Presentation

Matsui: Good morning, everyone. I am Matsui, President of the Company. Thank you. This will be my first opportunity to explain the financial results since taking office this past April. Today, I would like to give a candid overview of the previous medium-term management plan, our current business performance, and our approach under the new management structure.

Please see the third page. First, I would like to explain our policy for initiatives under the new management structure.

The previous medium-term management plan, which was completed at the end of last fiscal year, fell far short of its initial targets. As the new president, I take seriously the fact that both the external environment and our company's response to it were factors, and that our shareholders and investors gave us a harsh evaluation of our information disclosure and our approach to dialogue with the capital markets.

The most important thing I see as the start of the new management structure is the recovery of our business performance. And the next step is to rebuild trust with the capital markets. We will continue to engage in dialogue with our stakeholders based on our basic management stance of transparent information disclosure and accountability.

The three policies set forth above are clear answers to the challenges of the past.

The first, selection and concentration and disciplined capital allocation, explicitly applies ROIC, IRR, and payback period as hurdle rates based on business characteristics as an answer to the capital efficiency challenge.

The second is to go back to the basics, returning management to the diagnostics business, which is our true strength, and re-strengthening our earning power.

Third, we will further enhance shareholder returns by maintaining progressive dividend payments and combining them with share buybacks, even in the face of a downturn in business performance.

Through these efforts, we will re-enforce the strength and earning power of the diagnostics business and realize continuous improvement of corporate value.

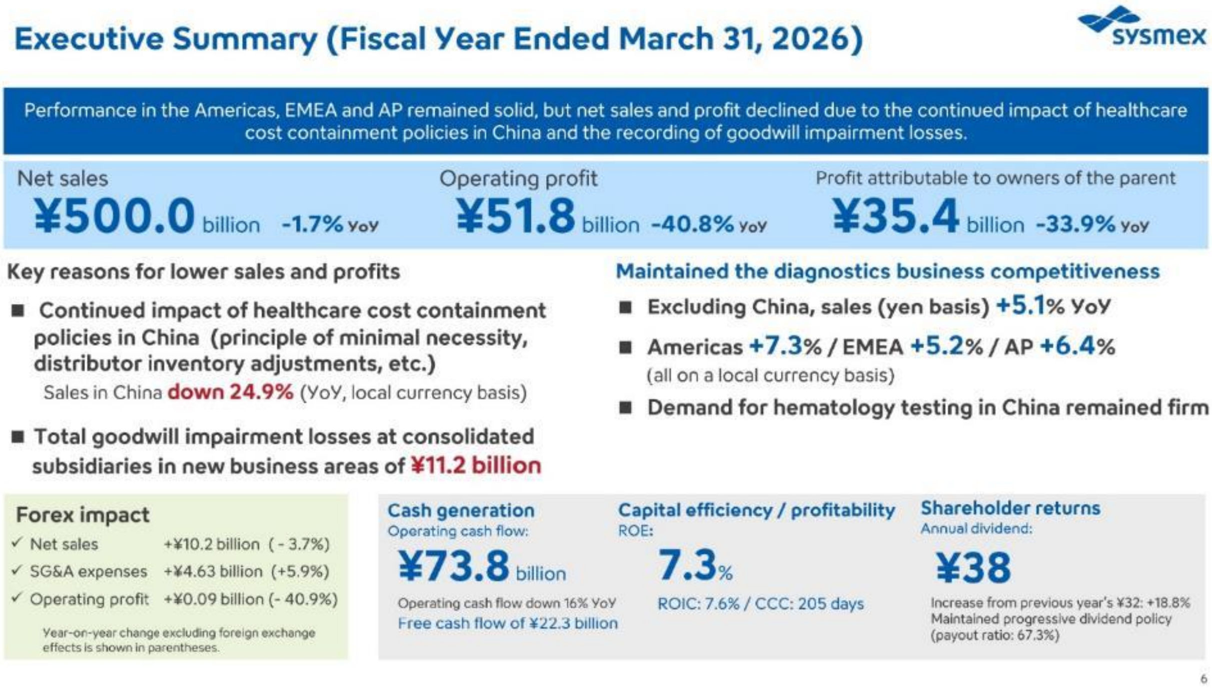
Index

1. Executive Summary
2. Business Results, Fiscal Year Ended March 31, 2026
3. Strategic Themes under the Mid-Term Management Plan
4. Financial Forecast for the Fiscal Year Ending March 31, 2027

(Appendix)

4

Please see the fourth page. Today, I will explain these four points.

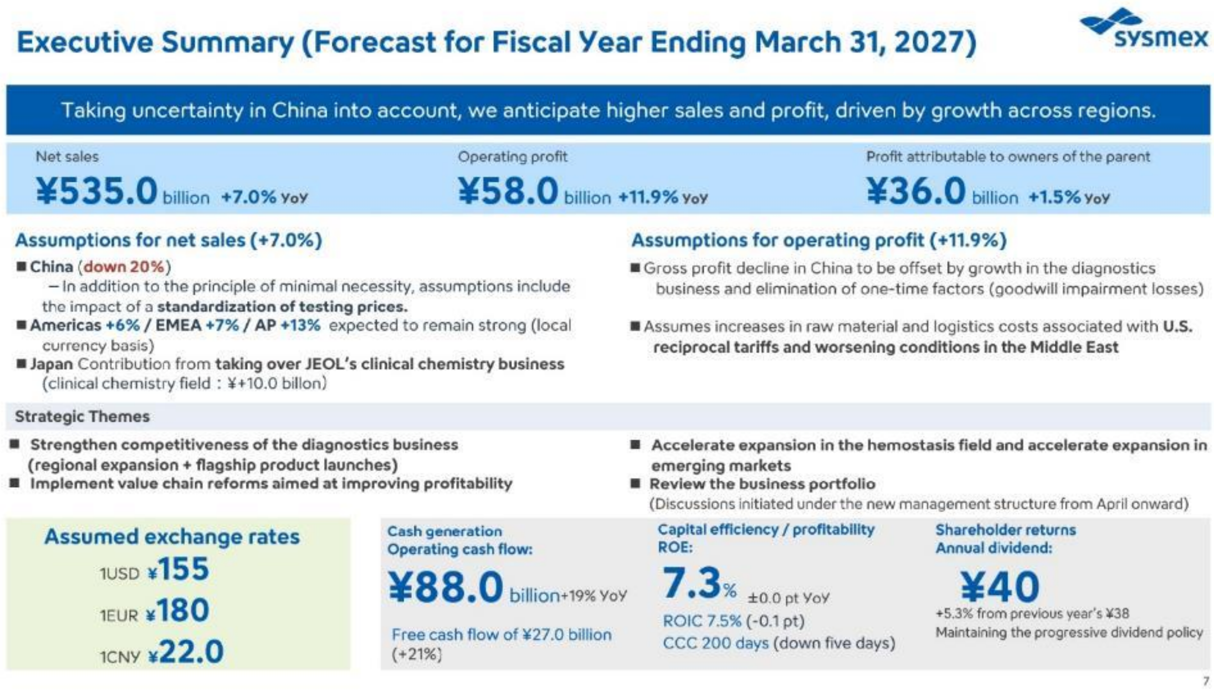


Please see the sixth page. The results for the previous fiscal year ended March 31, 2026, were net sales of JPY500 billion, operating profit of JPY51.8 billion, and profit attributable to owners of the parent of JPY35.4 billion, resulting in lower sales and profit. This fact is taken seriously by the new management structure as a result of the previous medium-term management plan.

The main reasons for the decrease in sales and profit are divided into two categories of different nature. The first is the external environmental factor of the continuing impact of China's healthcare cost containment policy. The second is the recognition of goodwill impairment of consolidated subsidiaries in new areas, a decision based on a reassessment of business plans after the establishment of the new structure. I will explain details later.

On the other hand, it is important to emphasize the fact that, with the exception of China, the diagnostics business remains competitive. The three main regions of the Americas, EMEA, and AP all showed solid growth on a local currency basis. Even in China, we believe that demand for hematology testing itself has been maintained, and that the Company's brand value remains strong.

The annual dividend was also increased from the previous year. Despite the decline in profits, we will adhere to our progressive dividend policy and fulfill our promise to return profits to shareholders as forecasted at the beginning of the fiscal year.



Please see the seventh page. Next is the forecast for the current fiscal year.

Under the new management structure, our first business plan calls for a return to higher sales and profit. However, it is important to emphasize here that uncertainty is factored into China's assumptions. In addition to the continued impact of the principle of the minimum necessary, the impact of the newly underway standardization of testing prices was also factored in.

We are taking a hard look at China's uncertainties. However, at this point, the details of the policy for the standardization of testing prices have not been officially announced, and we cannot rule out the possibility that our assumptions may change depending on policy trends. This is a concrete commitment by the new management structure to engage in transparent dialogue.

Growth is supported by growth in the Americas, EMEA, and AP, as well as contributions from the biochemical business from JEOL, which was taken over in April of this year. We will steadily build a business foundation that is not dependent on uncertainties in China alone.

Shareholder returns will be further strengthened by raising the annual dividend and proceeding with the share buyback already announced.

2. Business Results, Fiscal Year Ended March 31, 2026

Please see page eight. Thereafter, I will first explain in detail the financial results for the fiscal year ended March 31, 2026.

