



# **Sysmex's Corporate Governance**

December 20, 2024  
Sysmex Corporation

Together for a better  
**healthcare journey**

# Today's Schedule



## 1. Sysmex's Sustainability Initiatives (10 minutes)

Kenji Tachibana, Member of the Managing Board and Senior Executive Officer, Senior Managing Director

## 2. Dialogue with Outside Members of the Managing Board

- Introduction to Outside Members of the Managing Board
- Theme-Specific Discussions (30 minutes)
- Q&A from the Floor (30 minutes)

Kazuo Ota, Member of the Managing Board (Outside)

Haruo Inoue, Member of the Managing Board (Outside)

Michihide Iwasa, Member of the Managing Board (Outside)

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# **Sysmex's Sustainability Initiatives**

Kenji Tachibana,  
Member of the Managing Board and Senior Executive Officer,  
Senior Managing Director

# An Sysmex Ideal Unchanged Since Our Founding: Instilling Confidence



Management and behavior always cognizant of the value provided to stakeholders

## 1968 Founding philosophy, the “Three Aspects of Confidence”

Instilling confidence in  
customers, employees and  
business partners

経営基本方針  
「需要者が安心して使用  
できる製品をつくる  
」取引先が安心して取引  
できるようにする  
」従業員が安心して働け  
るようにする  
東亜医用電子株式会社

- Total customer confidence in all of our products.
- Total confidence in our business partners in all our business transactions.
- Total confidence of our employees in themselves and all their work.

2007

## Sysmex Way and Shared values

Added “shareholders” and “society” to the list of stakeholders in which to instill confidence

### 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

Key stakeholders

#### Customers

(Medical institutions, universities, research institutes, etc.)

#### Business partners

(Suppliers, joint research partners, etc.)

