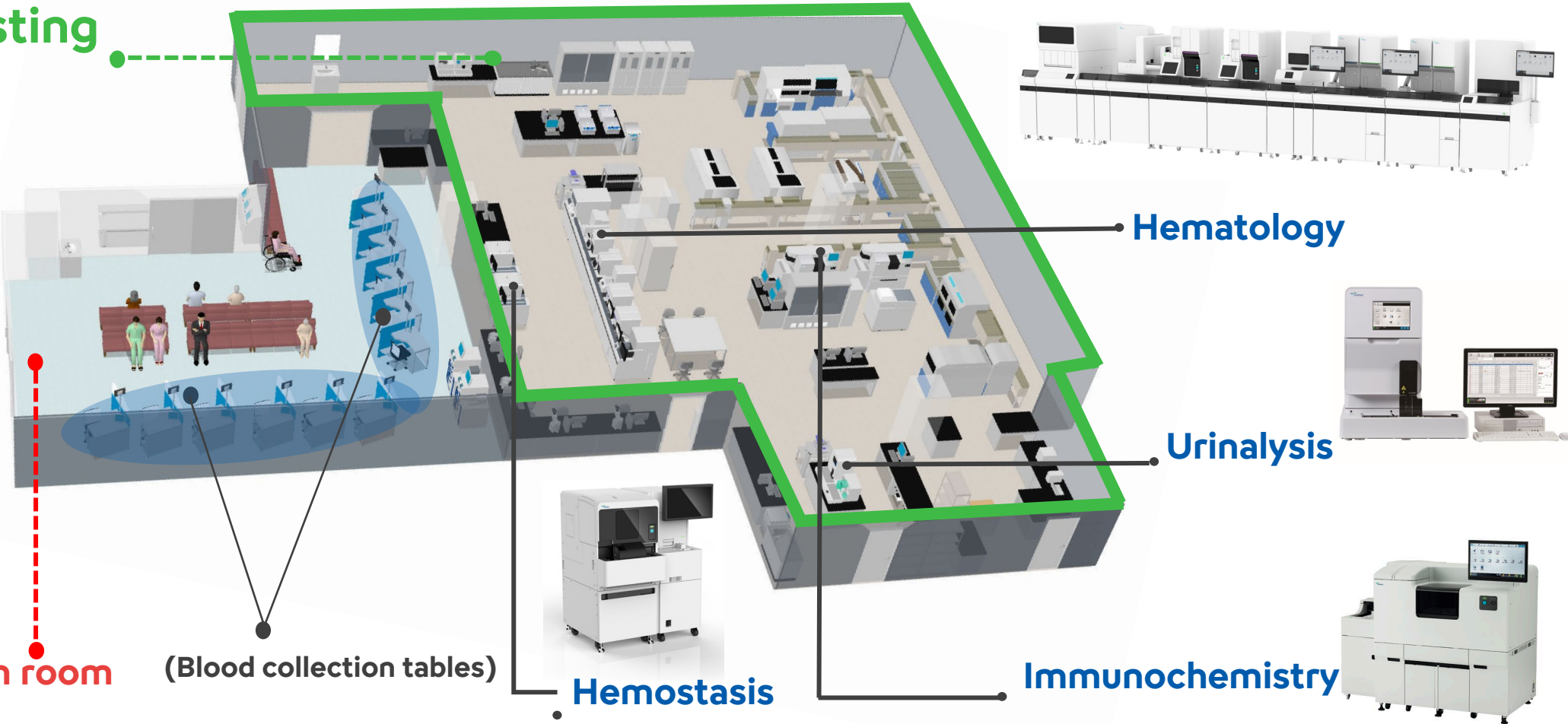
Note: The same type of samples are used for immunochemistry and clinical chemistry testing.

*Examples of related diseases

Places Where Sysmex Products Excel (Image)

Laboratory technologists use various instruments to analyze and measure blood and other samples.

Clinical testing laboratory



Blood collection room

(Blood collection tables)

Hemostasis

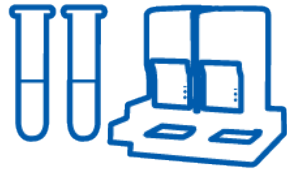
Immunochemistry

Hematology

Urinalysis




About Hematology

Sysmex's greatest strength is in Hematology, screening tests that are consistent around the world.



Testing determines the number of and abnormalities in red and white blood cells and platelets.

- ✓ The red blood cells, white blood cells, and platelets that circulate throughout the body play a **fundamental and important role** in human life.
- ✓ Hematology tests are used as **entry-level (screening) tests** that reflect various body conditions.

Blood cells	Red blood cells 	White blood cells 	Platelets 
Role	Oxygen transport	Protect the body from bacteria and viruses	Staunch bleeding
Diagnosis, treatment results	Anemia, red blood cell hyperplasia, etc.	Infectious diseases, allergies, leukemia, etc.	Thrombocytopenia, liver cirrhosis, etc.



Products Used in Hematology

Testing uses a combination of specialized instruments and reagents.

■ Instruments

For large hospitals and commercial labs



For medium-sized hospitals



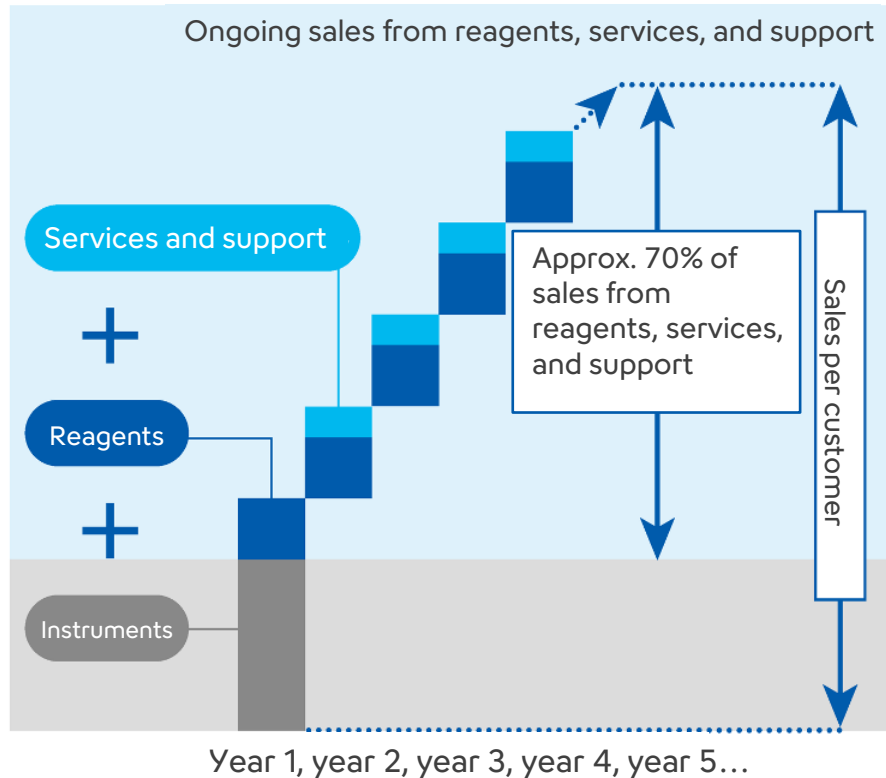
For clinics



■ Reagents



Business Model



- After selling an instrument, we generate **steady revenue over the course of five to seven years** from the sale of reagents, services, and support.
- Reagent sales **increase in line with the number of tests.**



The Company **generates stable, long-term earnings** that are relatively unaffected by economic fluctuations.