Financial Highlights (Year on Year)

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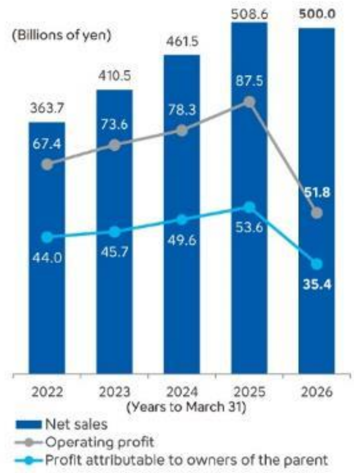
(Billions of yen)	Fiscal year ended March 31, 2026		Fiscal year ended March 31, 2025		YoY (Previous period = 100%)
	Results	Ratio	Results	Ratio	
Net sales	500.0	100%	508.6	100%	98.3%
Cost of sales	244.3	48.9%	236.6	46.5%	103.2%
SG&A expenses	164.3	32.9%	150.8	29.7%	109.0%
R&D expenses	29.1	5.8%	31.4	6.2%	92.7%
Other income (expenses)	(10.3)	(2.1)%	(2.0)	(0.4)%	-
Operating profit	51.8	10.4%	87.5	17.2%	59.2%
Profit attributable to owners of the parent	35.4	7.1%	53.6	10.6%	66.1%

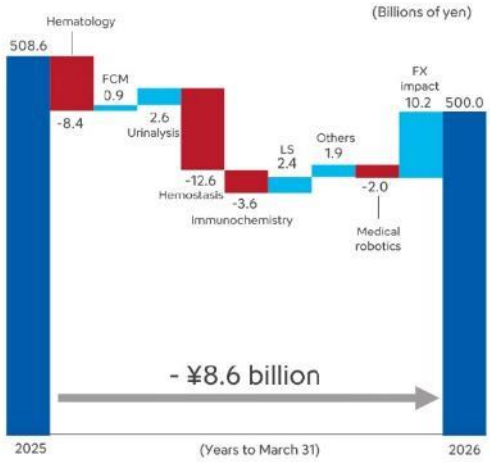


	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025
1USD	¥150.8	¥152.6
1EUR	¥174.8	¥163.8
1CNY	¥21.2	¥21.1

Please see page nine. This is a YoY comparison of the statement of income. The main factors behind the decline in profit were lower sales excluding the impact of foreign exchange, deterioration in the cost of sales ratio, higher SG&A expenses, and goodwill impairment losses. I will break down and explain each of these later on the page showing the factors behind the change in operating profit.

Breakdown of Net Sales (by Business and Field)

Sales by Business and Field



(Billions of yen)	Fiscal year ended March 31, 2026 Results	Ratio	YoY (Previous period = 100%) Yen basis	Excluding FX impact	Excluding China (Yen basis)
Net sales	500.0	100.0%	98.3%	96.3%	105.1%
Hematology	299.4	59.9%	98.7%	97.2%	103.3%
FCM	4.6	0.9%	128.9%	125.0%	123.9%
Urinalysis	44.0	8.8%	107.9%	106.5%	117.5%
Hemostasis	72.4	14.5%	87.9%	84.6%	103.3%
Immunochemistry	22.3	4.5%	86.3%	86.1%	93.3%
Clinical chemistry	2.9	0.6%	80.3%	80.5%	88.7%
Life science	24.9	5.0%	117.1%	111.7%	117.1%
Others	25.9	5.2%	115.7%	111.8%	115.8%
Diagnostic business	496.7	99.3%	98.7%	96.7%	105.7%
Medical robotics business	3.3	0.7%	61.5%	61.4%	61.5%

Please see page 10. On this slide, I will first show the YoY changes in net sales by business and field.

We would like to draw your attention to the right-hand column of the table, which is based on yen, excluding China.

First, companywide sales grew by a positive 5.1% YoY, excluding China. The fact is that our business is indeed on a growth trajectory if you look outside of China.

Second, hematology is our core field. Overall, there is a slight decline, but with the exception of China, growth is positive. The competitiveness of our core businesses remains firmly intact.

Third is the hemostasis field. At first glance, overall sales appear to be down significantly, but even here, with the exception of China, we are on a positive growth trajectory. The overall figure was significantly affected by the decline in the number of tests in China. Centered on Europe and the Americas, the hemostasis field is growing and has not slowed. Rather, as we will explain later, we are about to enter a full-fledged growth phase.

What we are presenting here is one point that we would like to ask you to evaluate our business foundation separately from the issue of a single country, China. We hope that you will make a clear distinction between China's structural adjustment and our inherent competitiveness.

Breakdown of Net Sales (by Destination and Product Type)

Net sales were down, owing to the impact of performance in Japan and China, although sales rose firmly in the Americas, EMEA, and AP.

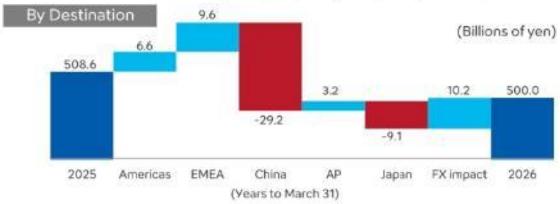
(Billions of yen)	Fiscal year ended March 31, 2026 Results	Ratio	YoY (Previous period = 100%) Yen basis	Local currency basis
Net sales	500.0	100.0%	98.3%	96.3%*
Americas	139.2	27.9%	106.2%	107.3%
EMEA	158.0	31.6%	112.6%	105.2%
China	89.4	17.9%	75.8%	75.1%
AP	54.6	10.9%	106.4%	106.4%*
Japan	58.6	11.7%	86.5%	-
Instruments	103.2	20.6%	99.0%	96.2%*
Reagents	307.9	61.6%	98.1%	96.5%*
Services	69.2	13.9%	101.3%	99.8%*
Others	19.5	3.9%	88.4%	82.9%*

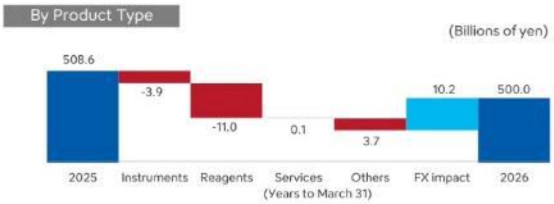
*Year-on-year change on a yen basis, excluding the impact of exchange rate fluctuations

Major Reasons for Changes by Destination

Note: On a local currency basis

Americas	• Favorable performance continued in North America, while Central and Latin America achieved strong growth, including double-digit growth in Brazil, resulting in **higher sales** overall.
EMEA	• Strong performance in hematology and urinalysis across major countries and Eastern Europe offset sales declines in the Middle East, resulting in **higher sales**.
China	• **Sales declined** due to the expanding impact of healthcare cost containment policies (including the principle of minimal necessity), as well as expanded inventory adjustments driven by the worsening financial conditions of distributors.
AP	• **Sales increased** as major countries, including India, continued to achieve strong growth. (In Q4 alone, sales increased significantly by 17.8% year on year.)
Japan	• **Sales decreased** due to the impact of accelerated reagent sales resulting from a system transition in 4Q of the previous fiscal year, in addition to a reaction to strong hematology instrument sales in the previous fiscal year and lower sales in the medical robotics business associated with worsening hospital management.



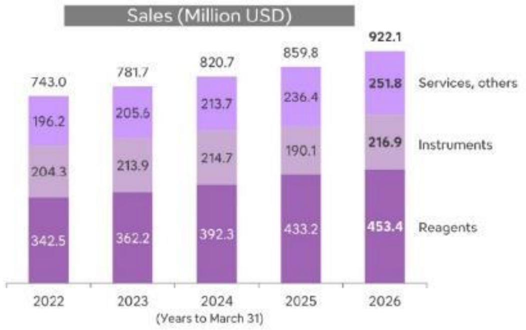


Please see page 11. On this slide, I will first show the YoY changes in net sales by destination and product type.

By region, sales in the Americas, EMEA, and AP grew steadily, while overall sales declined due to the impact of Japan and China. We believe that the revenue decline in Japan is a transitory factor. China will be explained in more detail on the next page.

Information by Destination (Americas)

(Million USD)	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	YoY (Previous period = 100%) Local currency basis	Yen basis
Net sales	**922.1**	859.8	**107.3%**	106.2%
Instruments	**216.9**	190.1	**114.1%**	113.2%
Reagents	**453.4**	433.2	**104.7%**	103.5%
Services, others	**251.8**	236.4	**106.5%**	105.3%



Favorable performance continued in North America, while Central and Latin America achieved strong growth, including double-digit growth in Brazil, resulting in **higher sales** overall.

- **Instruments**
  - ✓ Installations progressed steadily, and performance was favorable in the hematology and urinalysis fields.
  - ✓ In particular, in the urinalysis field, installations at large-scale facilities progressed in both North America and Central and Latin America.
- **Reagents**
  - ✓ Sales increased, supported by solid performance in the hematology and urinalysis fields.
  - ✓ In the hemostasis field, reagent sales are expected to increase going forward in line with growth in instrument placements.
  - ✓ Amyloid β testing reagents also remained firm (Net sales: USD 9.3 million, up 39.3% year on year).

Please see page 12. First, the Americas.

The Americas is a very important strategic market for us. In addition to the strong performance in North America, double-digit growth continued in Brazil and other Central and South American countries, with steady expansion in both instrument and reagents.

