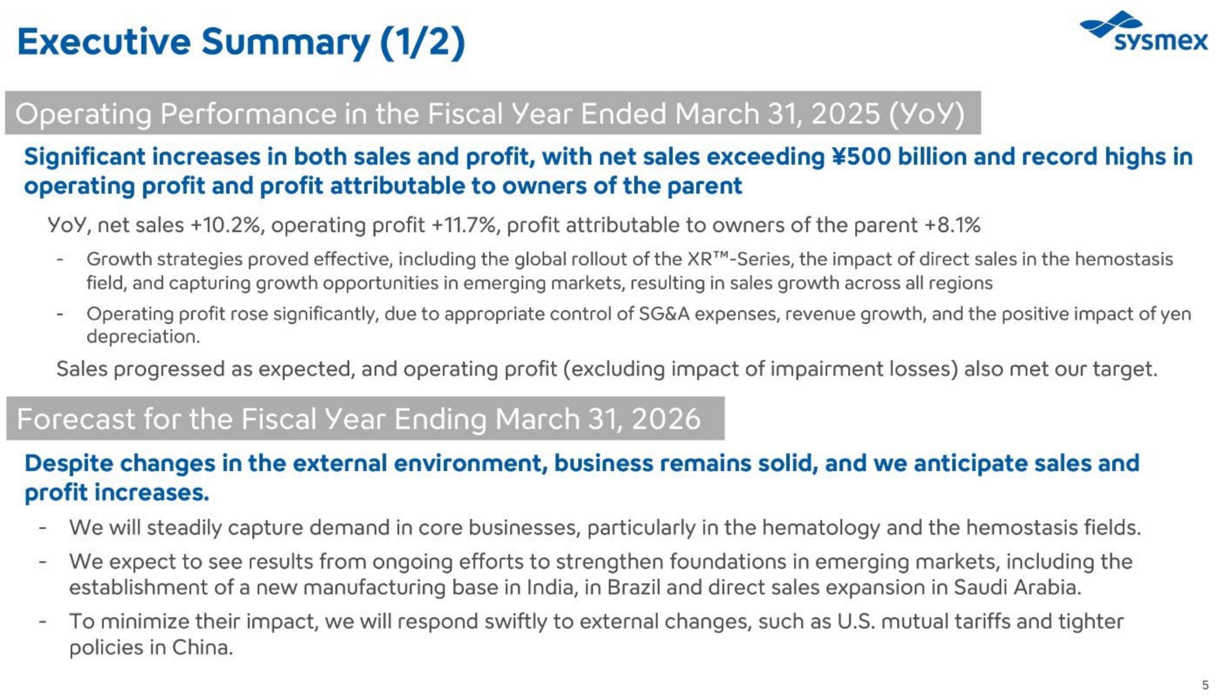
Presentation

Asano: Once again, my name is Asano. Thank you very much for joining the financial results briefing for the fiscal year ended March 2025. I would also like to express my gratitude to everyone participating online.

Now, without further ado, let me begin the presentation.



First, the executive summary. Please turn to page five.

In the fiscal year ended March 2025, sales reached JPY508.64 billion, representing 110.2% YoY. Operating profit came to JPY87.58 billion, a 111.7% YoY increase, despite a JPY3.17 billion impairment loss on goodwill related to our overseas subsidiary, Sysmex Partec. Net profit for the year was JPY53.66 billion, up 108.1% YoY. All of these figures—sales, operating profit, and net profit—hit record highs, with sales surpassing JPY500 billion for the first time. Excluding the impairment, operating profit amounted to JPY90.8 billion, exceeding our public forecast.

Looking ahead to , while there are uncertainties such as mutual tariffs with the US and the appreciation of the JPY, our business continues to perform well, and we are planning for both sales and profit growth taking those factors into account.

Executive Summary (2/2)

sysmex

Sustainability Management

- For the ninth consecutive year, we were selected for inclusion in the DJSI World Index, where we **ranked first in the Healthcare Equipment & Supplies industry**.
- We are **enhancing diversity of the Managing Board**. (We plan to appoint a new outside member.)
- We are **introducing performance-linked stock-based compensation** to strengthen the link between executive compensation, business performance, and share price, promoting management that is more aware of cost of capital (to take effect from August 2025).

*We plan to propose to the 58th Ordinary General Meeting of Shareholders.

Shareholder Return

- We are **increasing dividends for the year by ¥2** compared with our initial forecast, to ¥32.
- Going forward, in our shareholder return policy we have revised our consolidated dividend payout ratio target **from 30% to 40%**, and adopting a **progressive dividend policy** (to take effect from the fiscal year ending March 31, 2026).

*We plan to propose to the 58th Ordinary General Meeting of Shareholders.

Please turn to page six.

From the perspective of sustainability management, we were selected for the “Dow Jones Sustainability World Index” for the ninth consecutive year and achieved the highest ranking in the healthcare equipment and supplies industry sector.

On the governance side, we plan to appoint a new female outside director, and we have decided to introduce performance-linked stock compensation for our executives.

Regarding shareholder returns, excluding the impairment loss, we achieved JPY3.8 billion more in profit than our initial forecast. Therefore, we plan to increase the dividend from the originally projected JPY30 to JPY32.

Going forward, we intend to set our dividend payout ratio in the range of 30% to 40% and adopt a progressive dividend policy.

Financial Highlights (Year on Year)

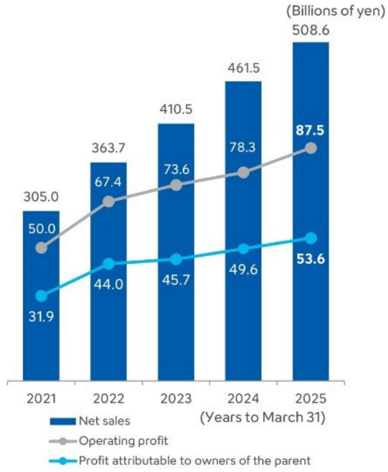
sysmex

(Billions of yen)	Fiscal year ended March 31, 2025 Results	Ratio	Fiscal year ended March 31, 2024 Results	Ratio	YoY (Previous period = 100%)
Net sales	**508.6**	**100%**	461.5	100.0%	**110.2%**
Cost of sales	**236.6**	**46.5%**	219.0	47.5%	**108.1%**
SG&A expenses	**150.8**	**29.7%**	133.7	29.0%	**112.7%**
R&D expenses	**31.4**	**6.2%**	31.4	6.8%	**100.2%**
Other income (expenses)	**(2.0)**	**(0.4)%**	1.0	0.2%	**-**
Operating profit	**87.5**	**17.2%**	78.3	17.0%	**111.7%**
Profit attributable to owners of the parent	**53.6**	**10.6%**	49.6	10.8%	**108.1%**

- **Net sales:** Net sales reached a record high and sales increased in all regions, owing to ongoing increases in reagent sales, among other factors.
- **Other income (expenses):** Includes a goodwill impairment loss of **¥3.17 billion**.
- **Operating profit:** Operating profit rose by double digits, reaching a historic record, owing to higher gross profit and the impact of yen depreciation.
  - ✓ **Forex impact:** Net sales: +¥15.48 billion SG&A expenses: +¥4.17 billion Operating profit: +¥8.56 billion (Excluding the ¥2.0 billion special factor in Q3 unrealized gains)
- **Profit attributable to owners of the parent:** Profit was up 8.1%.

Note: Foreign exchange loss (gain): Loss of ¥3.85 billion (a year-on-year increase of ¥4.36 billion)

* Up 7% year on year, if we include the internally generated intangible assets.



	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024
1USD	**¥152.6**	¥144.6
1EUR	**¥163.8**	¥156.8
1CNY	**¥21.1**	¥20.1

8

Please proceed to page eight. First, a summary of the financial results.

Sales increased across all regions, driven by strong performance of the XR-Series in the hematology field, growth in emerging markets such as India, Brazil, and Saudi Arabia, and the shift to direct sales in our hemostasis field. Supported also by favorable exchange rates, sales rose 10.2% YoY to JPY508.64 billion, marking a record high. Even excluding the impact of exchange rates, we achieved approximately 7% growth, though there were some regional variations.

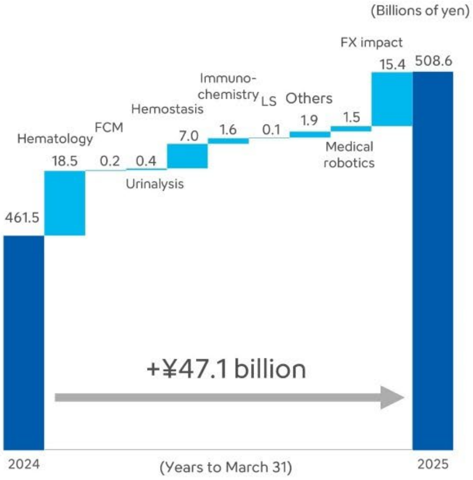
Operating profit increased by 11.7% YoY to JPY87.58 billion, thanks to higher gross profit from increased sales, an improved product mix, and cost reductions, despite the impairment loss on goodwill.Net profit grew 8.1% YoY to JPY53.66 billion, also setting a new record.

R&D expenses saw only a slight increase in the profit and loss statement, but if we include internally generated intangible assets not recorded on the P&L, there was approximately a 7% increase YoY. This indicates a higher proportion of development work entering the final stages of product development.

Breakdown of Net Sales (by Business and Field)

sysmex

Net Sales by Business and Field



Sales grew in all categories in the diagnostics business, centering on the hematology and hemostasis fields. Performance was also solid in the medical robotics business, pushing up net sales.