No. 1 Share of the Global Market in the Field of Hematology

Contributing to the health of people around the world through hematology



Sales/Services bases

63 sites in **45** countries



Reagent production sites

14 sites in **10** countries



Device production sites

8 sites, mainly in Japan

Responding to regional-specific schemes such as the one in China



A global market share of more than 50%
The group with many customer contacts
in the medical instruments field

What Customers Expect

Healthy and pre-symptomatic people, patients

Receive appropriate healthcare at the necessary times and locations

Sysmex's direct customers

Doctors

Provide appropriate, high-quality diagnoses and treatment to patients in a timely manner

Laboratories

Provide doctors with accurate test results and diagnostics support information in a timely manner



Products



Service structure



Data standardization



Scientific support

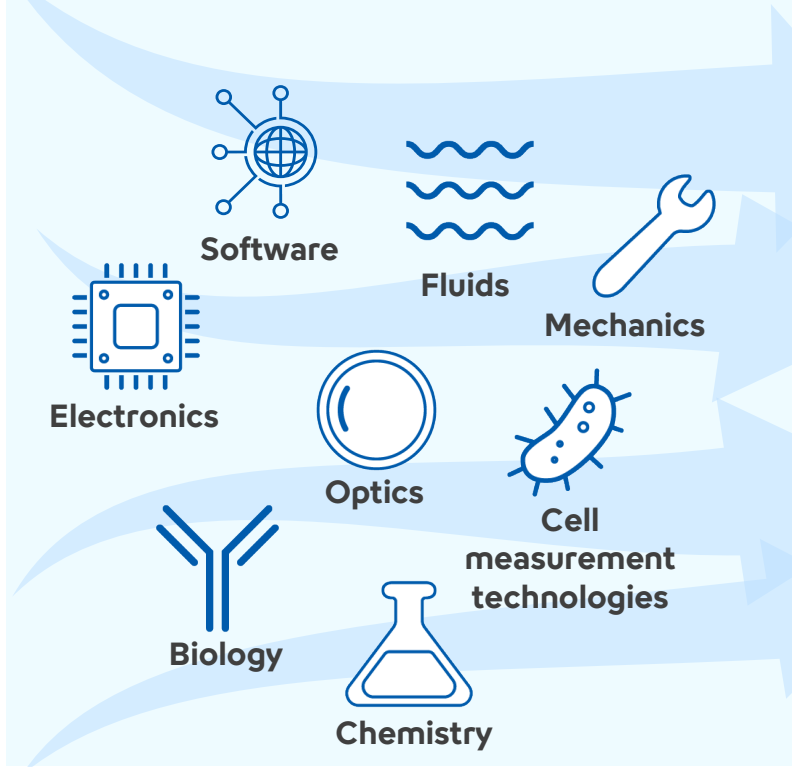
- ✓ High quality, robust products
- ✓ High productivity and safety from the laboratory perspective
- ✓ Global standardization of test results
- ✓ Service structure that ensures testing is uninterrupted
- ✓ Provision of appropriate information and support



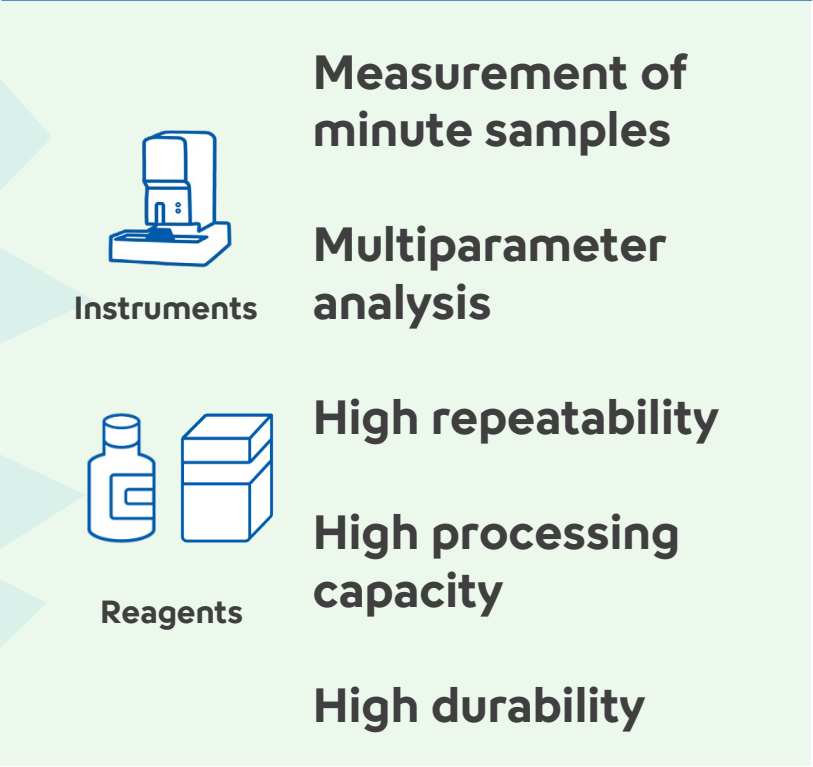
Products (1)

Our products offer high quality and high durability

The fusion of diverse technologies

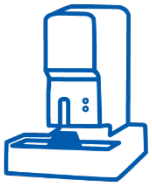


Development ability to meet expectations



Reporting of results

項目	値	参考値
赤血球数	7200	4.0-11.0
白血球数	480	4.0-10.0
血小板数	14.6	10.0-40.0
ヘマトクリット	43.5	37.0-47.0
MCV	91	80-100
MCH	30.8	27-34
MCHC	34.0	32-36
RDW	24.6	11.5-14.0



Products (2)

We strive to provide products and services that exceed customers' expectations.

1960s



1980~90s



Growing health-related demand,
spurred by economic growth
Increase in the number of tests

improvements in testing efficiency
Ensuring the safety of technologists

Automation of testing/
promotion of
increased testing

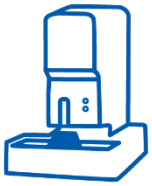
Commercialization of the world's first
hematology transport system



Conventionally
Microscope
(visual inspection)

Successfully commercialized the
first made-in-Japan automated
hematology analyzer "CC-1001"





Products (3)

We strive to provide products and services that exceed customers' expectations.