What I would particularly like to highlight is the hemostasis field. We are in the process of installing the instrument first, and we expect full-fledged growth in reagent sales to begin in the future. The business structure is such that profitable reagent sales will grow later as the number of instrument in operation increases, and we believe this will contribute significantly to future profitability.

Information by Destination (EMEA)

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(Million EUR)	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	YoY (Previous period = 100%)	
			Local currency basis	Yen basis
Net sales	**902.7**	857.9	**105.2%**	112.6%
Instruments	**214.6**	199.8	**107.4%**	115.4%
Reagents	**551.5**	526.0	**104.9%**	112.0%
Services, others	**136.5**	132.0	**103.5%**	110.6%

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

Strong performance in hematology and urinalysis across major countries and Eastern Europe offset sales declines in the Middle East, resulting in **higher sales**.

- **Instruments**
  - ✓ Through direct sales, performance in the hematology and urinalysis fields was favorable in Italy, while in France we achieved the winning of major tenders for the XR™-Series at commercial labs.
  - ✓ In the hemostasis field, sales increased following the acquisition of large-scale tenders in Germany, France, and other countries.
- **Reagents**
  - ✓ Sales increased across all fields, including strong performance in the urinalysis field driven by growth in the installed instrument base.
  - ✓ In the hemostasis field, sales also expanded in Germany, Egypt, and other countries in line with the increase in the installed instrument base.

13

Please see page 13. EMEA.

Sales in EMEA were up 5.2% in local currency terms, with the major countries and Eastern Europe leading the increase. While the region is experiencing steady and bottomless growth, notable structural changes are underway. The effects of the shift to a direct sales structure have become apparent, with significant growth in Italy and the ability to win large projects. In the hemostasis field, where we began direct sales in the fiscal year ended March 31, 2025, we have also won large-scale projects in Germany, France, and other countries, and this is developing into a new growth driver for EMEA.

Information by Destination (China)

(Million CNY)	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	YoY (Previous period = 100%) Local currency basis	Yen basis
Net sales	**4,207.2**	5,605.4	**75.1%**	75.8%
Instruments	**538.1**	738.3	**72.9%**	74.2%
Reagents	**3,231.6**	4,148.4	**77.9%**	78.6%
Services, others	**437.4**	718.6	**60.9%**	61.7%

Sales declined due to the expanding impact of healthcare cost containment policies (including the principle of minimal necessity), as well as continued inventory adjustments driven by deteriorating distributor finances.

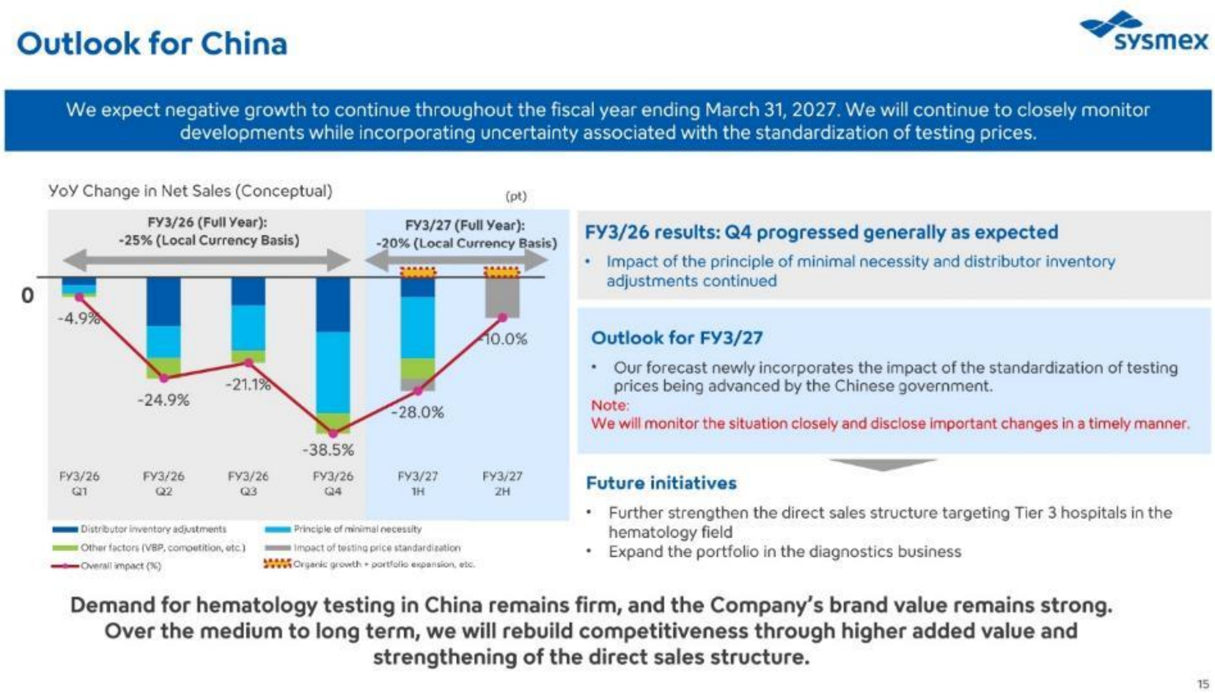
- **Instruments**
  - ✓ Sales declined due to lower appetite for capital investment and distributor inventory adjustments, among other factors.
  - ✓ In the hemostasis field, sales increased, with steady performance continuing from the second half of the previous fiscal year, supported by the impact of knockdown local production.
- **Reagents**
  - ✓ Due to the expanded impact of the principle of minimal necessity, the number of tests declined, particularly in the hemostasis field.
  - ✓ Sales in the hematology field also declined due to the impact of inventory adjustments associated with deteriorating distributor finances.

14

Please see page 14. Next is China. China will be the region we will focus most on explaining. We take the fact of declining sales in China very seriously. The main reasons for the decrease in sales and profit are divided into two factors of a different nature.

One was the decline in the number of tests due to the principle of minimal necessity. The impact has been particularly pronounced in the hemostasis field.

The other is inventory adjustments due to deteriorating business conditions at distributors. This has implications in the field of hematology as well as in the hemostasis field. In other words, this indicates an ongoing adjustment phase in the distribution phase, rather than in the demand for testing at hospitals itself. Both are adjustments to the market structure resulting from policies to curb medical costs, and do not damage our competitiveness or brand value.



Please see page 15. The future outlook for China. In conclusion, we expect negative growth to continue throughout the current fiscal year, and we cannot say that normalization will occur easily.

Newly factored in is the impact of the standardization of testing prices, as I mentioned earlier. This is a new policy being pursued by the Chinese government, and at this stage it is extremely uncertain. Although we have kept our base assumption, it is necessary to say that we cannot rule out further downside risks depending on policy trends. We will disclose any important changes in a timely manner.

Over the medium to long term, we will rebuild competitiveness through added value by strengthening our direct sales structure targeting Tier 3 hospitals and expanding our portfolio. We would like to ask you to clearly distinguish between the short-term market structure adjustment phase and the medium- to long-term competitiveness restructuring phase in your evaluation.

Please see page 16. Let me explain the changes in the Chinese market environment from a more medium- to long-term perspective. China has a population of more than 1.4 billion and is aging at a pace rarely seen anywhere in the world. Under these circumstances, the current policies being pursued by the government are essential for building a sustainable healthcare supply system.

We expect that laboratory systems will be repositioned from tools for generating revenue to tools for improving productivity and patient satisfaction, and that the negative impact on us will be increased cost pressure. On the positive side, we expect an increase in demand for our system products due to the advancement of testing workflows and the monetization of testing operations. The Company's strengths, namely expertise in improving productivity in advanced countries, detection capabilities for abnormal specimens and academic support, and high-quality customer care, are precisely what will deliver value in this new market environment.

The fact that we were ranked number one in customer satisfaction at this year's China Medical Industry Data Conference is also taken as confirmation of this direction. The photo on the lower right of this slide shows the award ceremony. Our company received the award. By strengthening direct sales, we will be able to deliver our strengths directly to Chinese customers, which will lead to an increase in added value and rebuilding of our competitiveness over the medium to long term.

Information by Destination (AP)

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(Billions of yen)	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	YoY (Previous period = 100%) Yen basis
Net sales	**54.6**	51.3	**106.4% (106.4%)**
Diagnostics business	**54.4**	50.7	**107.3%**
Instruments	**10.1**	10.3	**98.0%**
Reagents	**40.0**	35.1	**113.9%**
Services, others	**4.2**	5.2	**81.3%**
Medical robotics business	**0.1**	0.5	**30.5%**

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

Sales increased as major countries, including India, continued to achieve strong growth. (In Q4 alone, sales increased significantly by 17.8% year on year.)

Diagnostics business

- **Instruments**
  - ✓ Although sales grew due to the winning of major tenders in India, this was insufficient to offset lower sales in Indonesia, resulting in an overall decline in sales.
- **Reagents**
  - ✓ In India, sales expanded due to an increase in the installed base of compact hematology instruments.
  - ✓ Sales increased across all fields, supported by favorable performance centered on Southeast Asia, including the Philippines and Malaysia.

Medical robotics business

- ✓ Total cumulative installations: four units.
- ✓ The number of surgeries continues to increase steadily, with more than 150 procedures performed in both Singapore and Malaysia.

Please see page 17. AP Region.

AP is positioned as an important growth engine. Full-year sales were solid, with India leading the way and Southeast Asia, including the Philippines and Malaysia, performing well in all areas. The presence of APs will become increasingly important as we move away from dependence on China.