(Billions of yen)	Fiscal year ended March 31, 2025		YoY (Previous year = 100%)	
	Results	Ratio	Yen basis	Excluding FX impact
Net sales	508.6	100.0%	110.2%	106.9%
Hematology	303.2	59.6%	110.3%	106.8%
FCM	3.6	0.7%	109.6%	106.7%
Urinalysis	40.8	8.0%	104.6%	101.2%
Hemostasis	82.3	16.2%	112.9%	109.7%
Immunochemistry	25.8	5.1%	109.4%	106.9%
Clinical chemistry	3.6	0.7%	107.5%	105.1%
Life science	21.3	4.2%	104.0%	100.6%
Others	22.4	4.4%	111.9%	108.9%
Diagnostics business	503.2	98.9%	109.9%	106.6%
Medical robotics business	5.3	1.1%	143.4%	142.3%

Please turn to page nine. This section outlines sales by business and field.

In the hematology field, we saw significant growth in regions where the XR-Series was introduced and in emerging markets.

The hemostasis and immunochemistry fields also performed well, with strong sales of reagents, resulting in profit growth across all business segments.

The medical robotics business, which I will explain later, also showed substantial growth.

Breakdown of Net Sales (By Destination and Product Type)

sysmex

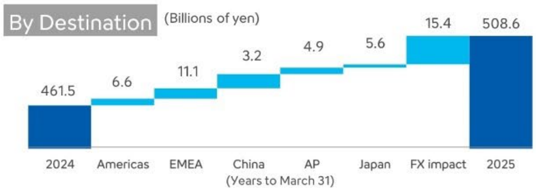
**Sales increased in all destinations and for all product types.
Reagent performance was also favorable, owing to an increase in the installed instrument base.**

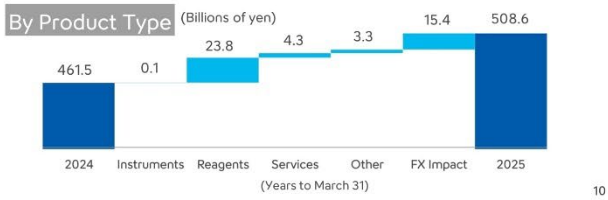
(Billions of yen)	Fiscal year ended March 31, 2025 Results	Ratio	YoY (Previous year = 100%) Yen basis	Local currency basis
Net sales	508.6	100.0%	110.2%	106.9%*
Americas	131.1	25.8%	110.4%	104.8%
EMEA	140.3	27.6%	112.0%	107.4%
China	117.9	23.2%	107.3%	103.1%
AP	51.3	10.1%	113.5%	111.0%*
Japan	67.7	13.3%	109.0%	-
Instruments	104.2	20.5%	103.3%	100.1%*
Reagents	313.8	61.7%	111.7%	108.5%*
Services	68.4	13.5%	111.3%	107.0%*
Other	22.1	4.4%	121.3%	118.3%*

*Year-on-year increase on a yen basis, excluding the impact of exchange rate fluctuations

Major Reasons for Changes, by Destination

Americas	• **Sales rose,** bolstered by higher reagent sales in all fields.
EMEA	• **Sales increased,** owing to the impact of the XR-Series launch and direct sales in the hemostasis field.
China	• **Sales grew,** as instrument sales recovered to previous-year levels and reagent sales increased, centering on the hematology and hemostasis fields.
AP	• **Sales grew by double digits** for both instruments and reagents, stemming from favorable results in India and other countries.
Japan	• **Sales increased.** In the diagnostics business, performance was up by double digits in the hematology and hemostasis fields. Sales also increased in the medical robotics business.





Please proceed to page 10. Next, we discuss sales increases and decreases by region and product type.

Details for each region will be covered in subsequent slides, but in terms of local currency, sales increased in all regions. The Asia-Pacific region, in particular, performed strongly, achieving double-digit growth.

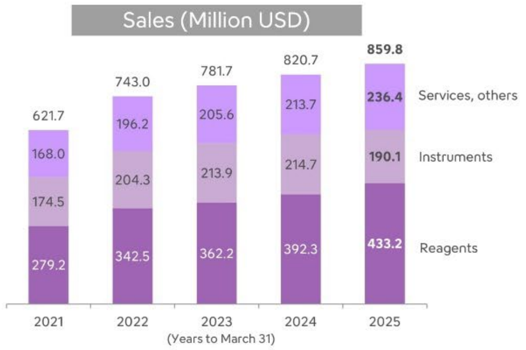
By product type, instrument sales remained flat compared to last year. However, since emerging markets—key drivers of our growth—tend to rely heavily on leasing, we believe the actual number of units installed in the fiscal year exceeded what is reflected in the sales figures.

Reagent sales increased significantly across all regions and product lines due to the continued expansion of the cumulative installed base.

Information by Destination (Americas)

sysmex

(Million USD)	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	YoY (Previous period = 100%) Local currency basis	Yen basis
Net sales	**859.8**	820.7	**104.8%**	110.4%
Instruments	**190.1**	214.7	**88.6%**	93.4%
Reagents	**433.2**	392.3	**110.4%**	116.3%
Services, others	**236.4**	213.7	**110.6%**	116.6%



Sales in the Americas rose, benefiting from an increase in reagent sales in all fields, stemming from growth in the installed instrument base.

- **Instruments**
  - ✓ Although delays in deliveries in North America lowered sales, performance in the hemostasis field remained solid, supported by the impact of direct sales.
  - ✓ We maintained high retention and acquisition rates in the hematology field.
- **Reagents**
  - ✓ Sales increased, driven by an increase in the installed instrument base in the hematology and urinalysis fields.
  - ✓ Sales were firm in the hemostasis field and for amyloid β testing reagents in the immunochemistry field (Sales: 6.6 Million USD).

Please turn to page 11. Starting with the Americas.

In the Americas, instrument sales in the urinalysis field declined due to a reaction to large-scale deals from the previous year and delays in the delivery of ordered systems but recovered in H2.

In the US, the hematology business maintained a near 100% customer retention rate and a deal win rate of around 90%, demonstrating overwhelming strength. As a result, reagent sales grew by double digits, driven by the increase in cumulative installed instrument.

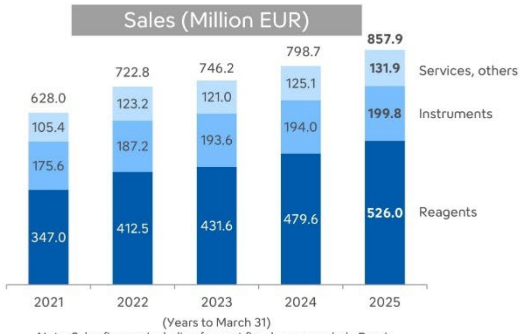
In the hemostasis field, progress has been slightly slower than planned, but we are gradually ramping up after strengthening the sales network.

Additionally, reagents related to Alzheimer’s disease testing also performed well, generating USD6.6 million in annual sales.

Information by Destination (EMEA)

(Million EUR)	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	YoY (Previous period = 100%) Local currency basis	Yen basis
Net sales	**857.9**	798.7	**107.4%**	112.0%
Instruments	**199.8**	194.0	**103.0%**	107.2%
Reagents	**526.0**	479.6	**109.7%**	114.4%
Services, others	**131.9**	125.1	**105.4%**	110.1%

Sales (Million EUR)



Note: Sales figures, including for past fiscal years, exclude Russia.

Sales in the EMEA region increased, as growth in hematology instruments was accompanied by double-digit growth in sales of urinalysis and hemostasis reagents, driving favorable performance across countries.

- **Instruments**
  - ✓ Sales increased as the launch of the XR-Series progressed steadily, and performance was solid in the hematology field.
  - ✓ Our installed instrument base increased in the hemostasis field.
- **Reagents**
  - ✓ In the hematology field, sales were strong in Germany, the United Kingdom, and Saudi Arabia (where we have moved to direct sales).
  - ✓ In the urinalysis field, sales grew mainly in Germany, and in line with our OEM agreement sales in the hemostasis field also performed well, contributing to overall sales growth.

Please move to page 12, covering EMEA.

In the EMEA region, hematology instrument—centered around the XR-Series—performed strongly, and reagent sales for hematology and hemostasis also showed strong results, leading to increased sales.

Hemostasis instrument sold directly by Sysmex is being steadily installed.

In emerging markets, sales in Saudi Arabia have been progressing smoothly.

Information by Destination (China)

(Million CNY)	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	YoY (Previous period = 100%) Local currency basis	Yen basis
Net sales	**5,605.4**	5,437.4	**103.1%**	107.3%
Instruments	**738.3**	745.0	**99.1%**	103.2%
Reagents	**4,148.4**	4,043.9	**102.6%**	106.8%
Services, others	**718.6**	648.4	**110.8%**	115.0%

Instrument sales grew by double digits in the second half. Although reagent sales slowed in Q4 due to VBP and other factors, full-year sales increased.

- **Instruments**
  - ✓ Although sales were down due to the impact of first-half performance in the hemostasis field, performance was strong in the hematology, urinalysis, and immunochemistry fields, where knockdown production of key products has begun.
  - ✓ In the hemostasis field, the impact of knockdown production from Q2 drove a substantial sales increase of more than 30% in the second half.
- **Reagents**
  - ✓ Outpatient numbers increased, particularly at tier 3 hospitals, and the installed instrument base expanded, boosting sales in the hematology and hemostasis fields.
  - ✓ In the immunochemistry field, unit prices declined due to VBP and other factors, but the number of tests increased, so sales were roughly on par with the previous year.

13

Please continue to page 13. Focusing on China.

In China, instrument sales in local currency terms declined in H1 compared to the previous year, but thanks to the effects of knockdown production, they achieved double-digit growth in H2, resulting in a full-year recovery to near previous-year levels.

For reagents, centralized purchasing of immunochemistry reagents began in H2, causing unit prices to drop significantly. However, the increase in sales volume offset this, and full-year sales of immunochemistry reagents were on par with the previous year.

Reagents in the hemostasis field performed steadily.