2000s



2020s



Utilization of IT to achieve improvements in testing quality and efficiency

Further gains in efficiency and eco-friendliness



IT adapted products and services

**Fully automated systems
Development of products that reduce environmental impact**

Started to provide network services



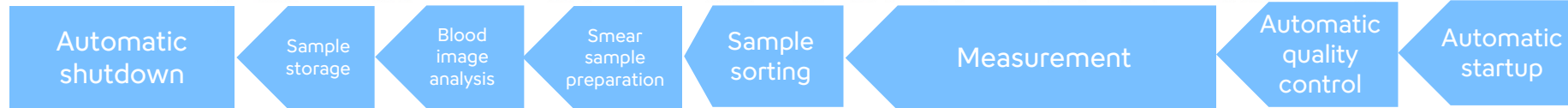
Begin launching new hematology products



Achieving full automation through the touch-free concept



automated hematology analyzers
XR-9000



(1) Automation of quality control measurement

(2) Batching of reagent exchange

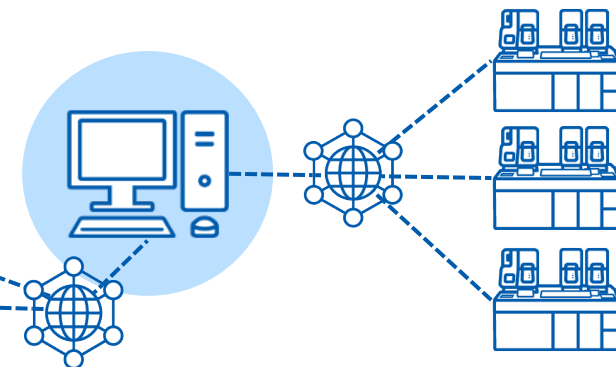
(3) Centralized control of analyzers



BT-50 barcode terminal



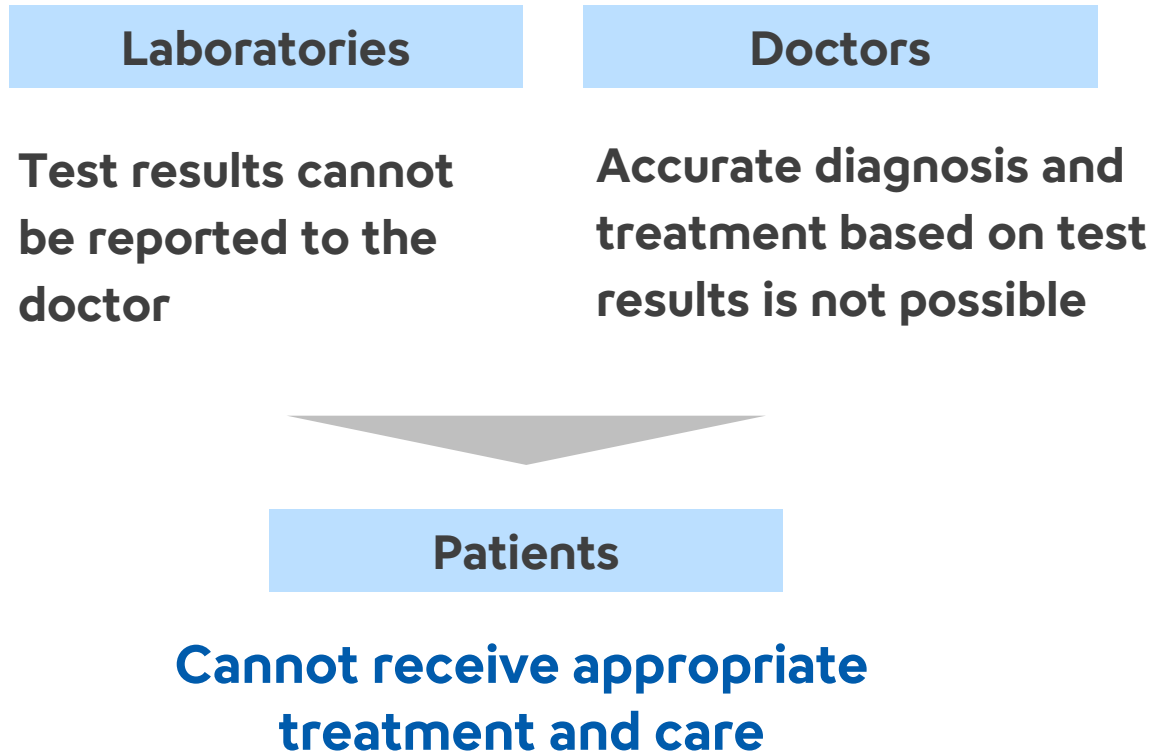
RM-10 reagent supply unit



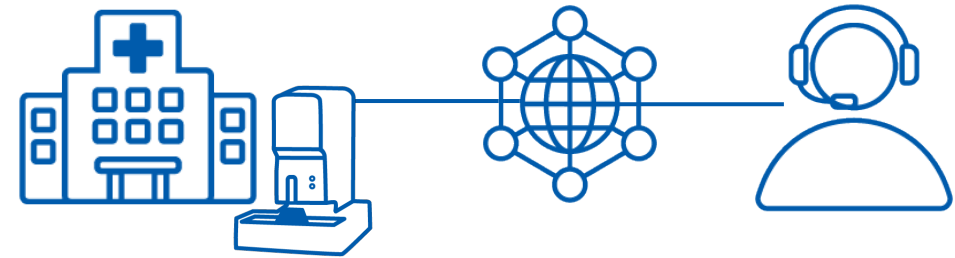
Hematology dashboard

Inventions not to stop testing at medical institutions

■ If testing is interrupted



Using networks to prevent breakdowns from occurring



- ✓ Real-time monitoring of instrument status through network connections between instruments and the Sysmex Support Center
- ✓ Realization of remote support



24/7 customer service

By providing scientific information and support, we help improve the quality of testing.



Holding scientific seminars at locations around the world

We organize seminars and provide academic materials on the latest information on medical care and testing with the cooperation of prominent medical professionals.

Wide range of academic materials in multiple languages

中国語 Chinese

血细胞图谱

Red blood cells (RBC) section includes: 红细胞直径为 7-10μm，呈圆球形或轻微椭圆形。由于其实际形状为双凹圆盘状，故中间区域更亮。RBC 的主要功能是携带氧。

Platelets (PLT) section includes: 血小板直径为 2-3 (或 1-4) μm。通常呈球形或亚球形，颗粒呈深紫色。PLT 主要功能为凝血、聚集和促进止血。

White blood cells (WBC) section includes: 淋巴细胞 (LYM) 细胞直径为 7-17μm，胞浆呈深蓝色，染色深。淋巴细胞的主要功能是与免疫反应。粒细胞 (GRAN) 细胞直径为 10-15μm，胞浆为嗜碱性或嗜酸性。粒细胞胞浆中含有嗜小颗粒。嗜碱性粒细胞的胞浆中有较大的嗜碱性颗粒。嗜酸性粒细胞的胞浆中有橙红色的颗粒。中性粒细胞的胞浆中没有嗜碱性颗粒也没有嗜酸性颗粒。

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Revised by Sysmex Corporation, S-mex, Milan 3-3 Via Sesto, 1001, Milan 20137, Italy

Expanding the Number of Regions Where We Provide Direct Sales, Services, and Support



Direct sales helps us ascertain customer needs and find new growth opportunities.

Until the 1990s

Efficient expansion of direct sales areas by acquiring distributors

Europe: Expansion of direct sales areas, starting in the United Kingdom

AP*: Establishment of a direct selling structure in key countries

*AP: Asia Pacific region

2000s

No. 1 share of the global hematology market

United States: Success in transitioning to direct sales in the world's largest market

China: Reinforcement of a sales network suited to the market

2020s

Transition to direct sales in emerging markets

India, Brazil, Saudi Arabia, etc.

Contributing to society through our products and services

Initiatives to improve accessibility to healthcare

- ✓ Contributing to the early diagnosis and treatment of malaria



We have developed a highly accurate, automated instrument for measuring infection by the malaria parasite in approximately one minute* that we are marketing mainly in emerging markets.

*Time from the start of measurement to the determination of results

Contributing to fair sports management

- ✓ Helping to improve the quality of doping tests



**WORLD
ANTI-DOPING
AGENCY**

Sysmex products are used in 30 analytical laboratories worldwide that are accredited or approved by the World Anti-Doping Agency.

The No. 1 Share of the Global Market in the Hematology Field



We have been striving to meet and exceed the expectations of our customers all over the world, thereby establishing an overwhelming position.