Information by Destination (Japan)

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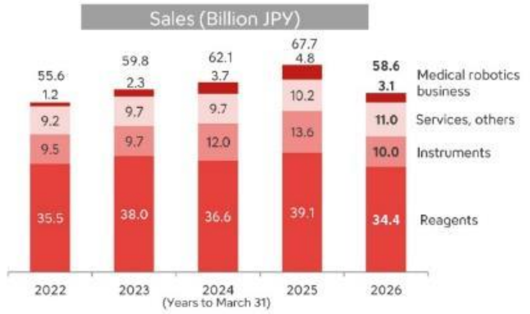
(Billions of yen)	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	YoY (Previous period = 100%) Yen basis
Net sales	**58.6**	67.7	**86.5%**
Diagnostics business	**55.4**	62.9	**88.1%**
Instruments	**10.0**	13.6	**73.7%**
Reagents	**34.4**	39.1	**87.9%**
Services, others	**11.0**	10.2	**107.9%**
Medical robotics business	**3.1**	4.8	**65.2%**



Sales decreased in reaction to strong hematology instrument sales in the previous fiscal year, as well as a decline in medical robotics business projects associated with worsening hospital management conditions.

Diagnostics business

- **Instruments**
  - ✓ Sales declined in reaction to the replacement demand for legacy products in the hematology field in the previous fiscal year.
  - ✓ In the urinalysis field, both instrument replacement demand and new installations remained favorable.
- **Reagents**
  - ✓ Sales declined due to the impact of sales brought forward in the fourth quarter of the previous fiscal year associated with the transition to a new system.
  - ✓ Multiple new immunochemistry reagent parameters were launched.

Medical robotics business

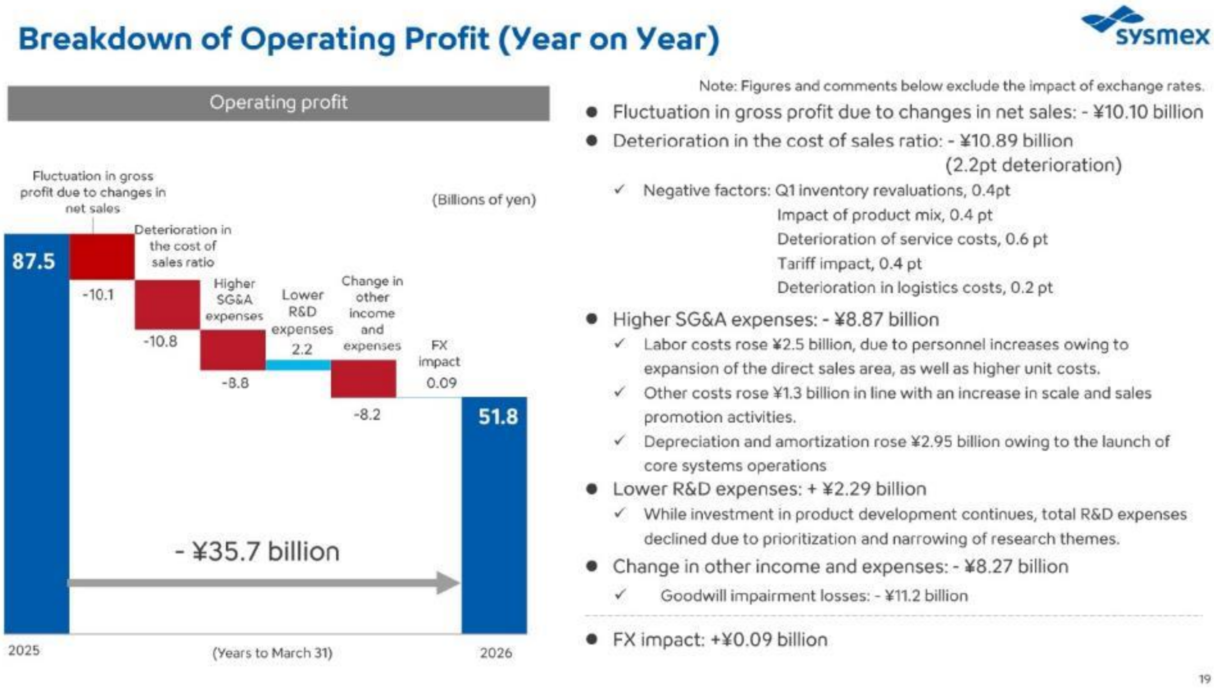
- ✓ Installation results were below the previous fiscal year due to continued weak appetite for capital investment among hospitals.
  - Number of units installed during the fiscal year: 20 units (21 units globally)
  - Cumulative installed base: 106 units (110 units globally)

Please see page 18. This is Japan.

Sales decreased to 86.5% of the previous year. There are two factors that we believe are both transitory factors in the decline in revenues. One is a decline in instrument sales. This is a reaction to the significant replacement demand for new products following the end of service of older products in the hematology field in the fiscal year ended March 31, 2025.

The second is the decline in reagent sales. This was a timing factor, reflecting the reaction to reagent sales being brought forward into Q4 of the fiscal year ended March 31, 2025 in connection with the system transition carried out in April 2025. On the other hand, the urinalysis field performed well, and in the immunochemistry field, we launched sales of multiple new parameters, steadily strengthening our business foundation over the medium to long term.

Taken together, we recognize that the decline in sales in Japan is due to temporary factors and does not indicate a structural weakening of our business.



Please see page 19. On this slide, I will show the factors behind the YoY change in operating profit in detail. We recognize that structurally disclosing the factors behind the decline in profit is an important initiative for the new management structure in practicing transparent information disclosure.

There were four main factors behind the decline in profit, and I would like you to understand them by separating them into temporary factors and structural external environmental factors. First, temporary factors. The goodwill impairment losses of JPY11.2 billion were recorded as part of redesigning capital allocation with a greater focus on profitability and capital efficiency, in line with the review of business plans under the new management structure. This factor will not recur in the current period. In addition, a 0.4 percentage point deterioration in the cost ratio of 2.2 percentage points, due to a review of inventory valuation, is also included as a one-time factor.

Next are the three remaining structural external environmental factors. The first is a decrease in gross profit due to lower sales. This is mainly due to the external environmental factor of the continuing impact of China's healthcare cost containment policy.

The second is the structural portion of cost ratio deterioration. We have broken this down and disclosed items such as product mix, service costs, the impact of US tariffs, and logistics costs. Of these, tariffs and logistics are external environmental factors, while product mix and service costs are structural issues for which the Company will take measures.

The third is the increase in SG&A expenses. The increase in personnel due to the expansion of the direct sales area and the increase in amortization costs associated with the operation of the core system are the main factors, and we view these as positive investments to strengthen our business foundation in the future. As mentioned above, we hope that you will appreciate both the natural disappearance of the transitory factors and the Company's measures to address the structural issues as room for improvement in subsequent years.

Goodwill Impairment Losses at Consolidated Subsidiaries

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Based on the review of business plans under the new management structure, we redesigned resource allocation with a greater focus on profitability and capital efficiency.

- We reevaluated the business plans of each consolidated subsidiary in line with the policies of the mid-term management plan and the capital allocation discipline under the new management structure.
- For goodwill recognized at the time of acquisition, full impairment losses were recorded based on future cash flow outlooks, changes in the business environment, and strategic revisions.

Sysmex Partec GmbH	Oxford Gene Technology IP Limited	Sysmex Astrego AB
• Development and manufacturing in the FCM field	• Development and manufacturing in the LS field (FISH and NGS genome analysis business)	• Development and manufacturing of testing systems for the primary care market that rapidly determine antimicrobial susceptibility
Impairment loss: ¥1.5 billion	Impairment loss: ¥2.7 billion	Impairment loss: ¥7.0 billion