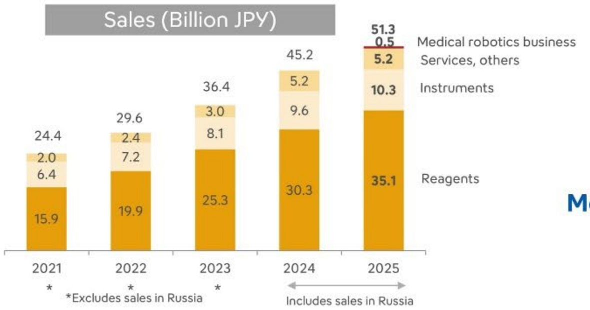
Information by Destination (AP)

sysmex

Note: Data revised to include sales in Russia

(Billions of yen)	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	YoY (Previous period = 100%) Yen basis
Net sales	**51.3**	45.2	**113.5% (111.0%)**
Diagnostics business	**50.7**	45.2	**112.2%**
Instruments	**10.3**	9.6	**107.1%**
Reagents	**35.1**	30.3	**115.7%**
Services, others	**5.2**	5.2	**101.7%**
Medical robotics business	**0.5**	-	**-**

Note: Figures in parentheses exclude the impact of exchange rate fluctuations.



Reagent sales were favorable, in line with an increase in the installed instrument base, driving growth in individual countries. We also commenced operations in the medical robotics business.

Diagnostics business

- **Instruments**
  - ✓ Sales grew, with expansion in the hematology field centering on India and Australia.
- **Reagents**
  - ✓ In the hematology and urinalysis fields, an increase in the installed instrument base centering on India drove favorable performance. In the hemostasis field, as well, sales grew substantially in Vietnam. Reagent sales thus rose, bolstered by double-digit increase across all fields.

Medical robotics business

- ✓ Total units installed: 3
- ✓ Initial surgeries were performed, and the number of surgeries is steadily increasing.

Please turn to page 14, covering the Asia-Pacific region.

In Asia-Pacific, continued investments in healthcare infrastructure by governments, including India, have supported strong performance in instrument, reagents, and services, resulting in double-digit growth.

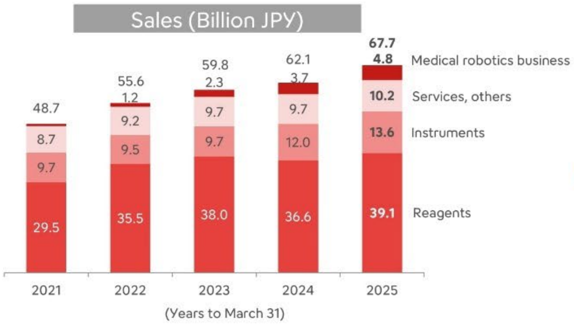
India, in particular, showed outstanding performance with approximately 30% growth. A new plant in India has recently begun operations and started shipping products.

The Asia-Pacific region is becoming increasingly significant in scale and is expected to remain a key driver of our company’s growth going forward.

As a forerunner in the global expansion of hinotori, three units were introduced in Singapore and Malaysia. In Singapore, nearly 100 surgical procedures have already been performed, showing extremely positive progress. Regulatory submission in EMEA has also been completed, and we plan to launch within the fiscal year.

Information by Destination (Japan)

(Billions of yen)	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	YoY (Previous period = 100%) Yen basis
Net sales	**67.7**	62.1	**109.0%**
Diagnostics business	**62.9**	58.4	**107.8%**
Instruments	**13.6**	12.0	**112.6%**
Reagents	**39.1**	36.6	**106.9%**
Services, others	**10.2**	9.7	**105.3%**
Medical robotics business	**4.8**	3.7	**128.3%**



Instrument and reagent sales both grew by double digits in the hematology and hemostasis fields. Performance was also favorable in the medical robotics business, leading to a sales increase in Japan.

Diagnostics business

- **Instruments**
  - ✓ In the hematology field, the XR-Series delivered solid results, and the installed base grew steadily in the hemostasis field, pushing up instrument sales.
- **Reagents**
  - ✓ Reagent sales grew. In addition to a growing installed instrument base in the hematology field, we gained ground from competitors' instruments in the hemostasis field and benefited from increased parameter adoption.

Medical robotics business

- ✓ Units installed during the year: 31; cumulative total: 86
- ✓ Sales of services and consumables (e.g., forceps) increased in line with the rise in installations and number of procedures

15

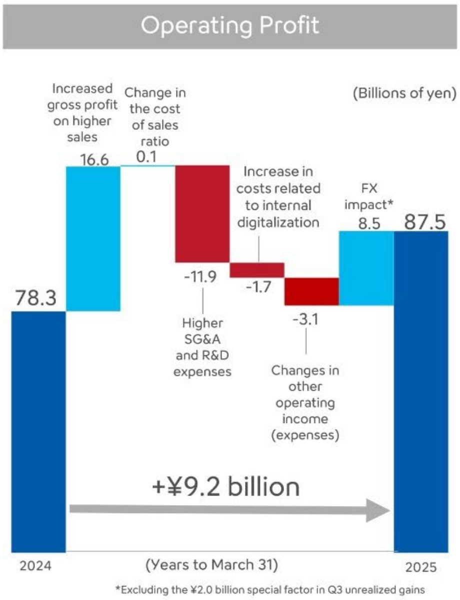
Please proceed to page 15, our final section on Japan.

In Japan, the XR-Series in hematology and instrument in the hemostasis field performed strongly. This drove solid sales of reagents as well, resulting in double-digit growth in both instrument and reagent sales.

As for the medical robotics business, 31 new units were introduced in the fiscal year ended March 2025, and with an additional three units overseas, the total number of new installations reached 34.

Although this fell slightly short of our target, the momentum in sales is picking up. The cumulative number of installations now stands at 89, and total surgical procedures have exceeded 9,400. We are on the verge of reaching 100 units and 10,000 procedures.

Breakdown of Operating Profit



Note: Figures and comments below exclude the impact of exchange rates.

- Increased gross profit on higher sales: +¥16.61 billion
- Impact of change in the cost of sales ratio: +¥0.15 billion (0.1pt improvement)
  - ✓ Positive factors: Product mix: 0.5pt
  - ✓ Negative factors: cost of sales of products: 0.3pt; service costs: 0.1pt; transportation expenses: 0.1pt
- Higher SG&A and R&D expenses: -¥11.19 billion
  - ✓ Labor costs: Mainly due to an increase in personnel stemming from an increase in scale, as well as to higher unit labor costs: Approx. ¥8.2 billion
  - ✓ Expenses: Increase stemming from an expansion in scale and sales promotion activities: Approx. ¥2.1 billion

  *Higher R&D expenses: -¥0.05 billion

  We continued to invest at +7%, including the internally generated intangible assets.
- Higher expenses related to internal digitalization: -¥1.73 billion
- Changes in other operating income (expenses): -¥3.19 billion
  - ✓ Goodwill impairment loss: - ¥3.17 billion

- FX impact：+¥8.56 billion
  (excluding the ¥2.0 billion special factor in Q3 unrealized gains)

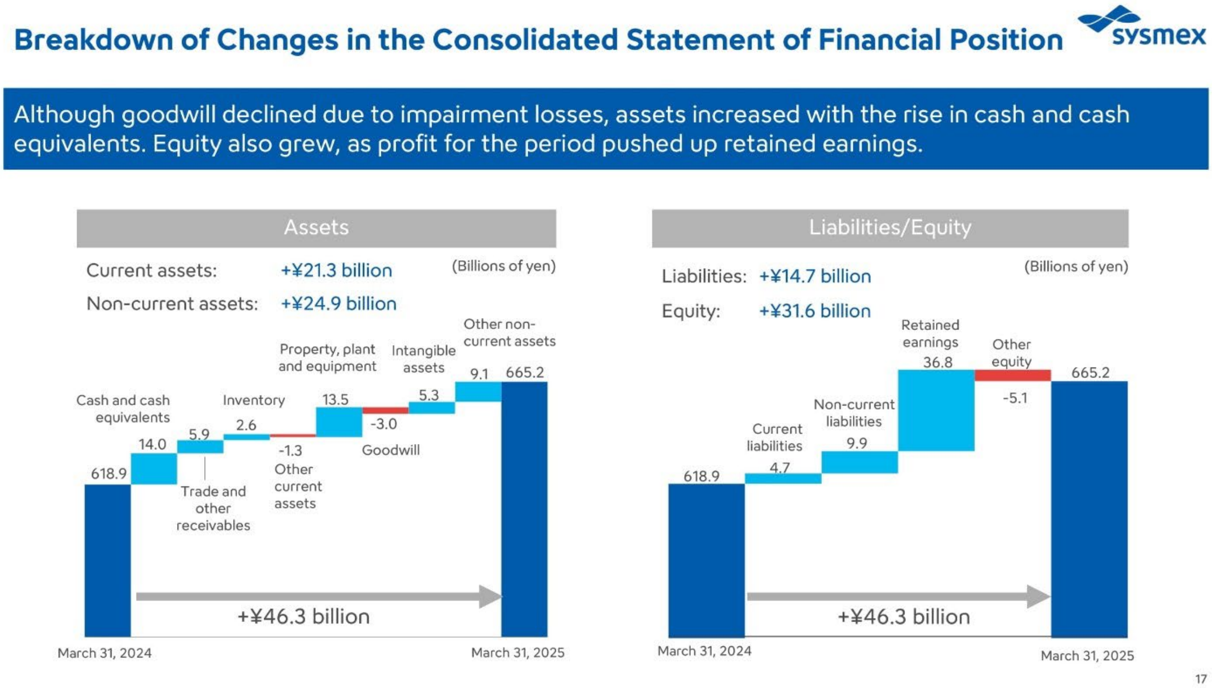
Please turn to page 16. This page outlines the factors behind the changes in operating profit.

Operating profit saw a significant increase due to higher gross profit from increased sales, a favorable product mix, and cost reductions that improved the cost-of-sales ratio.