Products

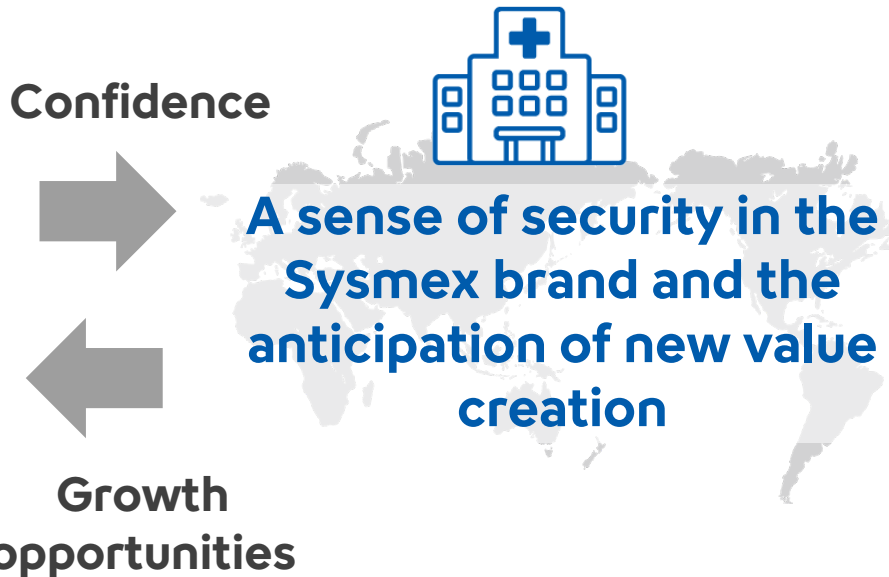
High performance, high quality, robust, fully automated



Images of Sysmex hematology analyzers and reagents.

Direct sales and services

- (1) Uninterrupted testing
- (2) High-quality testing that supports diagnosis
- (3) Scientific support and maintenance service



Employees who take pride that Sysmex products can be used with confidence

2

**Sysmex's Future
Toward Further Growth**

Accelerating Evolution of Health Tech

Changing healthcare awareness

Increase in new entrants
Response to increasingly diverse medical services

- ✓ **Shift from treatment to prevention**
- ✓ Self-medication
- ✓ Healthcare education
- ✓ Increasingly diverse medical services



Acceleration of digital technologies

Expansion of digital healthcare
Development of products and services
Response to increasing speed

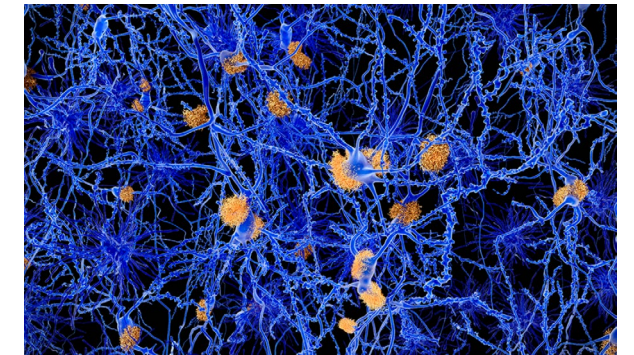
- ✓ **Rapid industrial utilization of AI and its application in the medical industry**
- ✓ Full-scale development of remote medical care
- ✓ **Faster product development and analytical performance using digital technology**



New treatment modalities

Response to increasingly sophisticated treatment

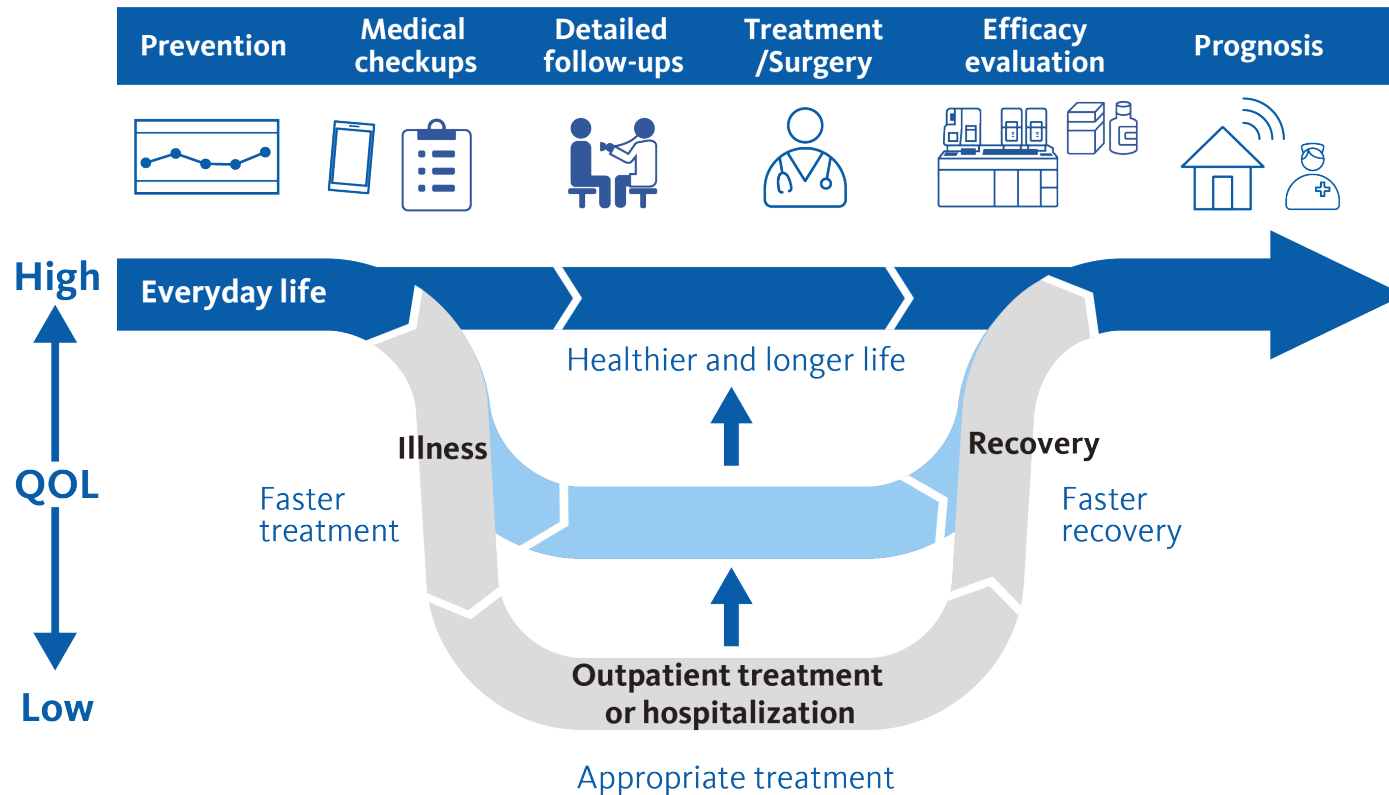
- ✓ New treatments for Alzheimer's disease
- ✓ Practical application of regenerative cell medicine
- ✓ Application of gene editing technology



Sysmex's New Long-Term Corporate Strategy



“Together for a better healthcare journey”