#### Employees

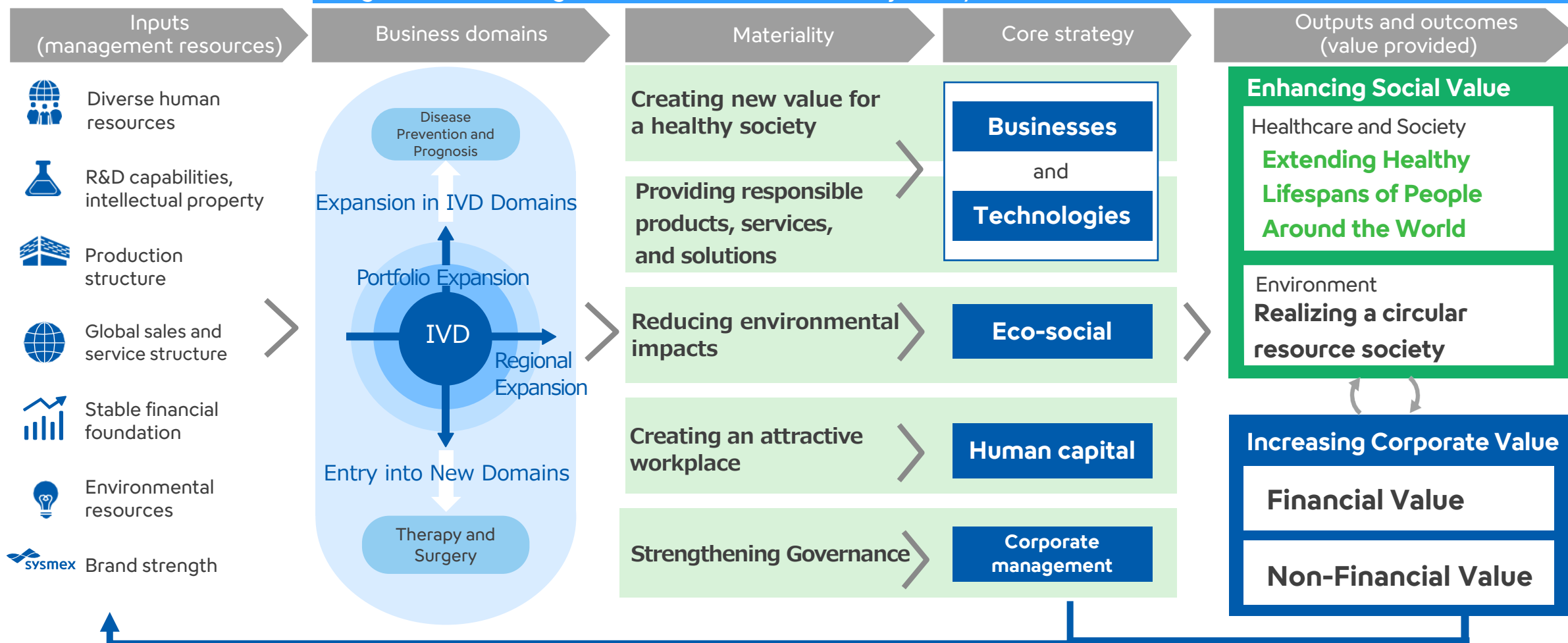
#### Shareholders

#### Society

# Story of Value Creation

Our core strategy includes eco-social and human capital, and clearly state the value provided to society and the environment.

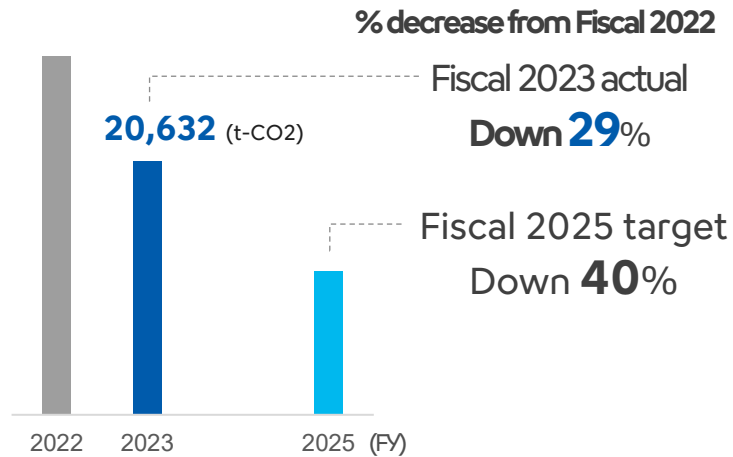
Long-term vision: Together for a better healthcare journey



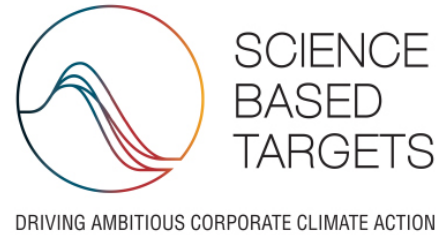
# Recent Sustainability Topics

## E

### ● Reduction of greenhouse gas emissions (Scope 1, 2) (Fiscal 2023)



### ● Received SBTi approval\* (07/2024)



\* Against our targets of reducing Scope 1 and 2 emissions by 55% by 2033, and reducing Scope 3 GHG emissions from the use of products sold by 35%

### ● Feasibility study on the horizontally recycled containers

Reused for reagent containers the same type of containers as are used for immunoassay system cleaning liquid



## G

### ● Initiatives with an awareness of cost of capital (05/2024)

- Introduced ROIC sensitivity management
- Reinforced management that balances strategy and investment

### ● Conducted human rights due diligence (Fiscal 2024)

Centering on the hematology field, conducted a questionnaire-based survey of suppliers in Japan and overseas