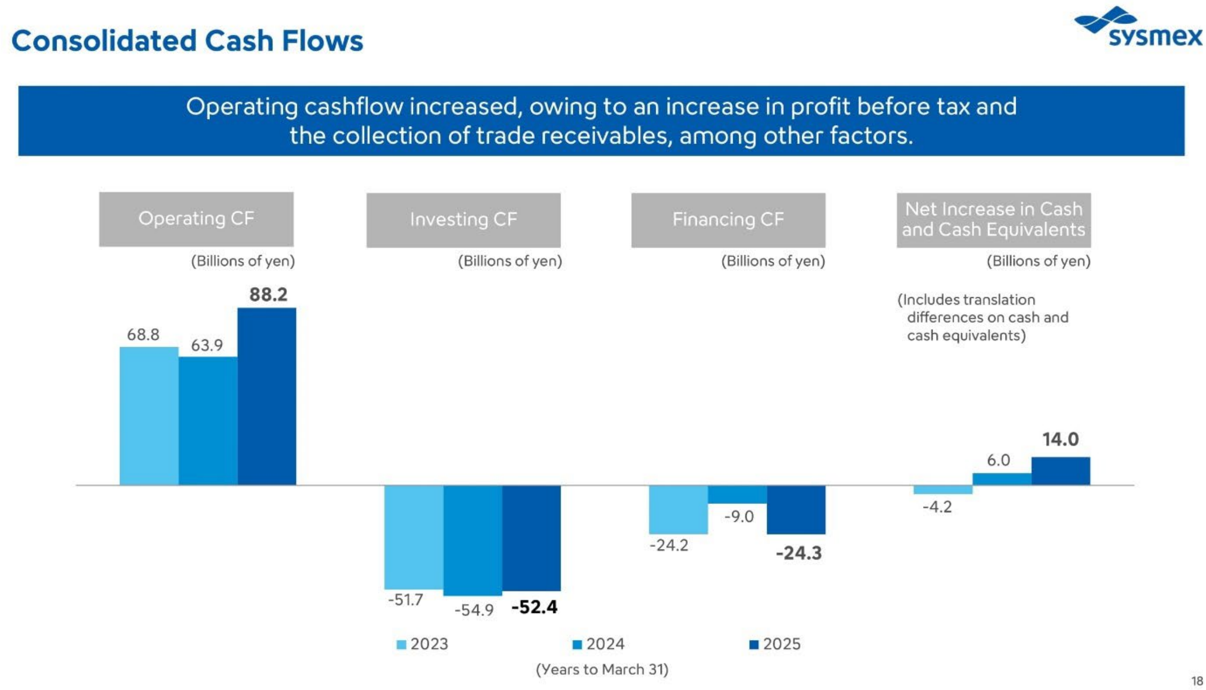
SG&A expenses increased by JPY17 billion from the previous fiscal year due to higher personnel and promotional costs accompanying business expansion. Additionally, digitalization costs rose by JPY1.7 billion as we rolled out implementations globally. However, all of these remained within our planned range.

As previously mentioned, while R&D expenses appear flat in the profit and loss statement, we are continuing to refine our development themes and making additional investments in product development.

Despite a JPY3.17 billion impairment loss on goodwill, we achieved a substantial profit increase of approximately JPY9.2 billion.



Please move on to page 17. This page shows our consolidated financial position as illustrated.



Please turn to page 18 for cash flow trends. Operating cash flow increased by JPY24.34 billion from the previous fiscal year, driven by higher pre-tax profit and collection of accounts receivable. We continued to invest in digitalization and local infrastructure development in emerging markets, similar to the previous year.

As a result, cash and cash equivalents at the end of the period increased by JPY14. 06 billion compared to the previous fiscal year.

Proposed Dividend for the Fiscal Year Ended March 31, 2025

sysmex

- The dividend amount is ¥2 higher than our initial forecast at the start of the year.

	Interim dividend	Year-end dividend	Total	Payout ratio
Fiscal year ended March 31, 2024	¥14	¥14	¥28	35.4%
Fiscal year ended March 31, 2025 (initial forecast)	¥15	¥15	¥30	35.0%
Fiscal year ended March 31, 2025 (proposal)	¥15	¥17*	¥32	37.4%

*We plan to propose this year-end dividend to the 58th Ordinary General Meeting of Shareholders.

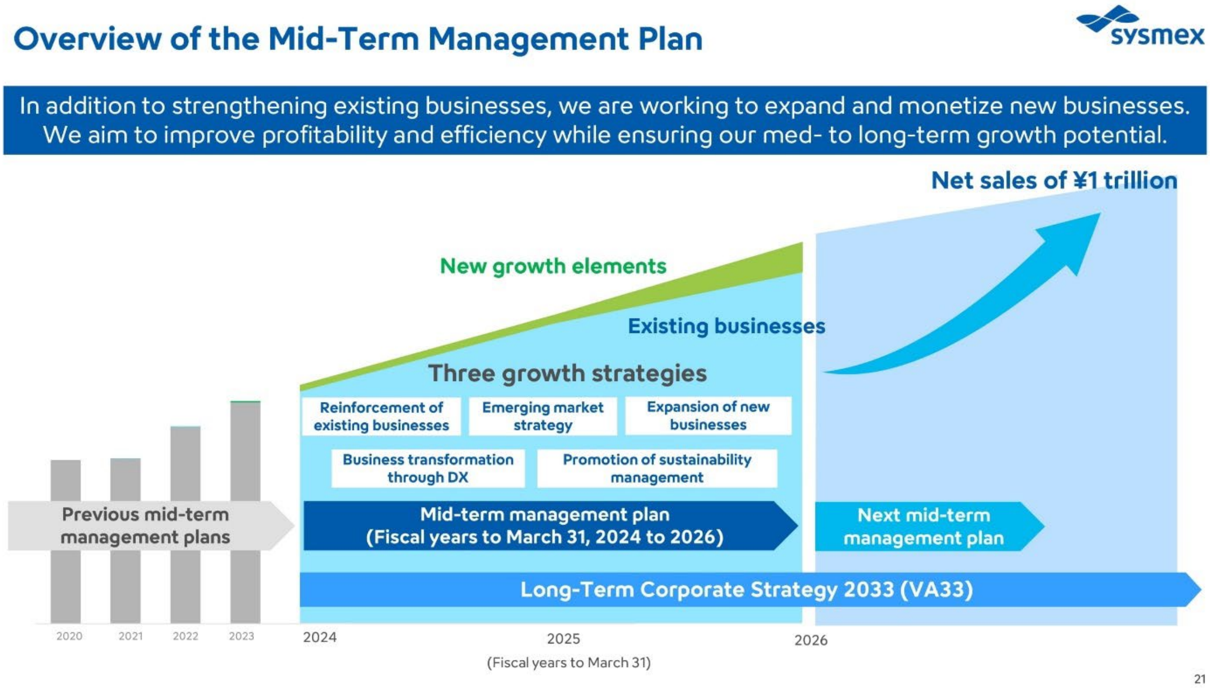
19

Please proceed to page 19. As our performance was strong, we plan to increase the dividend from the initially projected JPY30 to JPY32. This represents a JPY4 increase compared to last year.

3. Progress under the Mid-Term Management Plan

Please turn to page 20.

From here, we will explain the progress of our mid-term management plan.



Go to page 21.

Our current mid-term management plan spans three years, from the fiscal year ended March 2024 to the fiscal year ending March 2026. We have now completed two years, and this fiscal year marks the final year of the plan.

Under this plan, we have promoted three key growth strategies: reinforcement of existing businesses, emerging market strategy, and expansion of new businesses. We have also been advancing corporate transformation through DX and reinforcing sustainability management.

Here, we will share the progress and challenges of the current plan, as well as highlight key points for the next medium-term management plan.

Three Growth Strategies: Reinforcement of Existing Businesses (1)

sysmex

Hematology field

✓ **Progress**
- Commenced global launch of the XR-Series
- Strengthened market competitiveness through peripheral instruments (e.g., BT-50)
- Expansion of the installed instrument base spurred reagent sales growth

✓ **Future plans**
- Launch the XR-Series in the Americas

Urinalysis fiels

✓ **Progress**
- Launched product for the mid- to lower-tier markets (UF-1500)
- Expanded sales of the UN-Series in the North America

✓ **Future plans**
- Promote replacement at facilities using old model instruments

Immunochemistry field

✓ **Progress**
- Expanded the number of test parameters (61 as of March 2025)
- Launched Alzheimer's disease testing reagents; LDT testing started in the United States
- Sales fell short of expectations due to factors such as VBP in China

✓ **Future plans**
- Expansion and panel adoption of Alzheimer's disease test parameters
- Further expansion of test parameters

Life Science

✓ **Progress**
- Pivot performed toward business monetization
  - Reorganized Sysmex Inostics, initiated liquidation of certain subsidiaries
  - Narrowed down R&D themes

✓ **Future plans**
- Accelerate rollout of alliance products
- Rebuilt product portfolio

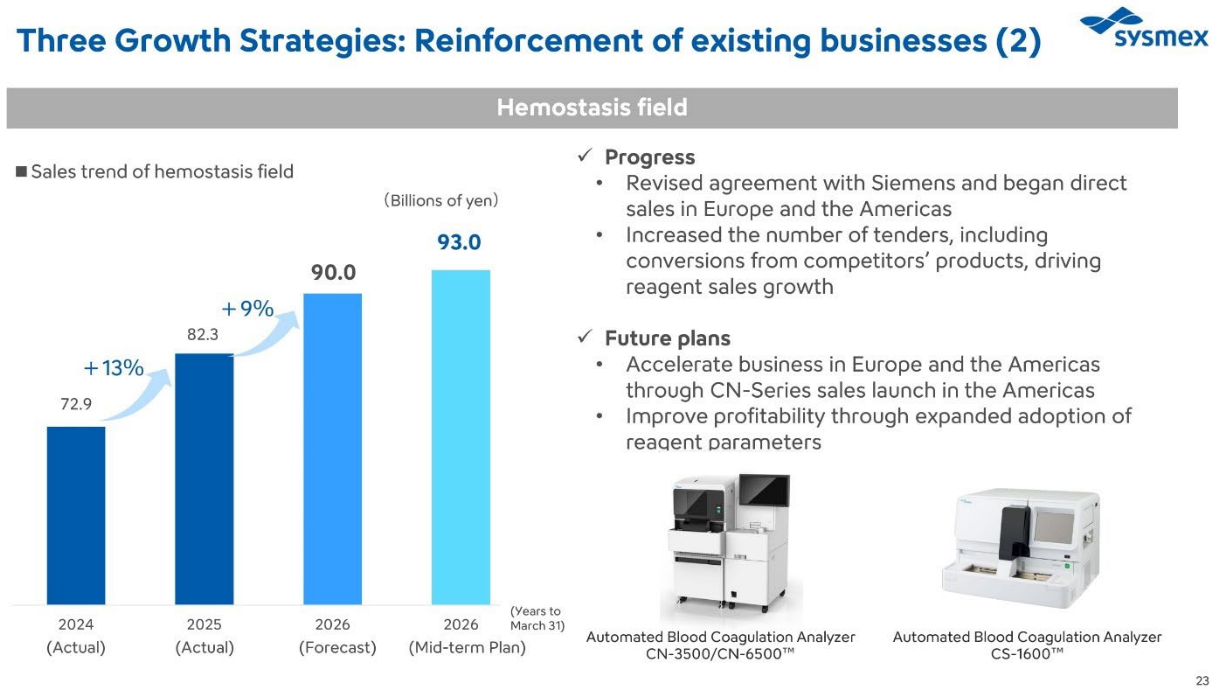
22

Please turn to page 22, covering the first of the three growth strategies: reinforcement of existing businesses.