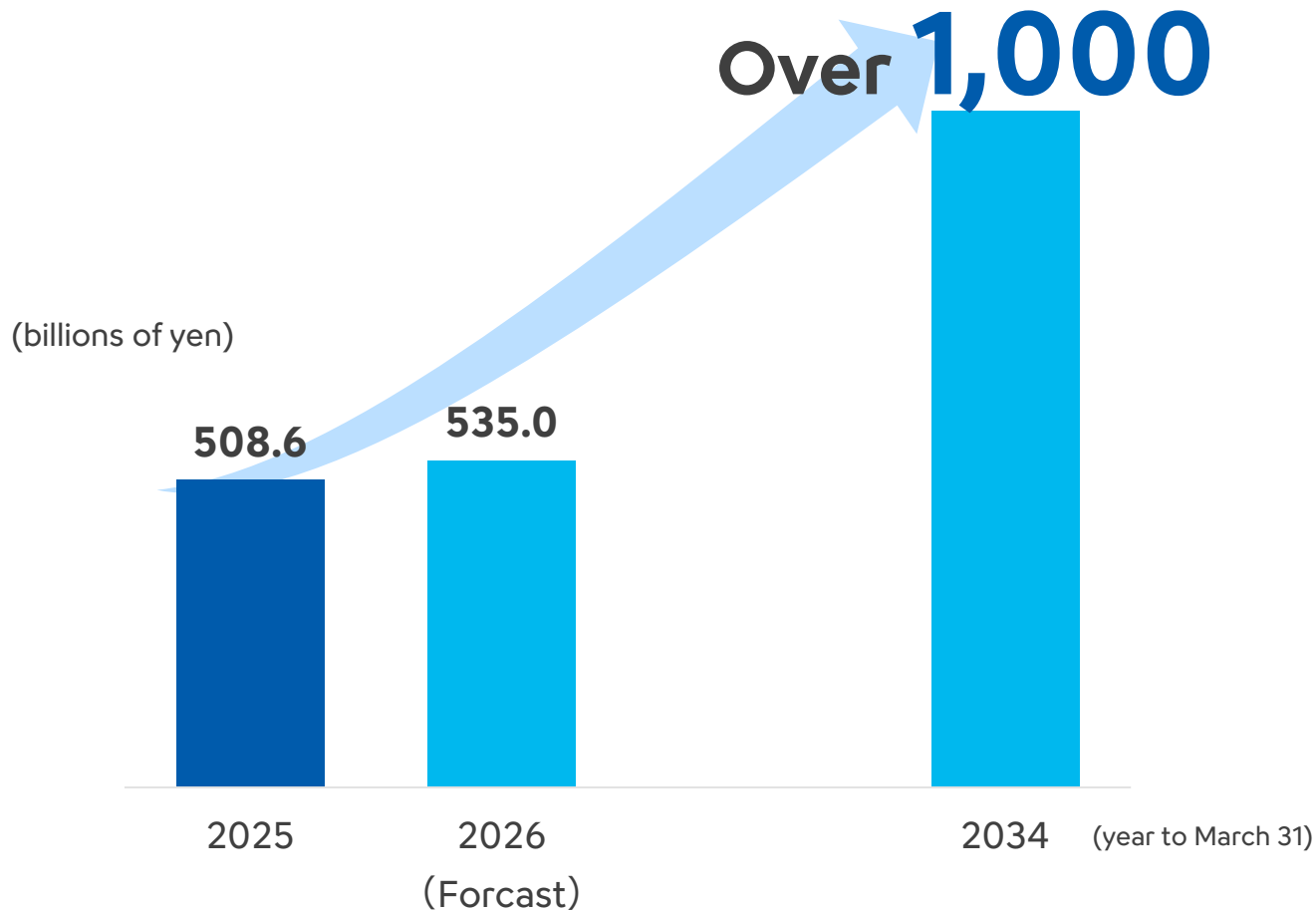
Expansion of testing
 Increase in the type of situations that require testing
 Creation of new value



New initiatives
 Robotic-assisted surgery system
 Regenerative and cellular medicine

Growth Strategy in Sysmex

We are continuously evolving to help people around the world lead healthy and fulfilling lives.



growth strategy

- I. Reinforcement of Existing Businesses
- II. Business Expansion in Emerging Countries
- III. Expansion of new businesses

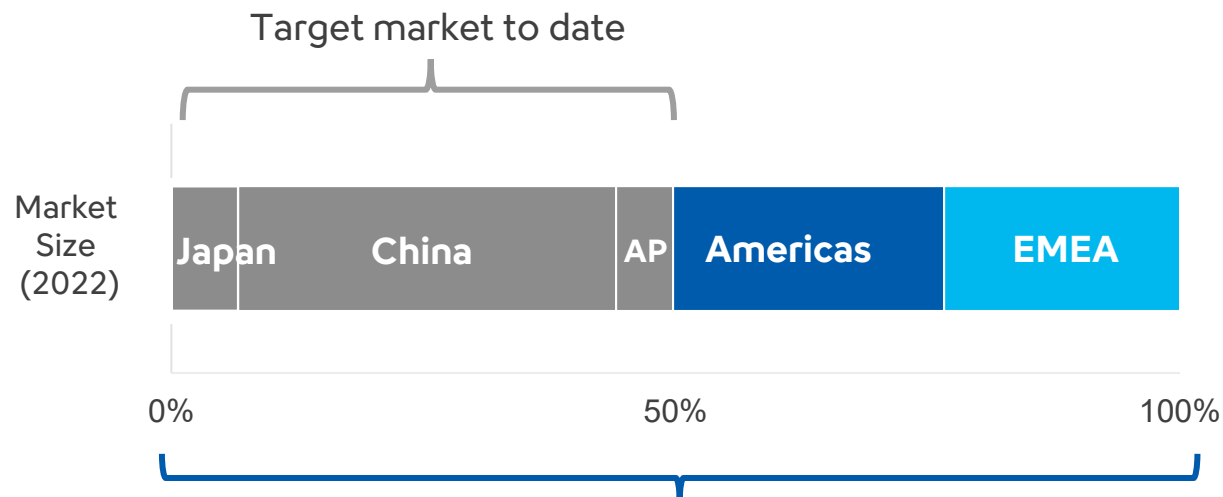
Initiatives for the Reinforcement of Existing Businesses

Expansion in the Hemostasis and Other Fields

Reinforcement of Existing Businesses(1): Strategy in the Hemostasis Field

Global OEM agreement with Siemens in hemostasis field (effective April 1, 2024)

Approximately doubling the target market

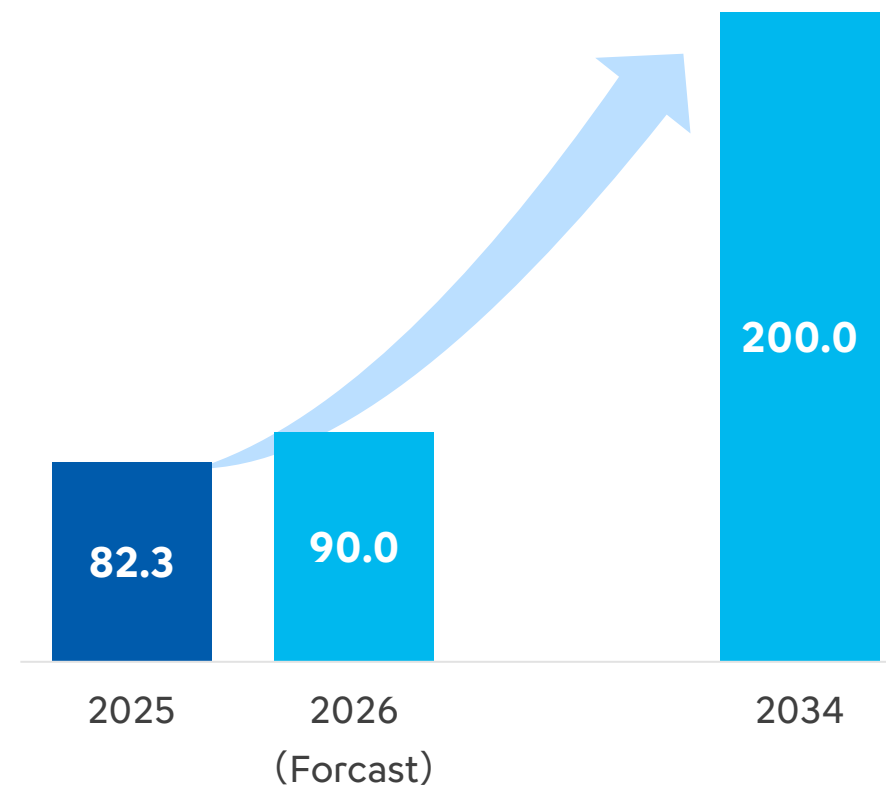


Size of market from
the fiscal year ended March 31, 2025

Approx. **3.0** billion USD

■ Sales in the Hemostasis Field
(Results and Forecasts)