Total: ¥11.2 billion

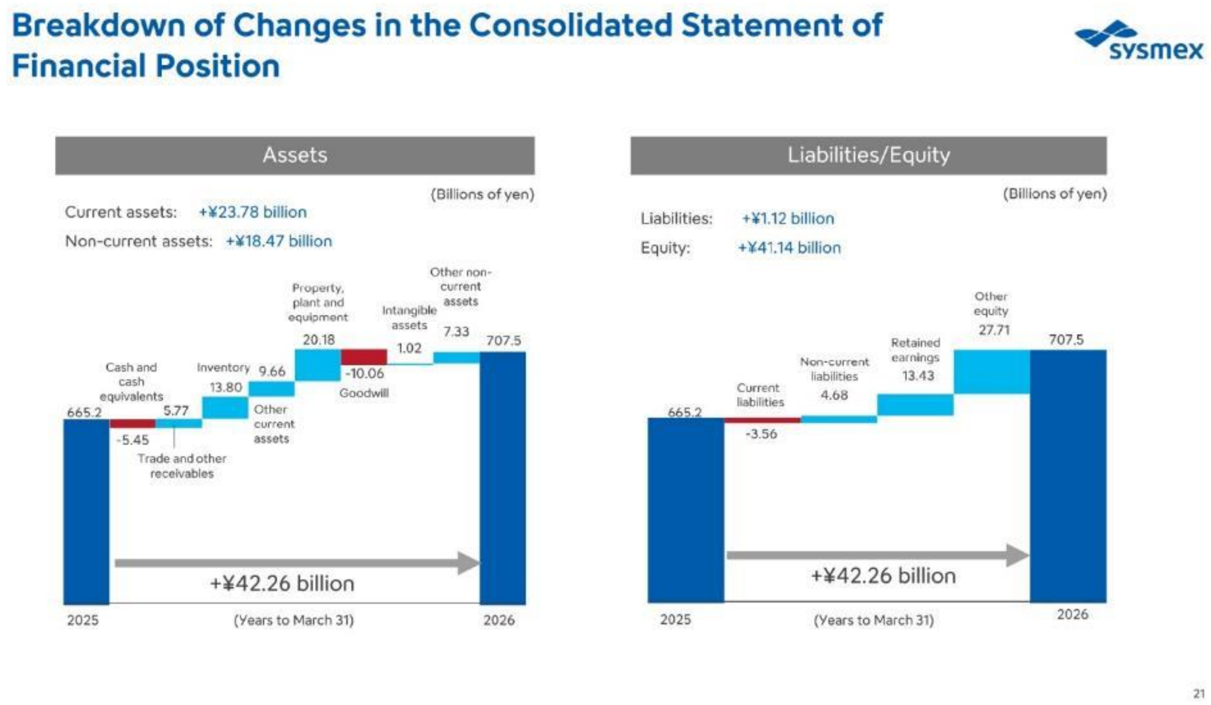
✓ Going forward, we will apply financial discipline metrics such as ROIC, IRR, and payback period as hurdle rates tailored to business characteristics, and promote disciplined resource allocation in line with the policy of "selection and concentration"

20

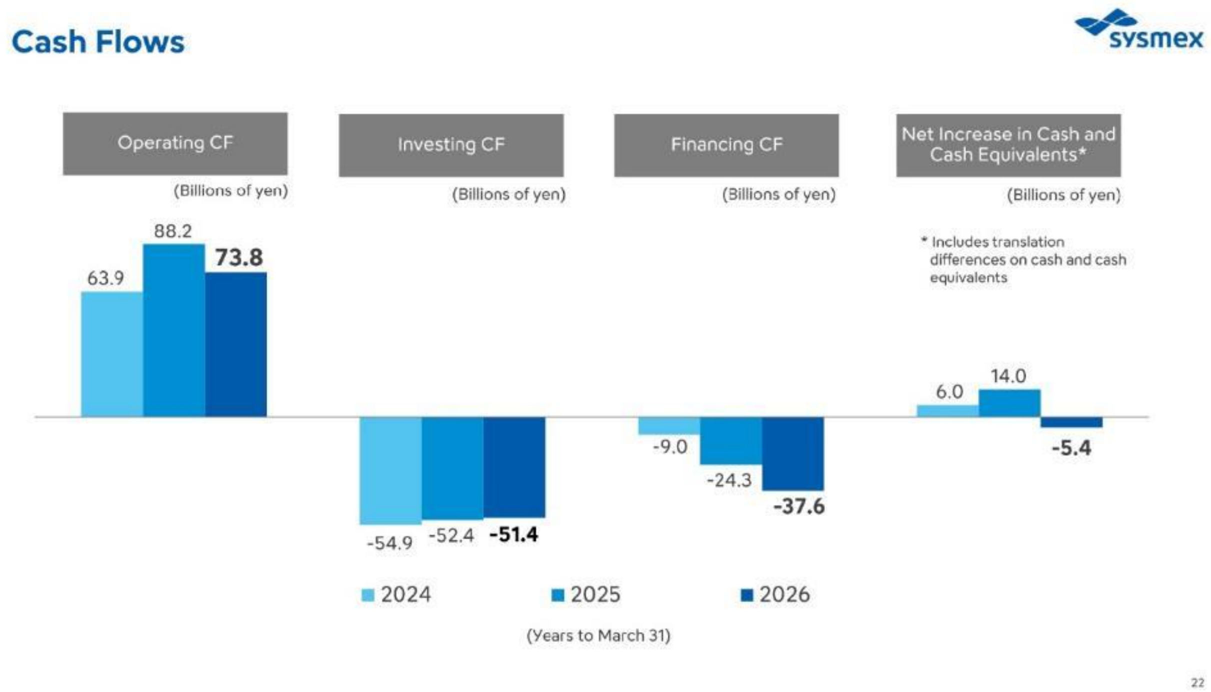
Please see page 20. I would like to explain goodwill impairment of consolidated subsidiaries. This is a symbolic decision to clarify capital allocation discipline as part of the new management structure. After the establishment of the new structure, we reevaluated the business plans of each consolidated subsidiary in line with the policies of the medium-term management plan and the capital allocation discipline of the new structure. As a result, the Company decided to record the entire amount of the three companies as an impairment loss.

I would like to make it clear here that we maintain the technical and market significance of each project itself, and we do not deny the projects themselves. Going forward, we will apply financial discipline metrics such as ROIC, IRR, and payback period as hurdle rates tailored to business characteristics.

This is a declaration of a new structure that will change the very criteria for our investment decisions. Selection and concentration will now proceed with discipline under this hurdle rate. This decision is positioned as the first step in the allocation of capital in that discipline.



Please see page 21. Explanation of the consolidated statement of financial position. There is nothing of particular note to mention.



Please see page 22. The following is the cash flow trends. Although cash flow from operating activities declined from the previous year, the Company's inherent ability to generate cash is still strong.

I would like to make the point that the ability to generate cash is the foundation of our business. This is the source of both investment and shareholder returns, and is an essential indicator of our ability to maintain earning power over the medium to long term. In this fiscal year's forecast, we plan to recover both operating cash flow and free cash flow. This recovery will provide financial support for the growth trajectory envisioned by the new policy.

Proposed Dividend for the Fiscal Year Ended March 31, 2026

sysmex

Maintaining the progressive dividend policy, and as announced at the beginning of the fiscal year, the annual dividend will increase by ¥6 (+18.8%) from the previous fiscal year, including a commemorative dividend marking the 30th anniversary of the Company's listing.

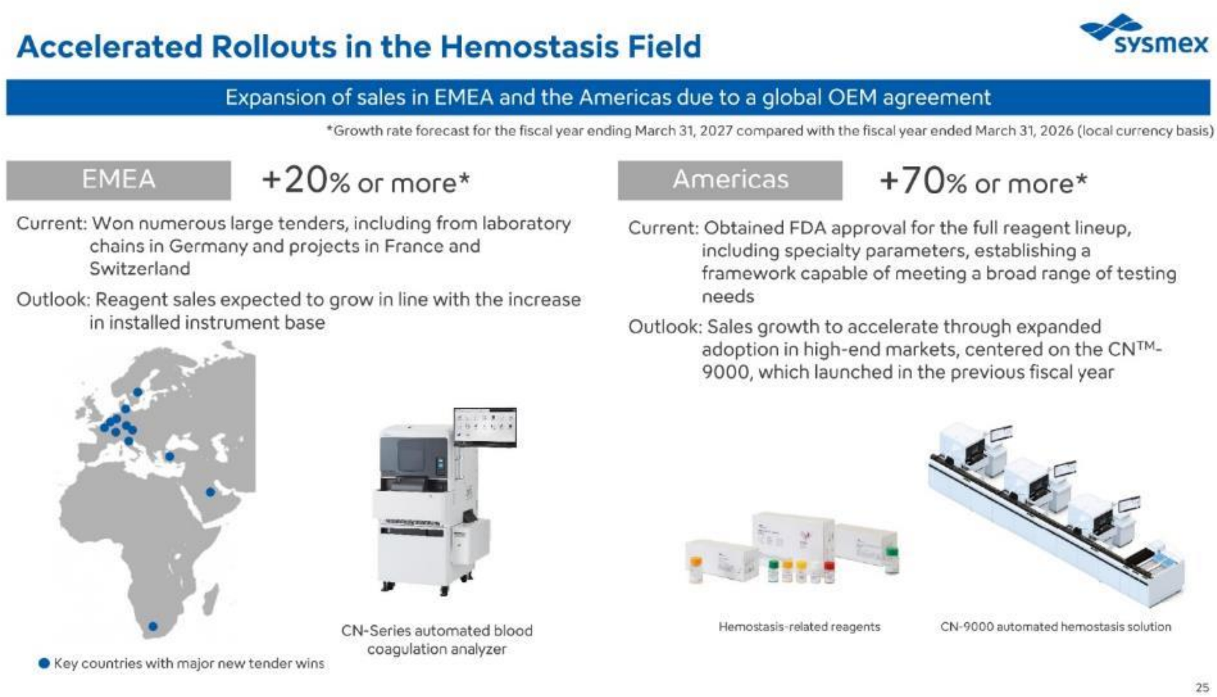
	Interim dividend	Year-end dividend	Total	Payout ratio
Fiscal year ended March 31, 2025	¥15	¥17	¥32	37.4%
Fiscal year ended March 31, 2026 (proposal)	¥19	¥19*	¥38	67.3%

*We plan to propose this year-end dividend to the 59th Ordinary General Meeting of Shareholders.

23

Please see page 23. For the fiscal year ending March 31, 2026, we will increase the dividend as promised to you at the beginning of the fiscal year. Even in the face of declining profits, we will adhere to our progressive dividend policy, although the dividend payout ratio will remain high, and fulfill our promise to return profits to shareholders regardless of fluctuations in business performance.