In the hematology field, as shown here, the XR-Series continues to perform strongly across regions. Sales in the Americas are scheduled to begin next fiscal year, and we expect to exceed the targets set in our mid-term plan.

In the immunochemistry field, we had expected significant growth in China, but centralized purchasing led to price declines, putting us behind target. However, in terms of volume, we are expanding as planned. We aim to improve profitability through cost reduction, revisions to the sales scheme, and regional expansion. As for Alzheimer's disease testing, we have already generated approximately JPY1 billion in sales in the US, and we will continue promoting global expansion.

In the life science business, we pivoted the business toward monetization. For the heavily loss-making Sysmex Inostics, we have already begun shutting down Sysmex Inostics in the US, with associated shutdown costs recorded in the fiscal year ended March 2025. We have also narrowed our R&D themes to focus on those with clear sales potential. These measures are driving our efforts toward monetizing the life science business.



Please go to page 23.

In the hemostasis field, we launched direct sales in Europe and North America. In Europe, we are proceeding roughly as planned. In the Americas, there has been some delay compared to the plan, putting us slightly behind the mid-term target, but we are largely on track.

In the fiscal year ending March 2026, we plan to launch the CN-Series in the US, which we believe will accelerate sales.

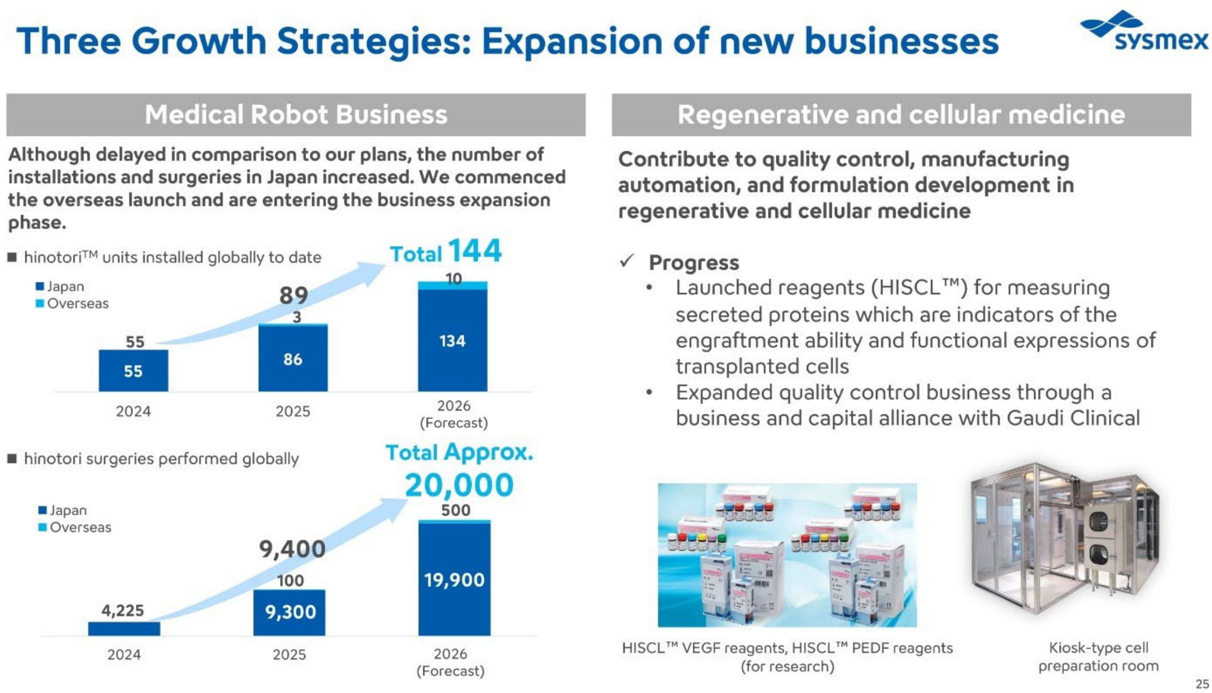
Please turn to page 24. This section covers the second of our three growth strategies: the emerging markets strategy.

Sales have expanded in India, Brazil, and the Middle East & Africa region—referred to internally as META—and we are now on track to exceed the targets of our mid-term management plan.

Our new plant in India has been completed and production has already begun. Products manufactured at this plant will comply with the “Make in India” initiative, meaning they will be produced using a certain proportion of locally sourced components. Shipments are scheduled to begin in H1.

Currently, competitors have yet to meet the Make in India requirements, giving us a competitive advantage. We also believe that the know-how gained here will be applicable to manufacturing operations in China going forward.

The Global South, led by India, is expected to continue expanding in scale and serve as a major driver of Sysmex’s growth.

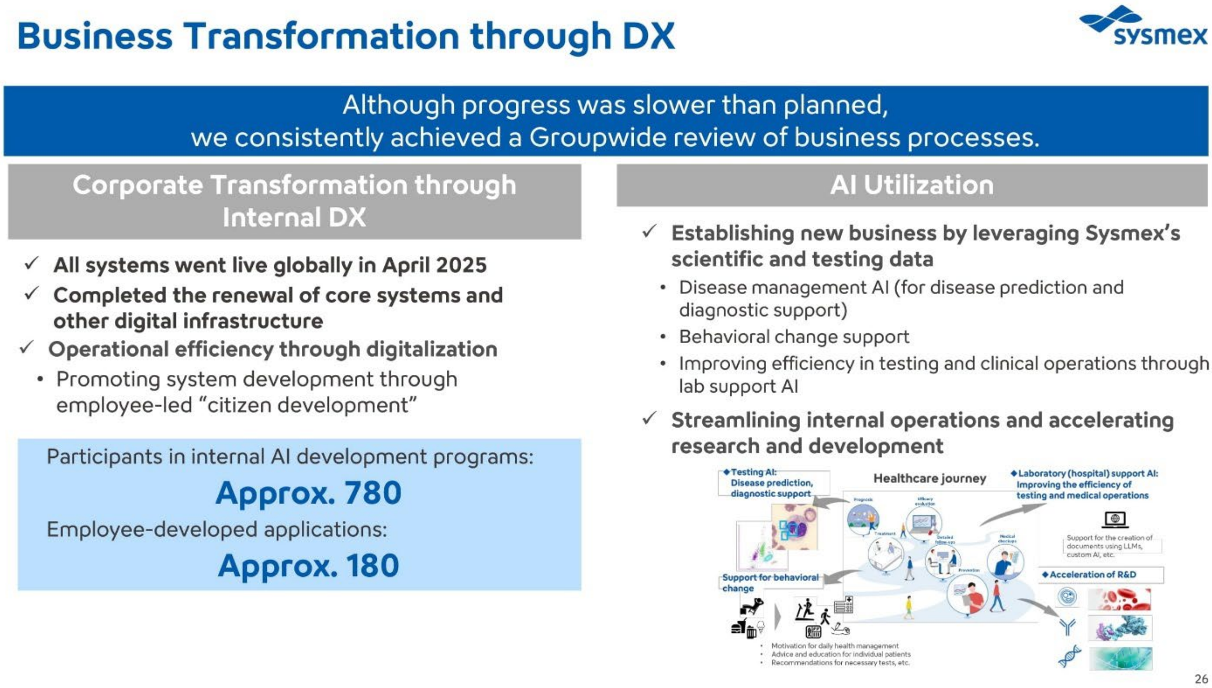


Please turn to page 25. This section covers the expansion of new businesses.

First, the medical robotics business hinotori, as mentioned earlier, has seen growth in both installation numbers and procedures. Due to our sales scheme involving leases and other models, sales fell far short of the mid-term plan target, but in terms of units installed, we are tracking about one year behind.

In Japan, we have installed systems in nearly all major university hospitals, and international deployment has also begun. Hinotori is now entering its growth phase as a business.

In the field of regenerative and cellular medicine, we are pursuing open innovation focused on three key areas: quality control, manufacturing automation, and formulation development. We are seeing promising results, as these areas align well with Sysmex's technological strengths. From the next mid-term management plan onward, we intend to move forward with full-scale commercialization.