Companies surveyed      Response rate  
Approx. **400**      Approx. **70%**

# Recent Sustainability Topics

## S (Social, Human Capital)

### ● Expectations about measures to address antimicrobial resistance

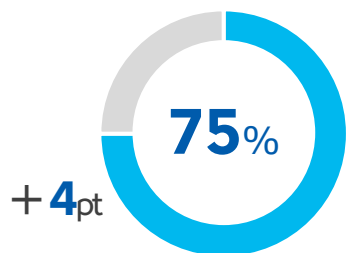
Our rapid antimicrobial susceptibility testing system won one of the UK's biggest science prizes, the "Longitude Prize on AMR" (06/2024)



Rapid antimicrobial susceptibility testing system

### ● Enhancement of employee engagement (Fiscal 2023)

Engagement score



■ Contributions to improvements in Japan (56%→65%)

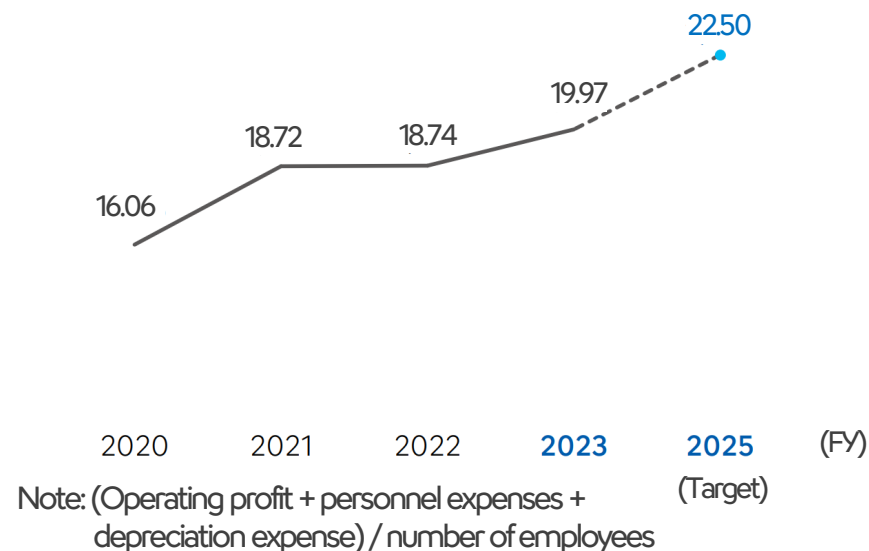
Examples of improvement measures:

- Penetration of a job-based personnel system
- Realization of various work styles (such as a system that allows for taking time off mid-day)
- Provision of attractive compensation (stock-granting compensation plan for employees)