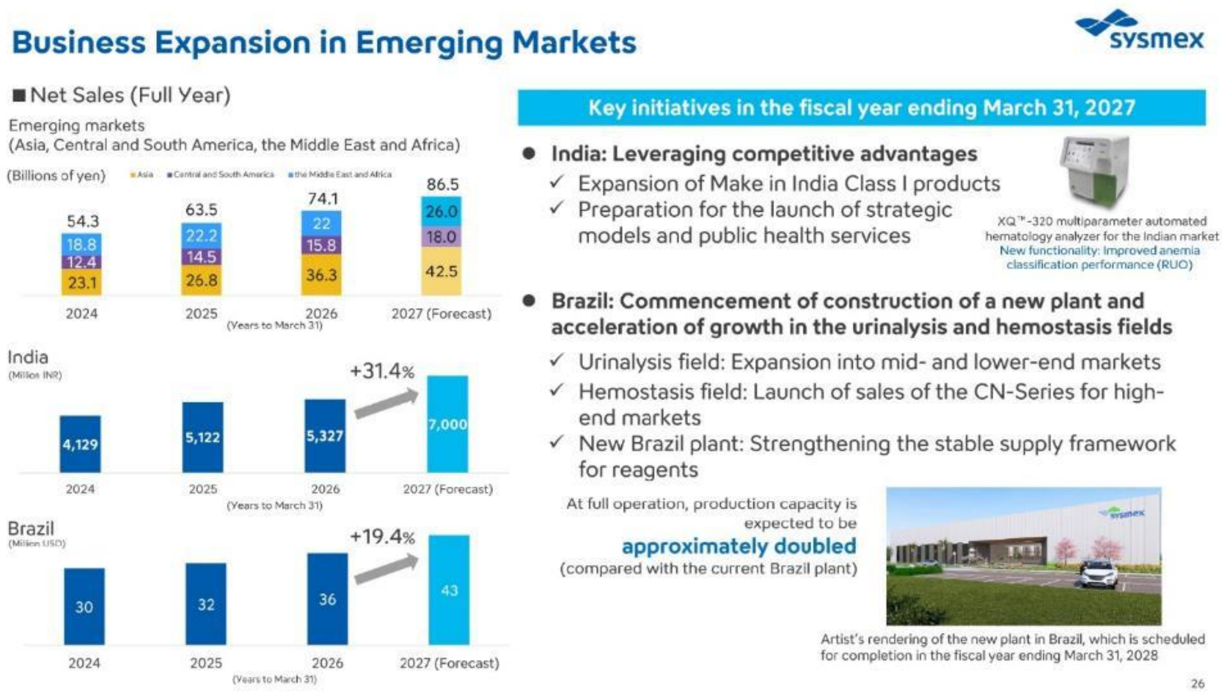
Please see page 24. Next, I will explain the priority themes that we discussed at the mid-term management plan briefing in March.



Please see page 25. First, I will explain the hemostasis field. The hemostasis field is our second largest growth driver after hematology, and we plan high growth in both EMEA and the Americas.

We have signed a new global OEM agreement with our alliance partner Siemens for 2024. This agreement allows Sysmex to sell directly in the EMEA and Americas regions where Sysmex has not been able to sell directly in the past.

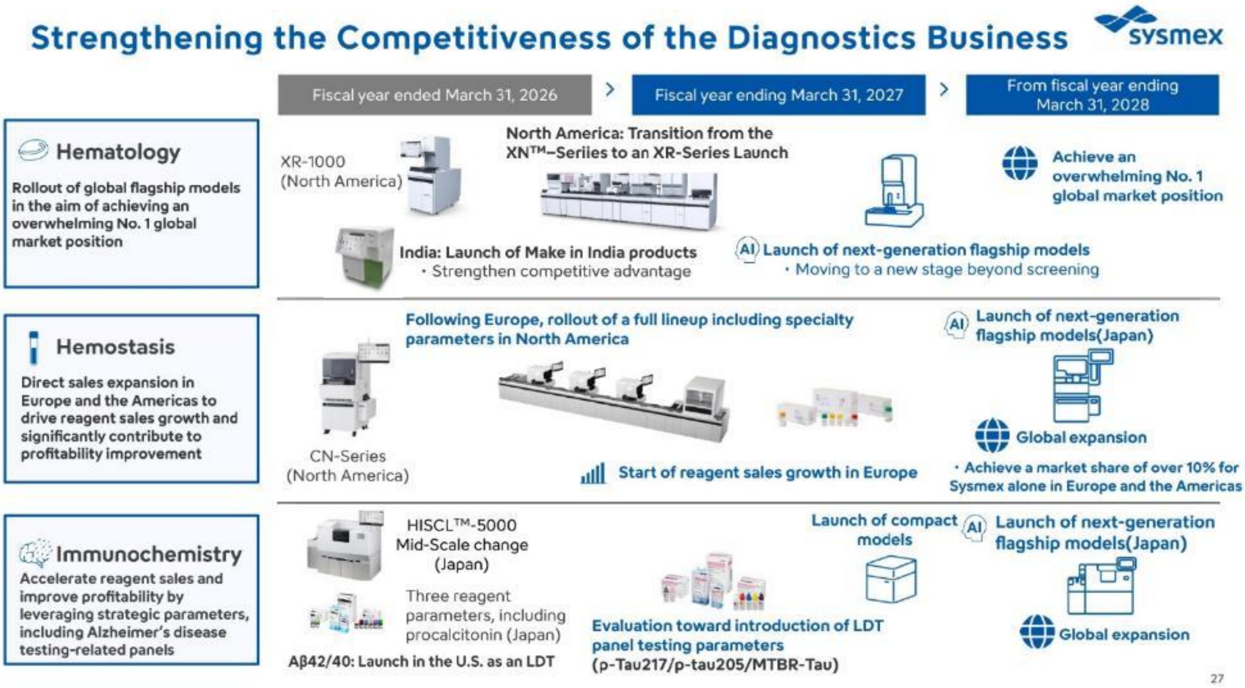
In EMEA, we have won large projects in the German lab chain, France, Switzerland, and other countries, and we expect growth of more than 20% in local currency terms in the current fiscal year due to increased sales of reagents resulting from increased instrument installation. In the Americas, we have obtained FDA approval for all reagent parameters, including special parameters, and are ready to expand adoption in high-end markets this fiscal year, centered on the CN-9000 system product, which is also expected to grow over 70% on a local currency basis, entering a phase of full-scale sales expansion.



Please see page 26. Next, I would like to explain our business expansion in emerging countries. Emerging markets, consisting of Asia, Central and South America, the Middle East, and Africa, are an important growth driver that we expect to expand to more than JPY100 billion during the period of the mid-term management plan, and this initiative symbolizes our shift away from dependence on China.

In India, we are manufacturing Make in India compliant products at a new plant that started operation in April 2025. We will increase our competitive advantage by expanding sales of these products, introducing a strategic model for India, and preparing for the launch of public health services, which are currently being tested in India.

In Brazil, we are also expanding into mid- and lower-end markets in the urinalysis and hemostasis fields. The new plant in Brazil, which is expected to start operation by the end of the fiscal year ending March 31, 2028, will strengthen our ability to provide a stable supply to Central and South America, where demand is increasing.



Please see page 27. This slide shows the mid-term roadmap for the main areas of our diagnostics business. This is the concrete image of the return to the starting point set forth by the new management structure. In the hematology field, we will advance the rollout of the XR-Series in North America and link this to next-generation flagship models, thereby achieving an overwhelming number one global market position.

In the hemostasis field, we have established a framework in the Americas for rolling out a full lineup, including specialty parameters. The installation of instrument and the full-scale launch of reagent sales will support high growth from the current fiscal year onward, and in the mid- to long-term, the Company aims to achieve a market share of 10% or more for Sysmex alone in Europe and Americas. In line with this roadmap, we will steadily reinforce the strengths and earning power of the diagnostics business.

Succession and Future Expansion in the Clinical Chemistry Field

sysmex

1. Taking over the business and acquiring strengths

Took over JEOL's clinical chemistry business in April

- ✓ Obtained a **top domestic market share** in clinical chemistry analyzers
- ✓ **Acquired technologies** for reagent **miniaturization** and **high-throughput processing of tests**

2. Global expansion leveraging the sales network

Extensive sales network covering 190 countries and regions worldwide

- ✓ **Emerging markets:** Cultivate the market through package proposals combining basic testing (hematology and urinalysis)
- ✓ **Advanced countries:** Drive expansion of immunochemistry testing through proposals for "serum testing" packages combining immunochemistry and clinical chemistry testing

3. Establishment of a high-profitability model through collaboration on reagents

Improve the low-profitability model centered on standalone analyzers

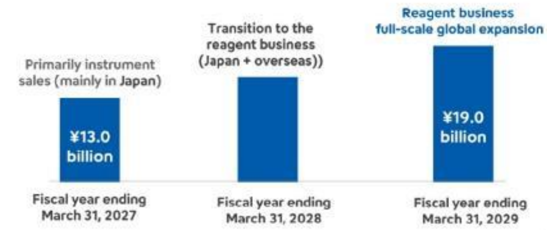
- ✓ Through collaboration with reagent manufacturers, including OEM supply, we aim **to transition into the reagent business**, driving business expansion and contributing to improved profitability.