(Billions of yen)



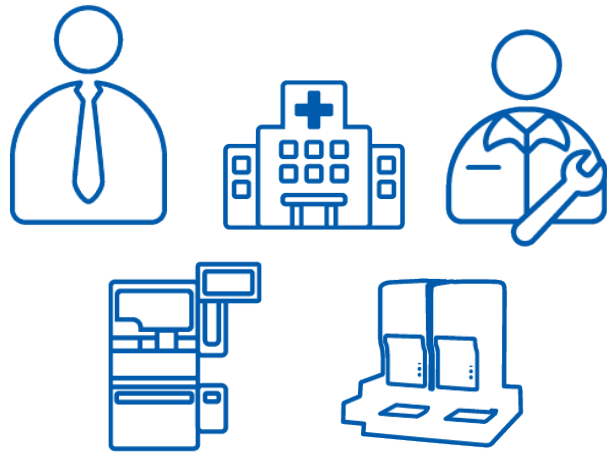
(years to March 31)

Reinforcement of Existing Businesses(1): Strategy in the Hemostasis Field

Global sales network and abundant human resources

Strength in the hematology business due to high levels of customer satisfaction and a No. 1 market share in Europe and the Americas

Leverage channels in the hematology field

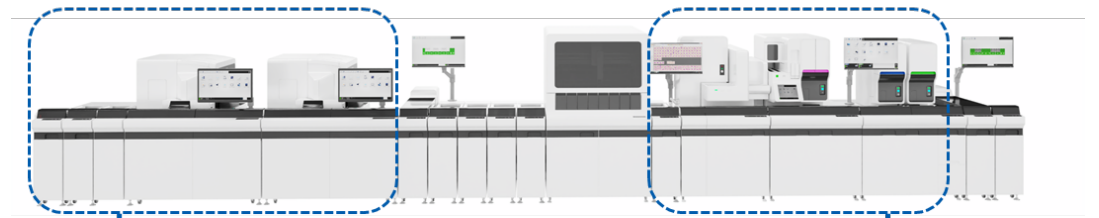


Maximize synergy with hematology the hemostasis business in Europe and the Americas

- ✓ In a U.S. customer assessment survey, ranked No. 1 for the past 18 years
- ✓ Expand our existing No. 1 share of the market for hematology system to hemostasis instruments

Hemostasis field

Hematology field



Provide customers with highly trusted products and services in the hemostasis field, as well

Reinforcement of Existing Businesses (2) : Expansion in the Immunochemistry Field

Aiming to expand blood-based testing for Alzheimer's disease

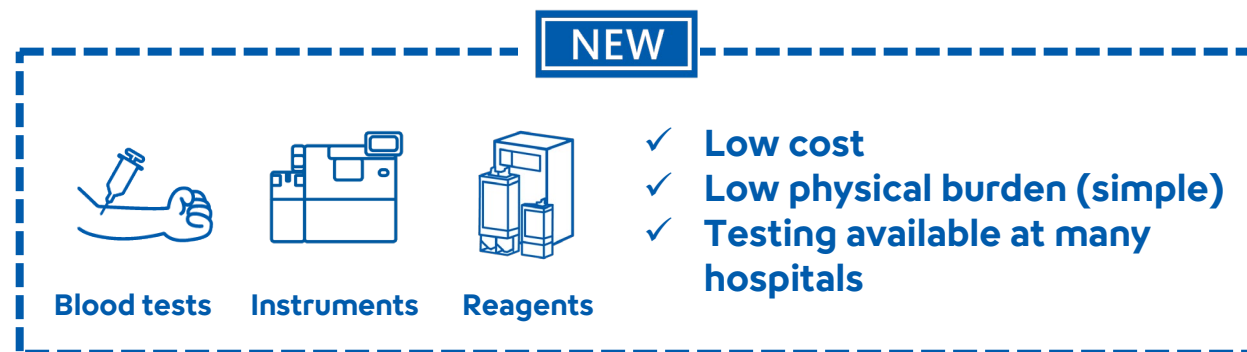
Number of dementia patients continues to increase*1

Currently: More than 55 million people

2050: Approx. 130 million people

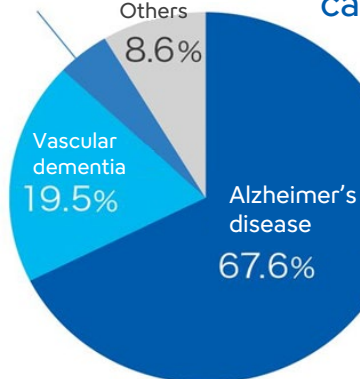
*1 : Sources : Global status report on the public health response to dementia executive summary (Sep. 2, 2021, World Health Organization)

Proposing new testing methods



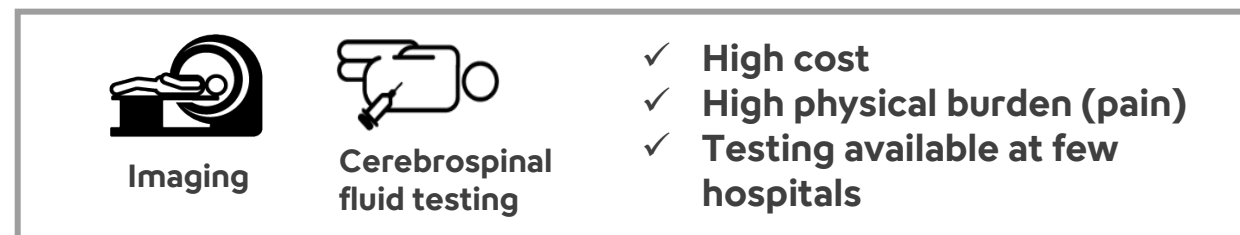
Percentage of dementia cases

Lewy body dementia, dementia accompanying Parkinson's disease
4.3%



Alzheimer's disease accounts for some 60–70% of dementia cases*2

*2 : Sources : Comprehensive promotion of dementia measures (June, 2019, Ministry of Health, Labor and Welfare, Health and Welfare Bureau for the Elderly)



Firm diagnosis, treatment

Initiatives for emerging market strategies

Growth in India, Brazil, and Other Countries

Growth potential in emerging markets

Improving the quality of healthcare in emerging markets presents a major growth opportunity.

■ The potential healthcare market



Ratio of national health care expenditures per capita Note: Sizes of circles indicate population levels.