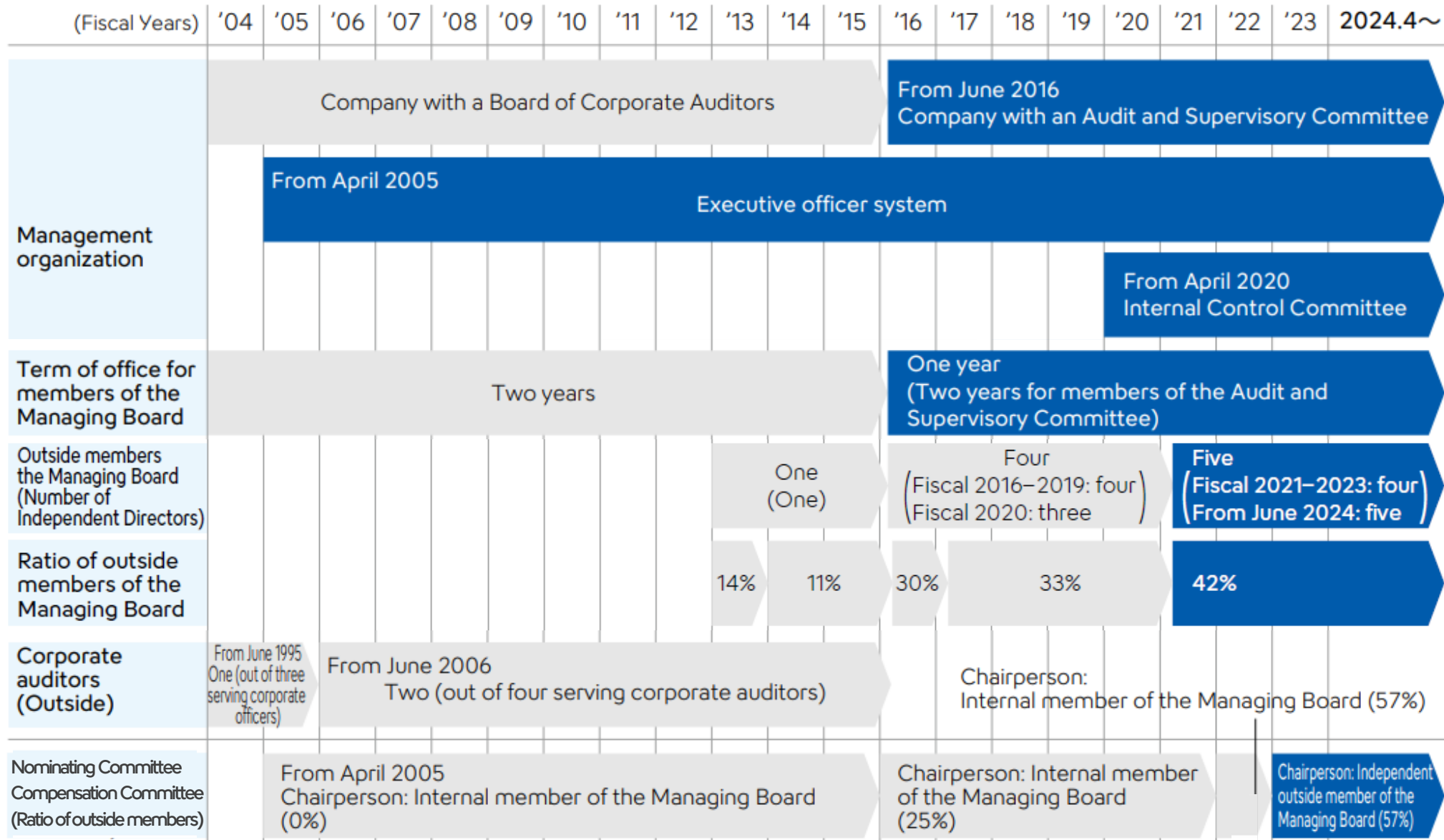
### ● Steady results on value-added productivity (06/2024)

While proactively investing in human capital, we maintain appropriate personnel numbers and strive to enhance productivity.

■ Value-added productivity per person (Group)  
(Millions of yen)