Three-year development roadmap

Category	FY03/2027	FY03/2028	FY03/2029
Instruments	Succession of existing products	—	Launch of new products
Reagents	Manufacturer negotiations	OEM agreements	Full-scale supply
Geographic expansion	Centered on Japan	Promote overseas expansion	Expand scale
Profit contribution	Instruments	Instruments + reagents	Instruments + reagents

BioMajesty™ JCA-ZS050

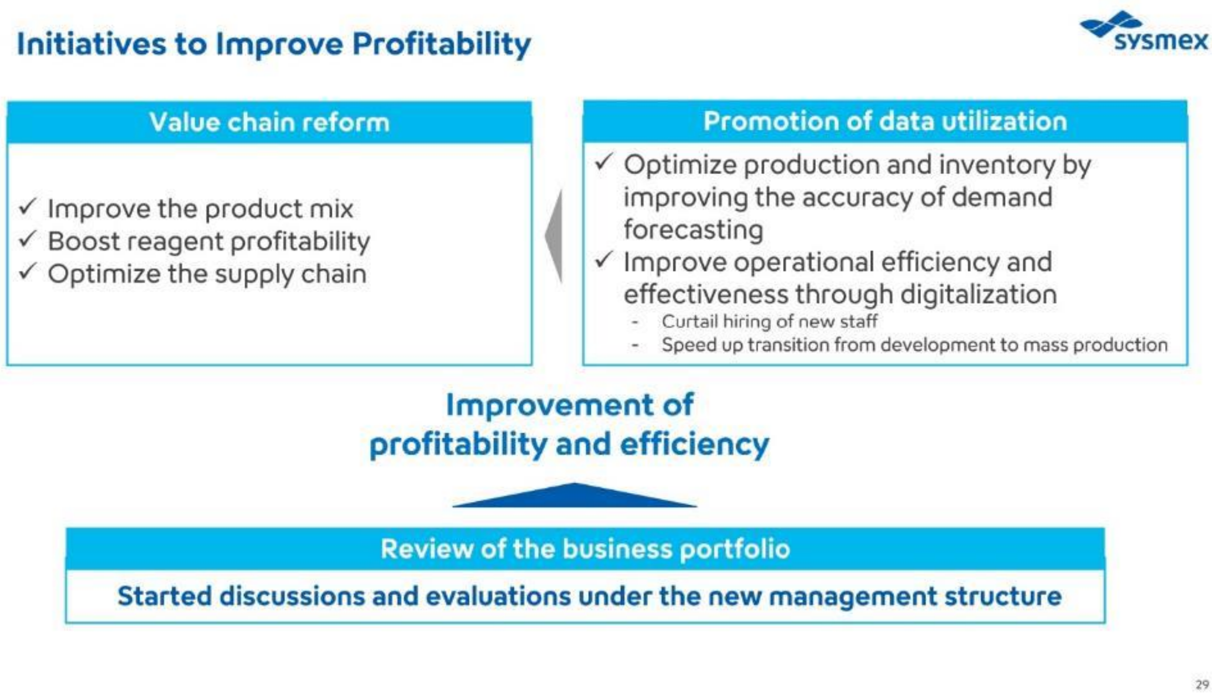
Plan for sales growth in the clinical chemistry field (conceptual image)



28

Please see page 28. Next is the clinical chemistry field. By taking over JEOL's clinical chemistry business in April, we believe this is significant in terms of expanding our portfolio and creating a future growth driver.

The key point is that we have acquired clinical chemistry analyzers with the top market share in Japan, as well as technologies for reagent miniaturization and high-throughput processing of tests. We can now leverage our sales network and expertise in the reagent business to roll out these technologies and products. At the time of the takeover, this is a low-profitability model centered on instrument sales. However, through collaboration with reagent manufacturers, we will transition into the reagent business and establish a high-profitability model.



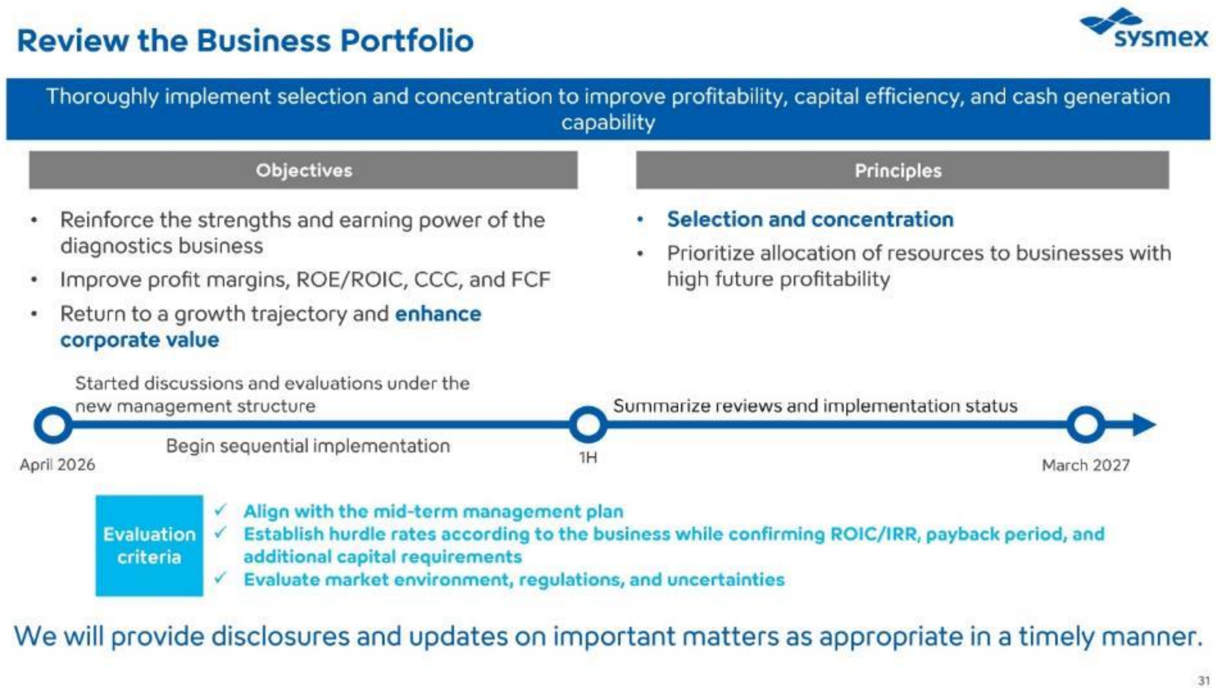
Please see page 29. These are the three pillars: initiatives to improve profitability and value chain reforms, promotion of data utilization, and review of the business portfolio. I will explain in more detail in the next and subsequent slides.

Please see page 30. I would like to explain the value chain reforms that are at the core of profitability improvement. This reform is an effort to structurally and sustainably boost gross margins and consists of three components. The first is to improve the product mix. We will increase the proportion of high-profitability products, including reagents in the hemostasis field in Europe and the Americas, while also raising average selling prices in line with new product launches.

The second is improving the profitability of reagents themselves. In the immunochemistry and hemostasis fields, we will internalize production of raw materials. In the hematology and urinalysis fields, we will promote the switching of raw materials. We will also work to improve productivity and optimize production scale by utilizing digital information.

The third is supply chain optimization. We will review our reagent production bases and supply system to reduce costs and shorten lead times. Since changes in the production and supply system are subject to restrictions that require re-approval procedures by the regulatory authorities in each country, we will proceed swiftly from the areas where possible and steadily and systematically as a whole.

These initiatives will take effect in stages starting this fiscal year and will boost gross profit margins over the medium to long term. This will structurally improve the profitability and capital efficiency of the diagnostics business and ensure a renewed strengthening of earning power.



Please see page 31. The review of the business portfolio is an effort to institutionalize selection and concentration as an organizational management process rather than a one-time event. Three criteria for judgment are clearly stated. This includes alignment with the mid-term management plan, setting hurdle rates according to business characteristics, and evaluating the market environment, regulations, and uncertainties.

Discussions will begin in April of this year, and the status of study implementation will be compiled during H1. We will disclose important matters in a timely manner to clearly show our progress. Although we are not at the stage of offering specific targets at this time, we will evaluate each business in terms of competitiveness, growth potential, profitability, and capital efficiency in light of the hurdle rate.

Please see page 32. Based on the details of these initiatives, we would like to explain our earnings forecast for the current fiscal year.

Financial Forecast for the Fiscal Year Ending March 31, 2027

sysmex

Taking uncertainty in China into account, we anticipate higher sales and profit, driven by growth across regions.