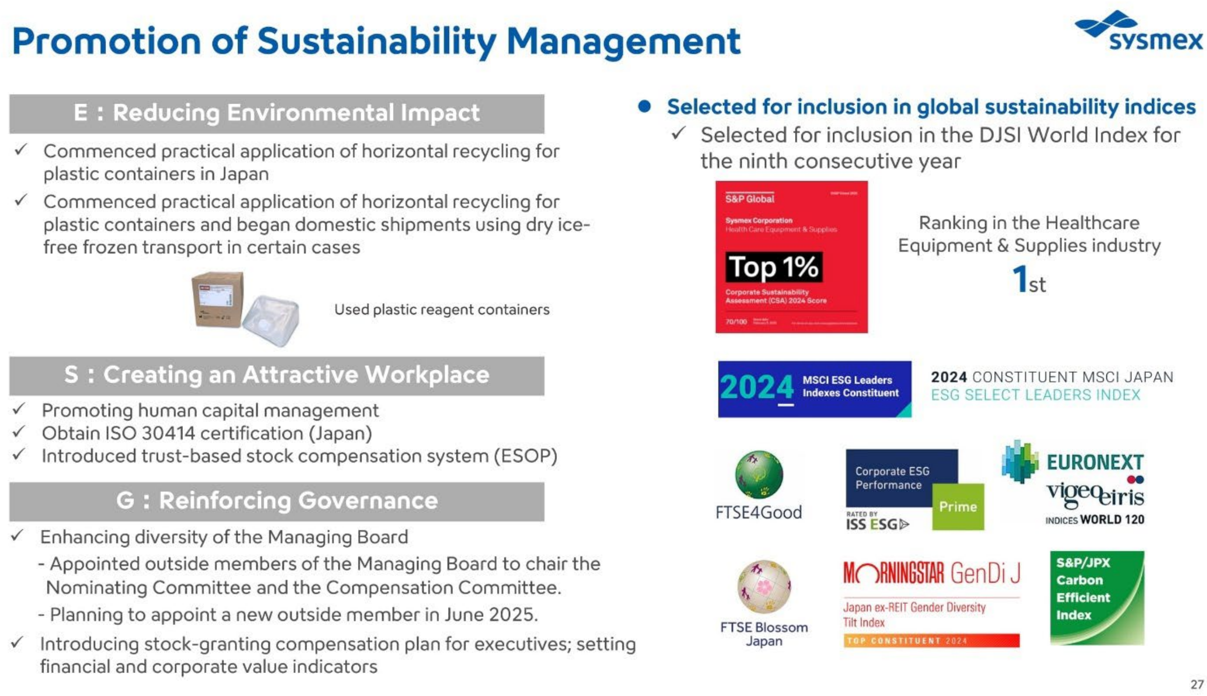


Please proceed to page 26. This section covers business transformation through DX.

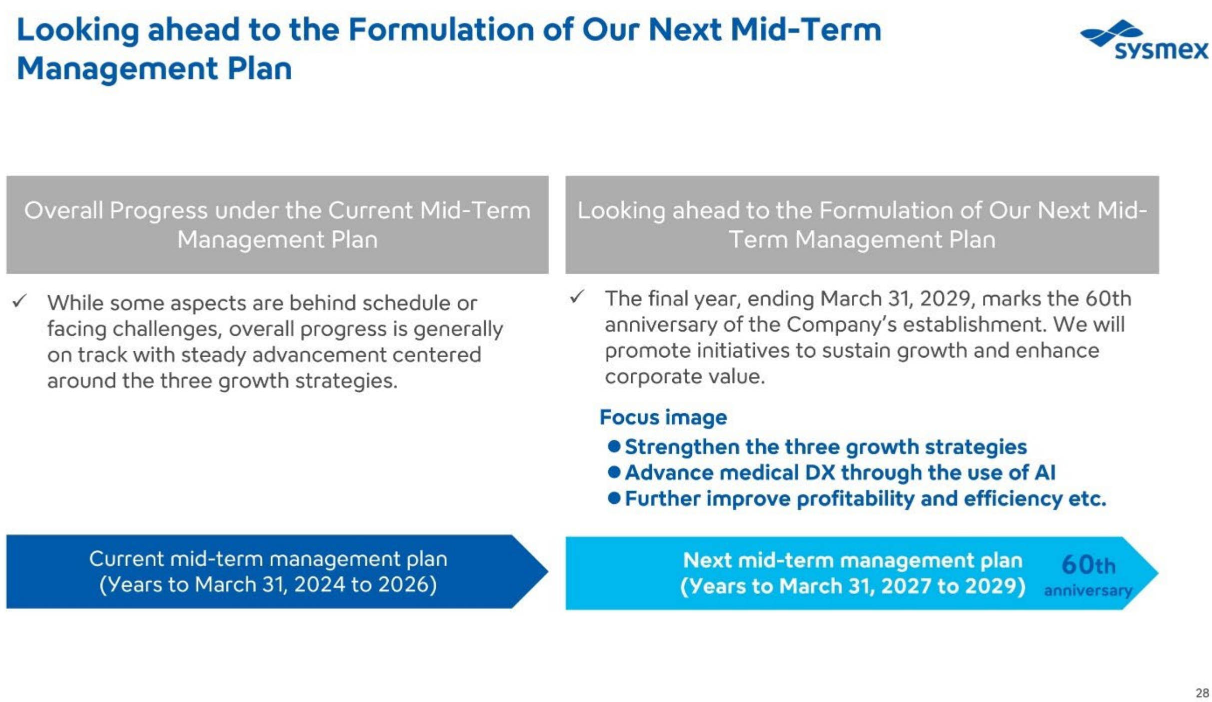
We have invested significant time and cost in building out internal digitalization, and with the final rollout in Japan completed last fiscal year, the system went live in April. With this, our global digital transformation is now complete. The investment phase is over, and going forward we will focus on operational efficiency through digitalization.

In terms of process improvement, we have launched citizen development initiatives: programs where employees themselves use IT and digital tools to improve operations.

Additionally, AI is a key technology for solving customer challenges and realizing the healthcare journey. Sysmex is currently developing proprietary AI technology through its R&D efforts.



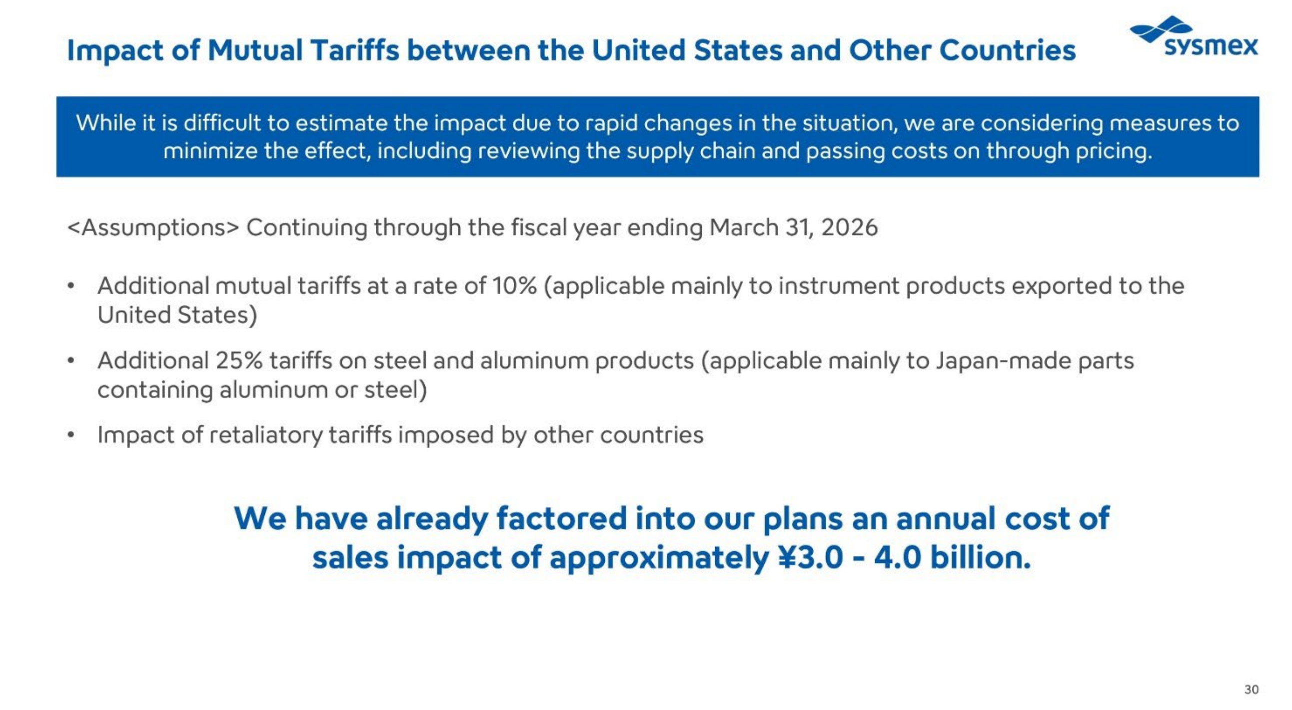
Please turn to page 27. This section discusses the promotion of sustainability management. In the area of sustainability, we are taking measures to reduce environmental impact, strengthen human capital, and enhance governance, as shown here. We have also received external recognition for these initiatives.



Please go to page 28. This page addresses the next mid-term management plan. While there have been some delays and challenges under the current plan, overall, we believe progress has been steady. This year, we will continue working toward achieving our targets. For the next mid-term management plan, we aim to further develop and evolve our current initiatives, while nurturing and commercializing the seeds planted during this current phase.

Please proceed to page 29.

From this point, we will explain our earnings forecast for the fiscal year ending March 2026.



Turn to page 30. This page addresses the impact of mutual US tariffs.

We manufacture many of our reagents in the US, and the impact relates to additional tariffs on specific items such as steel and aluminum included in devices and service parts exported from Japan. We currently estimate the financial impact to be between JPY3 billion and JPY4 billion, and this has been factored into our business plan.

At the end of last fiscal year, we took proactive steps such as increasing inventory in the US, which should help mitigate the effects. We will continue to respond flexibly as the situation evolves.