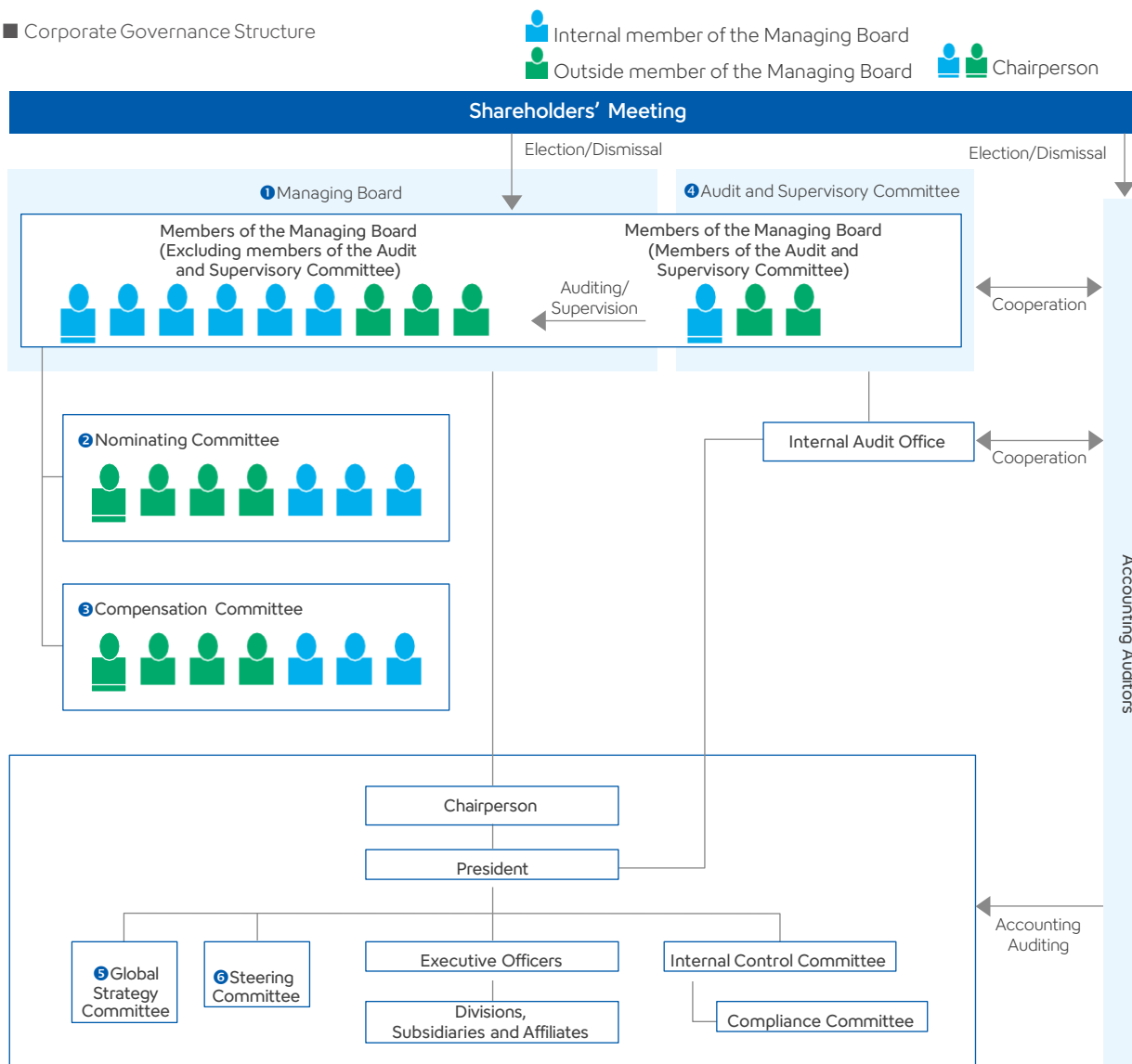
# Advances in Corporate Governance



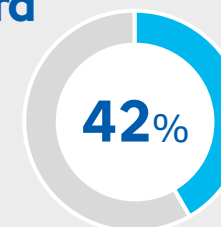


# Governance Structure

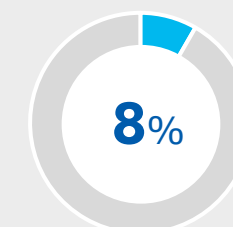
## ■ Corporate Governance Structure



## ● Managing Board



Outside members



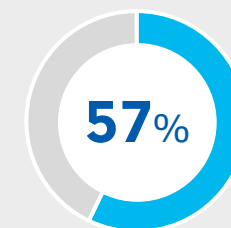
Women

## ● Nominating Committee, Compensation Committee



**Kazuo Ota**

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



Outside members

## ● Efforts to enhance the Managing Board's effectiveness

- Provide advance explanations each time there is an agenda item for discussion
- Establish opportunities for dialogue and interaction with executive officers and next-generation human resources
- Augment understanding of various functions by conducting business office tours



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