Source : [World Health Organization 2021](#)

Emerging Market Strategies

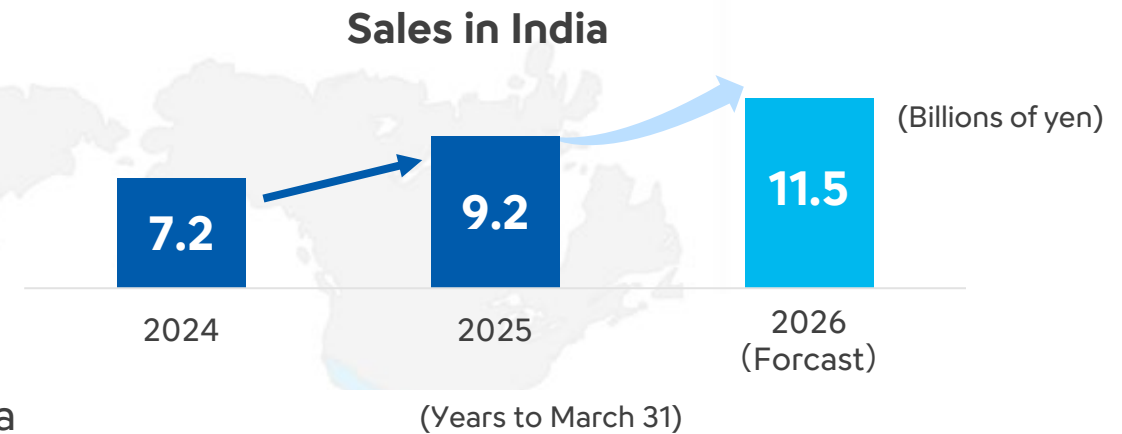
Proactive initiatives in markets that are expected to grow substantially

India

- ✓ Expanding production base
Planning to start manufacturing in the fiscal year ending March 31, 2025
- ✓ Launch sales of products for the Indian market



New production base in India



Brazil

- ✓ Grow by reinforcing the sales structure in the mid/low-end market
- ✓ Opening of a training center (Center for learning)



Training center in Brazil



Initiatives for the Expansion of New Businesses

Medical Robotics and Other Businesses

Expansion of New Businesses

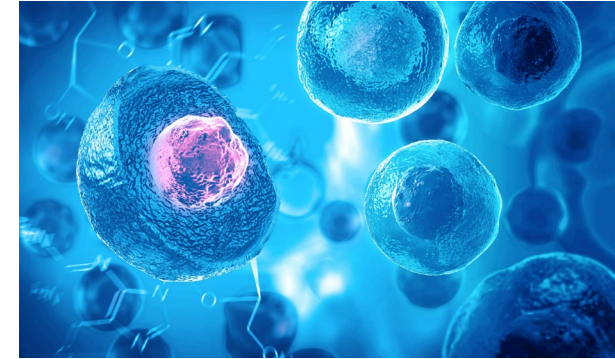
Medical robotics business

Robotic-assisted surgery system



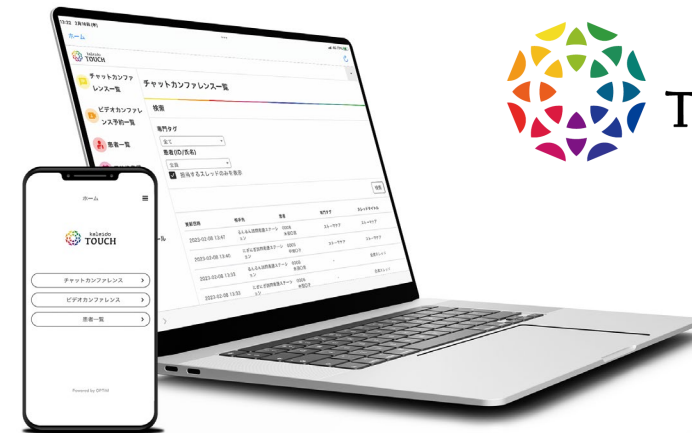
Regenerative and cellular medicine

Platelet derived from iPS cells



Digital medicine

Home healthcare support system



kaleido
TOUCH



Expansion of New Business : Medical Robotics Business

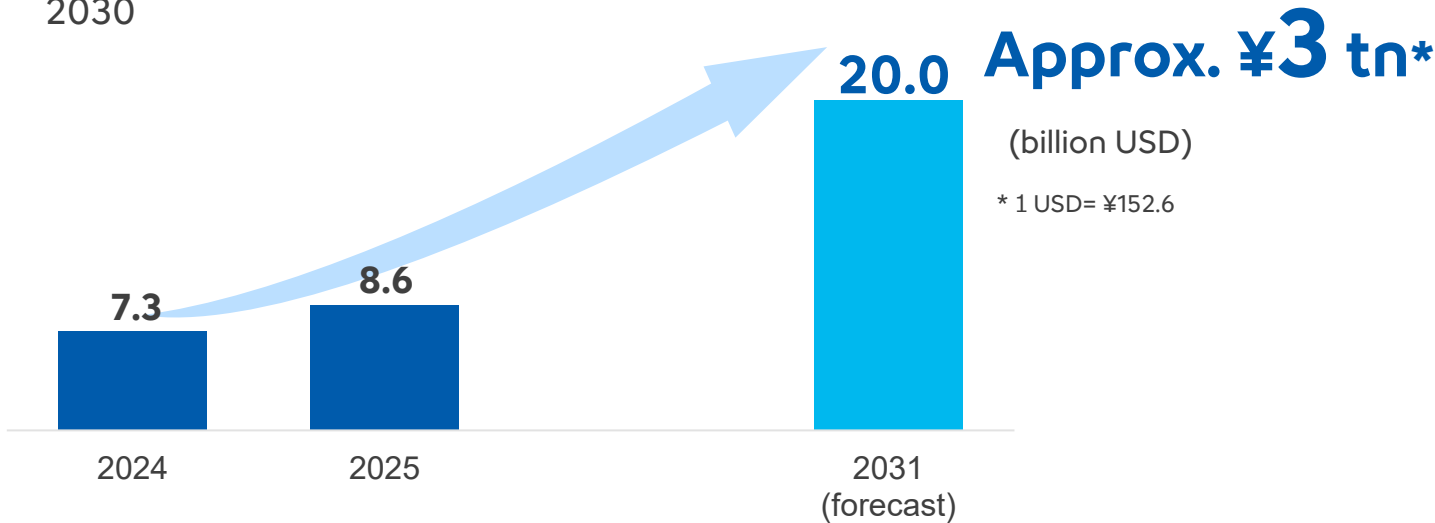
Surgical support robots moving healthcare to a new stage

Healthcare needs

- ✓ Reduced burden on patients, contributing to earlier return to daily life
- ✓ Enabling highly precise surgery through robotic-assisted procedures
- ✓ Anticipated future applications in remote surgery

Global market scale

- ✓ Market expect to grow by approximately 2.3 times its current size by 2030



Taking on challenges in new domains



Note: Based on customer purchase value
Source: TechSci Research and Intuitive Surgical Annual Report 2021 (up to 2025); 2030 figures are based on Medicaroid forecasts

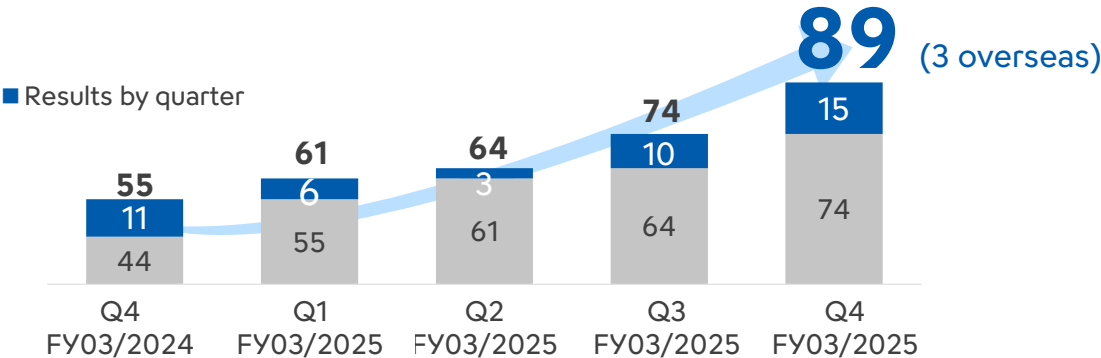
Expansion of New Business : Medical Robotics Business

We made steady progress in overseas market deployment, buoyed by a favorable business environment.