(Billions of yen)	Fiscal year ending March 31, 2027 Forecast	Fiscal year ending March 31, 2027 Ratio	Fiscal year ended March 31, 2026 Results	Fiscal year ended March 31, 2026 Ratio	Growth rate
Net sales	535.0	100.0%	500.0	100%	+7.0%
Cost of sales	267.0	49.9%	244.3	48.9%	+9.3%
SG&A expenses	181.0	33.8%	164.3	32.9%	+10.1%
R&D expenses	30.0	5.6%	29.1	5.8%	+2.9%
Operating profit	58.0	10.8%	51.8	10.4%	+11.9%
Profit attributable to owners of the parent	36.0	6.7%	35.4	7.1%	+1.5%

Planned investment	Capital expenditure: ¥48.0 billion	Depreciation and amortization: ¥47.0 billion

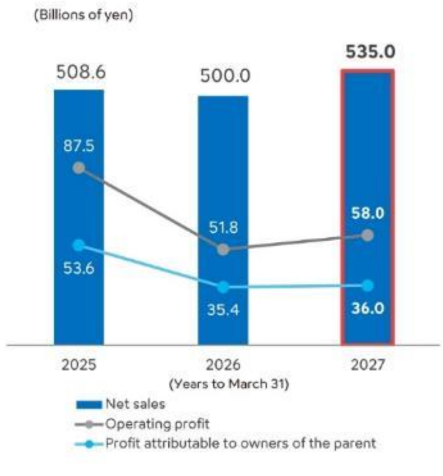
- **Assumed Exchange Rates**

	Full-year assumptions	Previous results (Fiscal year ended March 31, 2026)
1 USD	¥155.0	¥150.8
1 EUR	¥180.0	¥174.8
1 CNY	¥22.0	¥21.2

- **Exchange Rate Sensitivity**

	Net sales (year)	Operating profit (year)
USD	¥0.83 billion	¥0.21 billion
EUR	¥0.63 billion	¥0.07 billion
CNY*	¥0.32 billion	¥0.23 billion

*Per ¥0.1 change

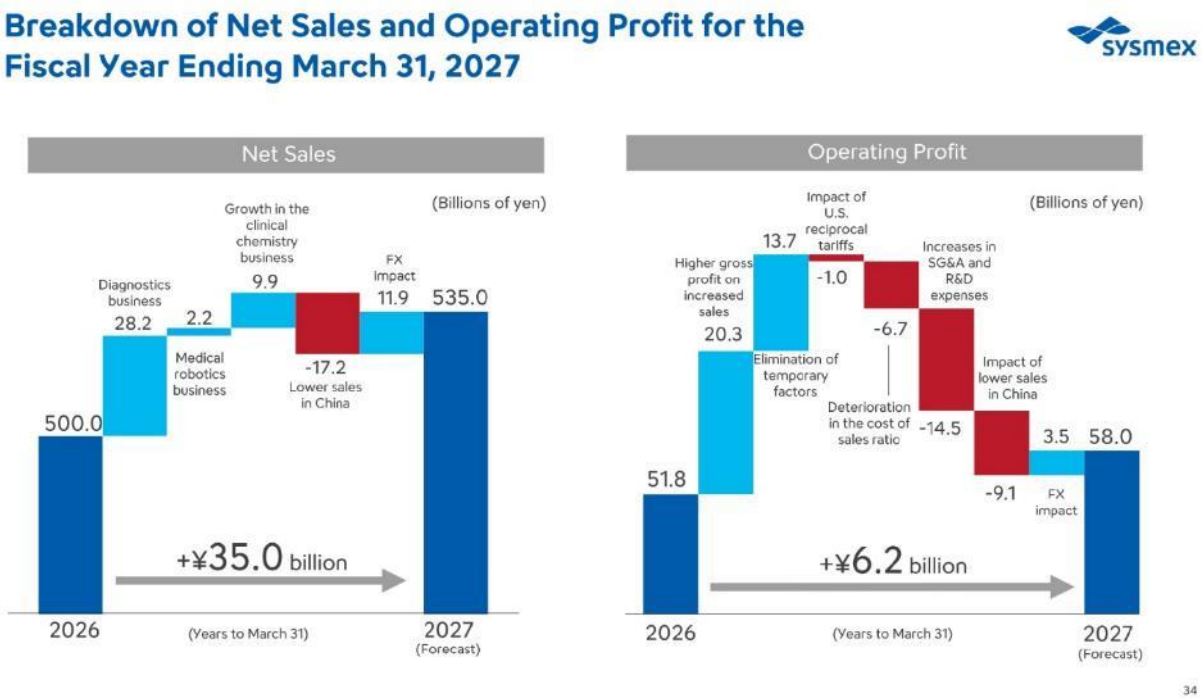


Please see page 33. This fiscal year, we plan to return to higher sales and profit. Here, we would like to clarify the external environment on which this forecast is based.

Three external environment assumptions are incorporated in this forecast. One is China's uncertainty. In addition to the continued impact of the principle of the minimum necessary, the impact of the newly underway standardization of testing prices was also factored in.

Second, US reciprocal tariffs. We have already factored in the tariff impacts that we are aware of at this time.

Third, the situation in the Middle East is deteriorating. We expect geopolitical risks to impact raw material and logistics costs. In the event of any significant changes in these assumptions of the external environment, we will promptly update them through timely disclosure to everyone and at the time of closing of accounts, etc.



Please see page 34. I will break down and explain the factors behind the changes in this fiscal year's forecast for net sales and operating profit, respectively.

The structure of net sales is such that lower sales in China will be offset by growth in the diagnostics business, the newly taken over clinical chemistry business, and foreign exchange.

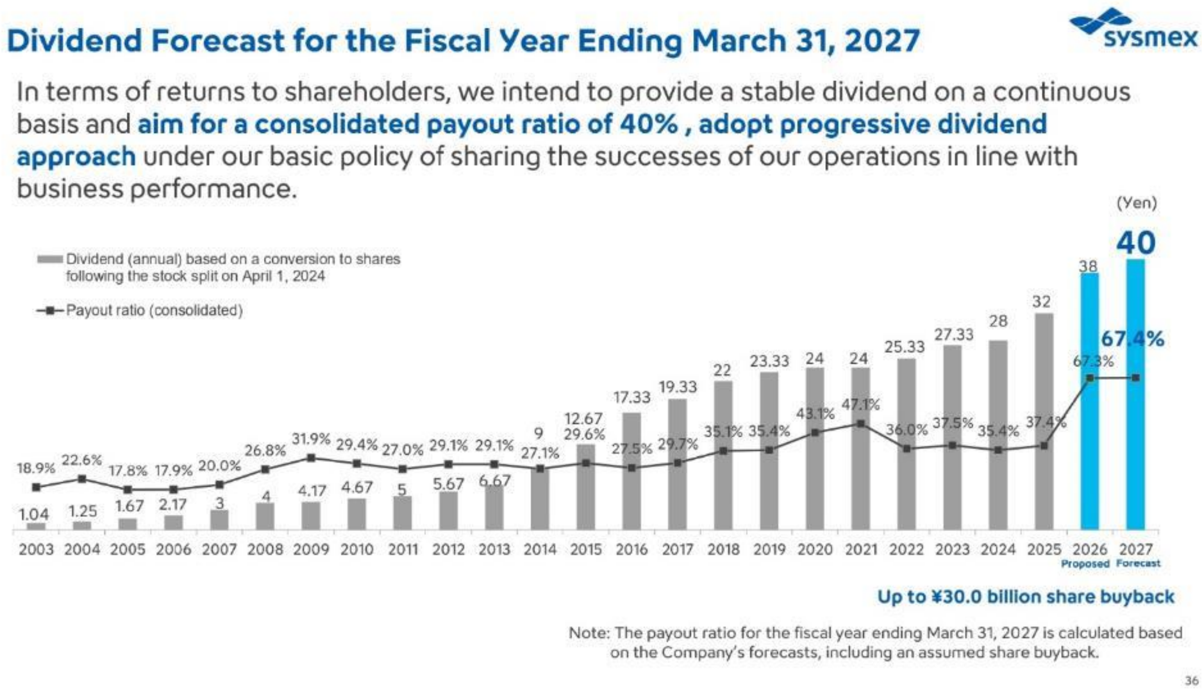
The structure of operating income is based on an increase in gross profit, the elimination of one-time factors, and the positive impact of foreign exchange rates. Negative factors are US reciprocal tariffs, deterioration of cost ratio, increase in SG&A expenses, and the impact of lower sales in China. We hope you can understand the structure of our plan to return to higher revenues and profits after factoring in the uncertainties in China.

Please see page 35. The overall capital allocation discipline of the new management structure is presented on this page. This is one of the most important messages in today's explanation. We will generate operating cash flow as earning power and combine it with the active use of borrowings, allocating it in a disciplined manner to four uses.

First, shareholder returns. In addition to the continuation of a progressive dividend policy with a target payout ratio of 40%, the Company will implement a combination of share buybacks. This is a clear indication of our intention to further strengthen shareholder returns under the new structure.

Business, R&D, capital expenditures, and strategic investments will all be allocated to the diagnostics business on a priority basis. Business acquisition costs from JEOL and other costs are also positioned under a proportional hurdle rate. We will maintain a discipline based on diagnostics business priority and hurdle rates for all allocations.

This is the new management's approach to capital allocation.



Please see page 36. We expect to increase dividends for the fiscal year ending March 31, 2027. We have continued our progressive dividend policy, and will maintain this policy under the new structure without wavering.

Finally, I would like to reiterate our commitment under the new management structure. We will sincerely summarize the previous medium-term management plan and re-emphasize the strength and earning power of the diagnostics business based on selection and concentration, a return to the basics, and disciplined capital allocation.

As I have repeatedly stated in my explanation today, there continues to be uncertainty in the external environment. The environment surrounding our company is by no means smooth, with structural adjustments in China, reciprocal tariffs in the US, and the worsening situation in the Middle East. However, the competitiveness of the core parts of the diagnostics business, including hematology, remains strong. Through diversification by region and field, disciplined capital allocation, and value chain reforms, we will steadily advance our path toward sustainable enhancement of corporate value.

Above all, we will steadily build dialogue with investors one step at a time and rebuild Sysmex into a company trusted by the capital markets. Thank you.

[EOD]