Financial Forecast for the Fiscal Year Ending March 31, 2026

sysmex

Although the external environment has seen some changes, business performance has remained solid, and we are projecting growth in both sales and profit

(Billions of yen)	Fiscal year ending March 31, 2026 Forecast	Ratio	Fiscal year ended March 31, 2025 Results	Ratio	YoY increase
Net sales	535.0	100.0%	508.6	100.0%	+5.2%
Cost of sales	251.0	46.9%	236.6	46.5%	+6.1%
SG&A expenses	161.0	30.1%	150.8	29.7%	+6.7%
R&D expenses	33.0	6.2%	31.4	6.2%	+4.9%
Operating profit	91.5	17.1%	87.5	17.2%	+4.5%
Profit attributable to owners of the parent	57.0	10.8%	53.6	10.6%	+6.2%

Planned investment	Capital expenditure: ¥50.0 billion	Depreciation and amortization: ¥45.0 billion

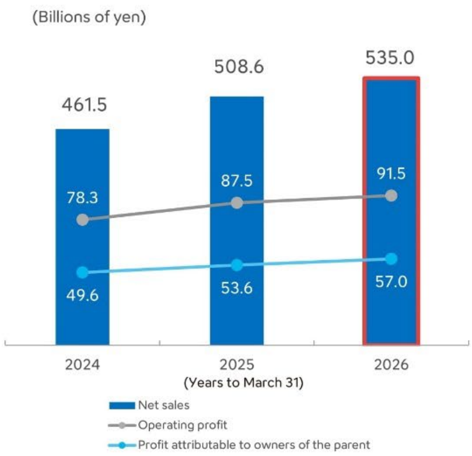
● **Assumed exchange rates**

	Fiscal year ending March 31, 2026	Fiscal year ended March 31, 2025
1 USD	¥142.0	¥152.6
1 EUR	¥160.0	¥163.8
1 CNY	¥19.5	¥21.1

● **Exchange rate sensitivity**

	Net sales (year)	Operating profit (year)
USD	¥0.81 billion	¥0.11 billion
EUR	¥0.60 billion	¥0.50 billion
CNY*	¥0.58 billion	¥0.43 billion

*Exchange rate sensitivity: 0.1 yen basis



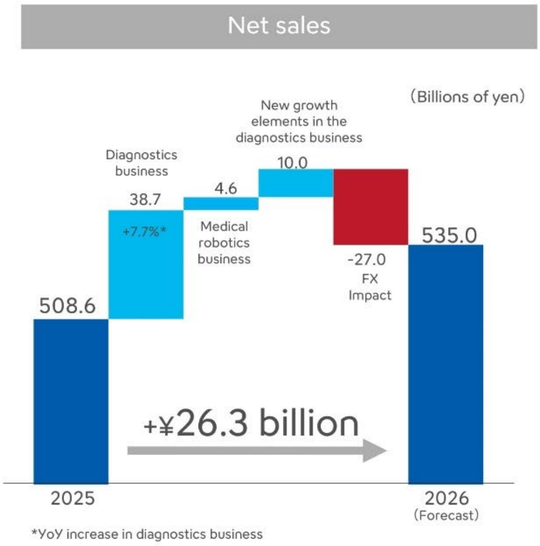
31

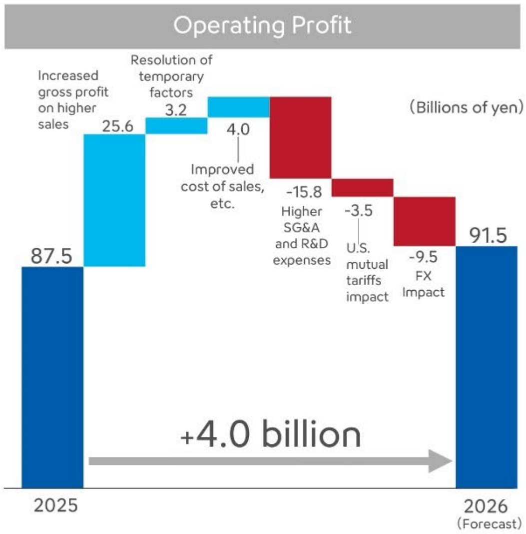
Please move on to page 31.

Taking into account the US tariffs and exchange rates set at JPY142 to the dollar, JPY160 to the euro, and JPY19.5 to the yuan, our earnings forecast is as follows:

We expect sales to grow by approximately 5% to JPY535 billion, and operating profit to increase by 4.5% to JPY91.5 billion.

Breakdown of Net sales and Operating Profit in the Fiscal Year Ending March 31, 2026





Please turn to page 32. Here are the details.

We project 7.7% growth in the diagnostics business and plan for an additional JPY4.63 billion in sales from the medical robotics business.

Under new growth drivers in the diagnostics domain, we anticipate approximately JPY10 billion in contributions from partnerships with other companies that leverage our global network.

After deducting the impact of exchange rates, this brings our total sales projection to JPY535 billion.

For operating profit, contributing factors include increased gross profit from higher sales, the absence of one-time factors such as impairment losses, and improvements in cost ratios. These improvements include the shutdown of Sysmex Inostics in the U.S., reduced licensing fees, and enhanced cost ratios in both the diagnostics and medical robotics businesses, together contributing approximately JPY4 billion.

Offsetting factors include increased SG&A expenses, the impact of US tariffs, and foreign exchange effects, resulting in a planned operating profit of JPY91.5 billion.

Forecast for the Fiscal Year Ending March 31, 2026 in Relation to the Mid-Term Management Plan

sysmex

We are redesigning the plan to be more flexible and strategic, taking into account changes in the external environment since the time of initial planning.

(Billions of yen)	Mid-Term Management Plan (Targets for the final year, ending March 31, 2026, as announced in May 2023)		Forecast for the Fiscal Year Ending March 31, 2026	
	Results	Ratio	Results	Vs. plan
Net sales	560.0	100.0%	535.0	95.5%
Operating profit	112.0	20%	91.5	81.7%
ROE	16%	—	12%	(4.0) pt
Net Sales by Field				
Hematology field	297.0	—	308.0	104%
Urinalysis field	43.0	—	43.0	100%
Hemostasis field	93.0	—	90.0	97%
Immunochemistry field	40.0	—	26.5	66%
Life Science	31.0	—	25.0	81%
Medical robotics business	27.0	—	10.0	37%

- **Net sales**: **remain solid.**
- **Operating profit**: internal digitalization was delayed compared to the plan, leading to **increased investment** and **slower-than-expected improvements** in profitability and productivity.

- **Hematology: we made steady progress**, driven by the rollout of the XR series and acceleration in emerging markets.
- **Urinalysis: we made steady progress**, driven by the expansion of UN-series sales in North America and other factors.
- **Hemostasis:** sales grew, with expansion into new regions, but approval of the CN-Series in the United States **took a little longer than expected**, causing delays.
- **Immunochemistry:** progress was also **delayed** due to such factors as the impact of VBP in China.
- **Life Science**: progress is **delayed than expected**. We are conducting a comprehensive review by pivot.
- Medical Robotics: although the ramp-up took time approx.1 year delayed, the number of installations and procedures increased steadily; however, sales **fell short of expectations** due to a high proportion of lease-based installations.

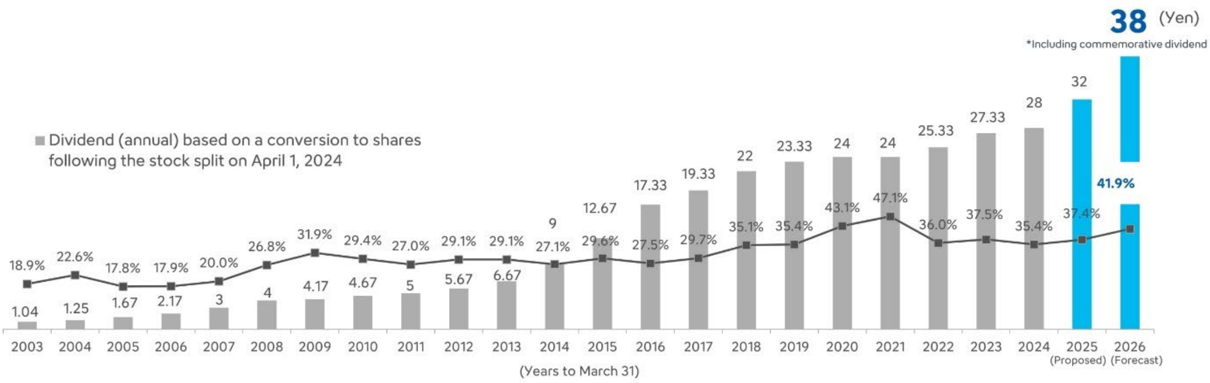
33

Please go to page 33. This page shows the gaps between the targets in the medium-term management plan and our projections for the fiscal year ending March 2026. We are on track in hematology, urinalysis, and hemostasis, but remain behind in immunochemistry, life sciences, and the medical robotics business.

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

sysmex

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.



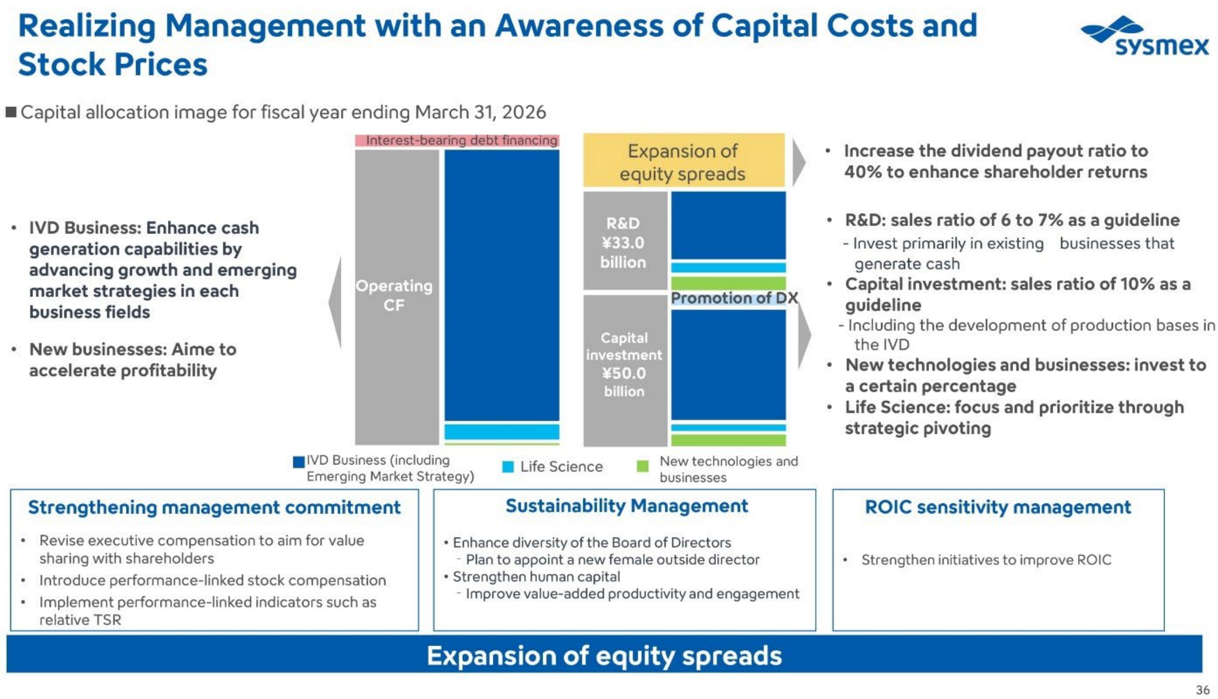
34

Please turn to page 34. This is the final section, regarding dividends. As mentioned at the beginning, we aim for a dividend payout ratio of 30–40% and intend to adopt a progressive dividend policy.