Progress in the fiscal year ended March 31, 2025

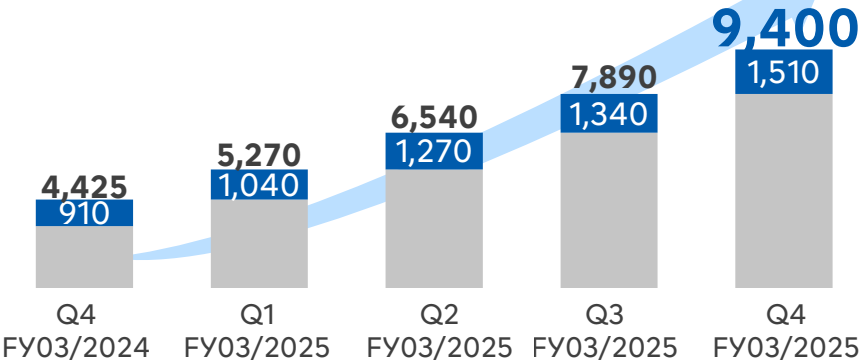
■ hinotori™ units installed globally to date

+34 this fiscal year



■ Surgeries performed globally

+ Approx. 5,200 this fiscal year



global rollout plan

Expect to enter the European market in the fiscal year ending March 31, 2026

Submitted regulatory application in Q4 FY03/2025

Expect to enter the U.S. market in the fiscal year ending March 31, 2027

Three units installed in Singapore and Malaysia in the fiscal year ended March 31, 2025



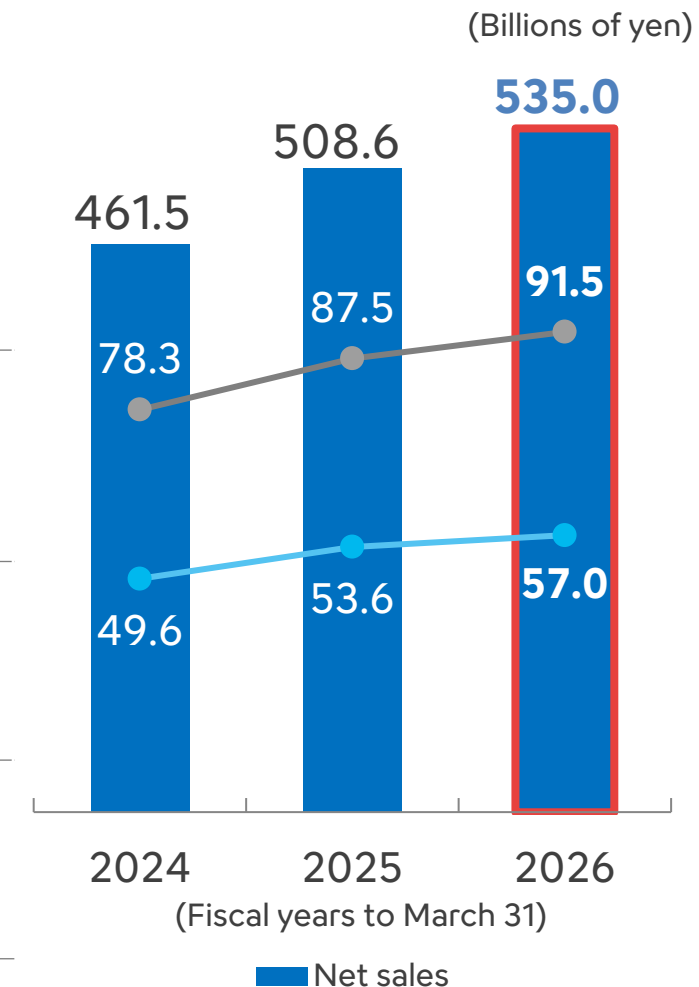
3

Financial Forecast , Shareholder Returns

Results for the Fiscal Year Ended March 31, 2025 and Financial Forecast for the Fiscal Year Ending March 31, 2026



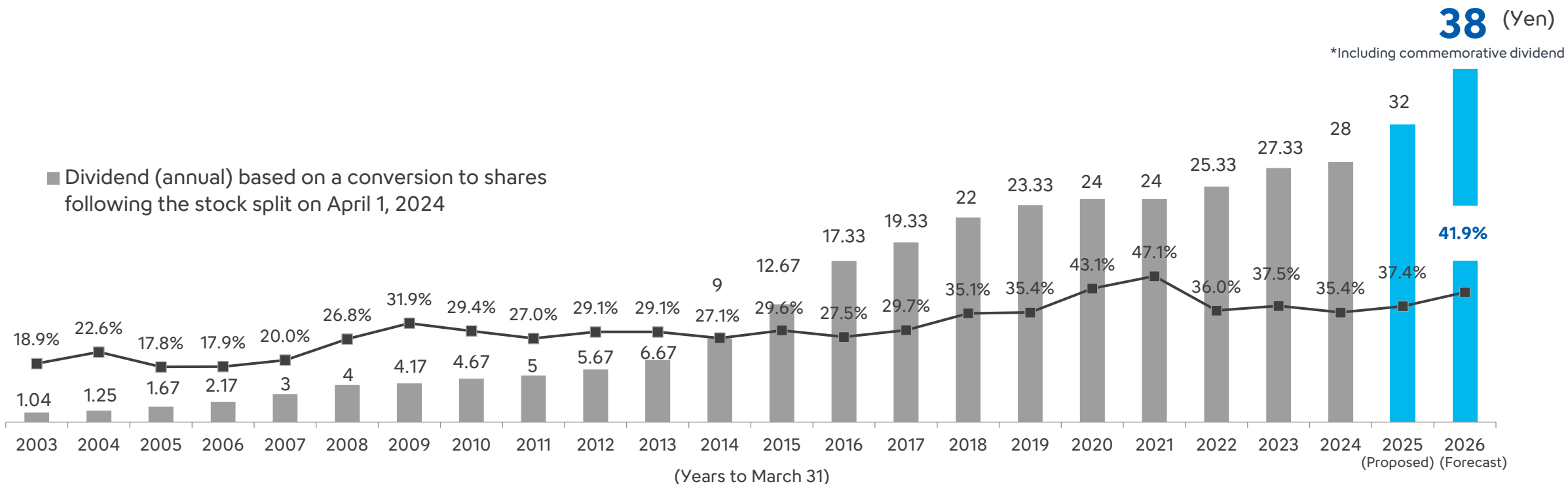
	Fiscal year ended March 31, 2025			Financial forecast for the fiscal year ending March 31, 2026		
	Results	Ratio	YoY (Previous period = 100%)	Forecast	Ratio	YoY increase
Net sales	508.6	100.0%	110.2%	535.0	100.0%	+5.2%
Operating profit	87.5	17.2%	111.7%	91.5	17.1%	+4.5%
Profit attributable to owners of the parent	53.6	10.6%	108.1%	57.0	10.8%	+6.2%



New Dividend Policy and Dividend Forecast for the Fiscal Year Ending March 31, 2026



In terms of returns to shareholders, we intend to provide a stable dividend on a continuous basis and **aim for a consolidated payout ratio of 40%**, adopt **progressive dividend approach** under our basic policy of sharing the successes of our operations in line with business performance.



Together for a better
healthcare journey