Based on this policy, we plan to raise the dividend by JPY6 to JPY38 for the fiscal year ending March 2026.

That concludes my presentation. Thank you for your attention.

Iizuka: My name is Iizuka. From here, I will present the next three slides. Thank you for your continued attention.



Please look at slide 36.

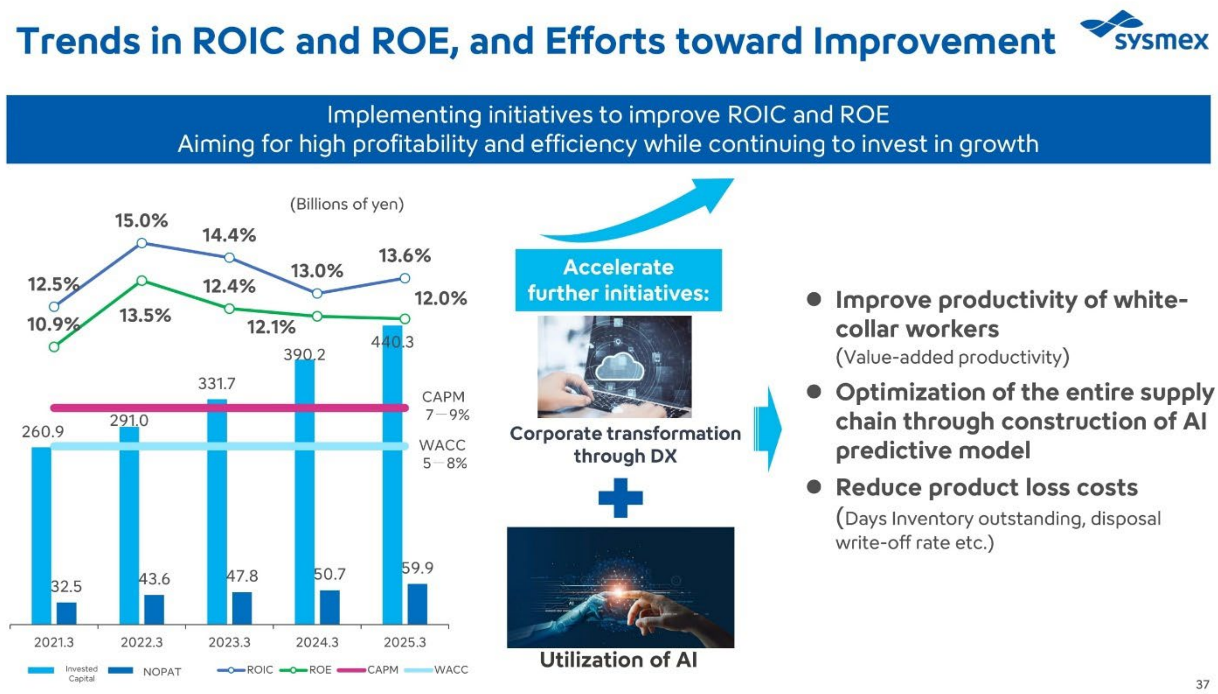
Originally, we wanted to present a capital allocation plan covering the entire period of the mid-term plan, but what we are showing here is an image of allocation for the current fiscal year ending March 2026.

Our fundamental approach is to enhance cash generation from our core IVD business, while continuing to push forward with the business pivot in life sciences that began in earnest last fiscal year. This is aimed at improving the profitability of the life sciences segment as well.

As Asano mentioned earlier, the cash generated will support enhanced shareholder returns, with a dividend payout ratio target of 40%. As shown here, the remaining allocation will primarily be directed toward the IVD business, our main cash generator. We will focus investments on future-oriented areas such as digital healthcare and technological innovation, including R&D and capital expenditures. Capital expenditures will include new factories, and instruments for customers under lease agreements, all with IVD at the core.

For the life sciences business, as noted, we will align investment with the business pivot, focusing on profitability and market growth potential, and targeting areas with strong future sales prospects.

In terms of new businesses and technologies, we will continue to invest within a set range as part of our overall investment portfolio. Of course, this is an annual plan, and we will maintain flexibility while generating cash. Regarding interest-bearing debt, we plan to raise funds as needed in a timely manner.



Next, slide 37.

As shown here, ROE and ROIC were impacted in the fiscal year ended March 2021 due to COVID-19, but have remained relatively stable since.

This is largely due to increased working capital, digital transformation investments, and a rise in intangible assets. Going forward, we aim to improve these indicators.

As Asano mentioned, our major digitalization investments are now complete. From here, we will work to optimize white-collar productivity and the entire supply chain by incorporating new operational systems, workflows, and AI prediction models, with the goal of raising ROIC and ROE.

Introduction of a Stock Compensation Plan for Executives (Commencing Operation in August 2025)

sysmex

Enhancing the link between executive compensation, business performance, and share price to share value with shareholders

■ Overview of executive compensation plan

- **Introduce performance-linked stock compensation**
  Note: Shares are acquired from the stock market using BIP trust*1 framework.
- **Performance-linked indicators are set for each mid-term management plan based on the prevailing business environment**

Financial indicators
- ✓ Net sales
- ✓ Operating profit margin
- ✓ ROE

Corporate value indicators
- ✓ Relative TSR*2
- ✓ Value-added productivity
- ✓ Zero product losses
  Complete shift to recycled and environmentally friendly materials

*1 BIP: Board Incentive Plan, a scheme in which the company grants its own shares to directors and others during their tenure or upon retirement, primarily for the purpose of providing incentives.

*2 Relative TSR: Total shareholder return (TSR), representing overall return to investors (capital gains + dividends), compared against a benchmark group of companies

38

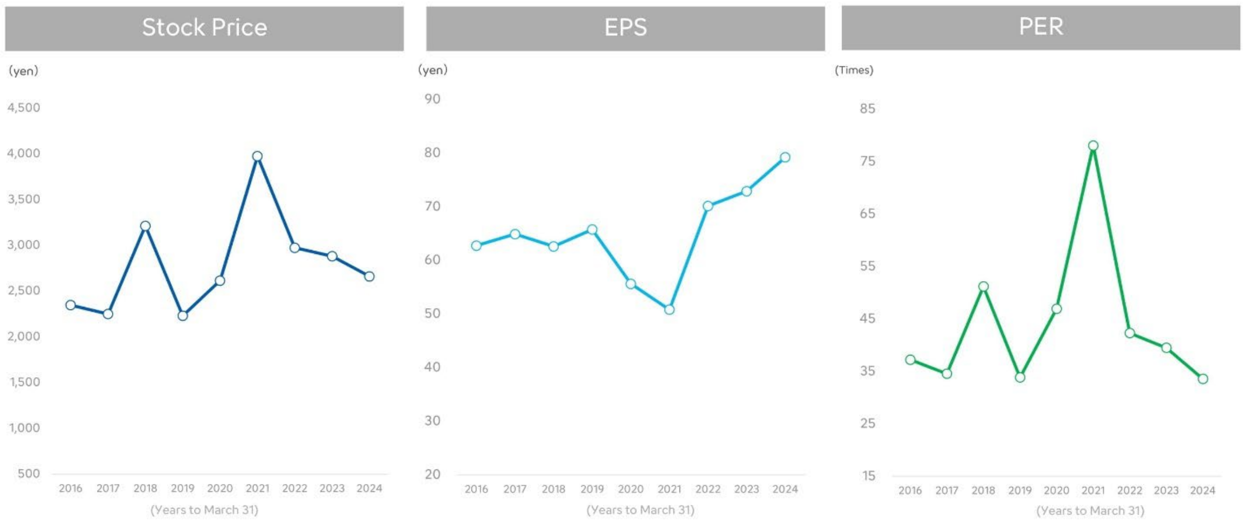
Next, please refer to slide 38.

As briefly mentioned earlier, we would like to propose the introduction of a new stock compensation system for executives.

This new system will integrate our existing executive stock ownership plan and the previously implemented, albeit irregular, stock option programs. By introducing this new stock-based compensation plan—linked to company performance—we aim to raise the performance-linked portion of total executive compensation to over 70%.

As shown here, the performance indicators will include both financial and non-financial metrics that reflect corporate value. These will also incorporate measures such as relative TSR. Through this approach, we hope to align executive compensation with shareholder value creation.

Trends in Sysmex's Stock Price, EPS, and PER



Numbers (actual) converted to post-split basis. As of April 1, 2024 (Three-for-one stock split).

39

Slide 39 is provided as reference material. It includes figures such as our stock price, EPS, and PER, and we will continue to manage the company with a strong focus on these financial indicators.

That concludes my presentation. Thank you very much.

[END]