# Business Overview for Individual Investors

Sysmex Corporation　(TSE Prime: 6869)

Together for a better
healthcare journey

# Index

# 1

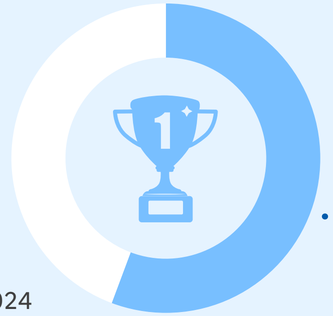
# Sysmex's Present
# What sort of company is Sysmex?

# Sysmex's Profile

## No. 1 share

**of the global market in the fields of**

- Hematology
- Hemostasis
- Urinalysis



May 2024

Sysmex's global market share in hematology is

**Over 50%**

## Net sales

**¥410.5 billion**
Fiscal year ended March 31, 2023

**Grew by approx. ¥100 billion in two years**

**¥508.6 billion**
Fiscal year ended March 31, 2025

## Operating margin

Fiscal year ended March 31, 2025

**17.2%**

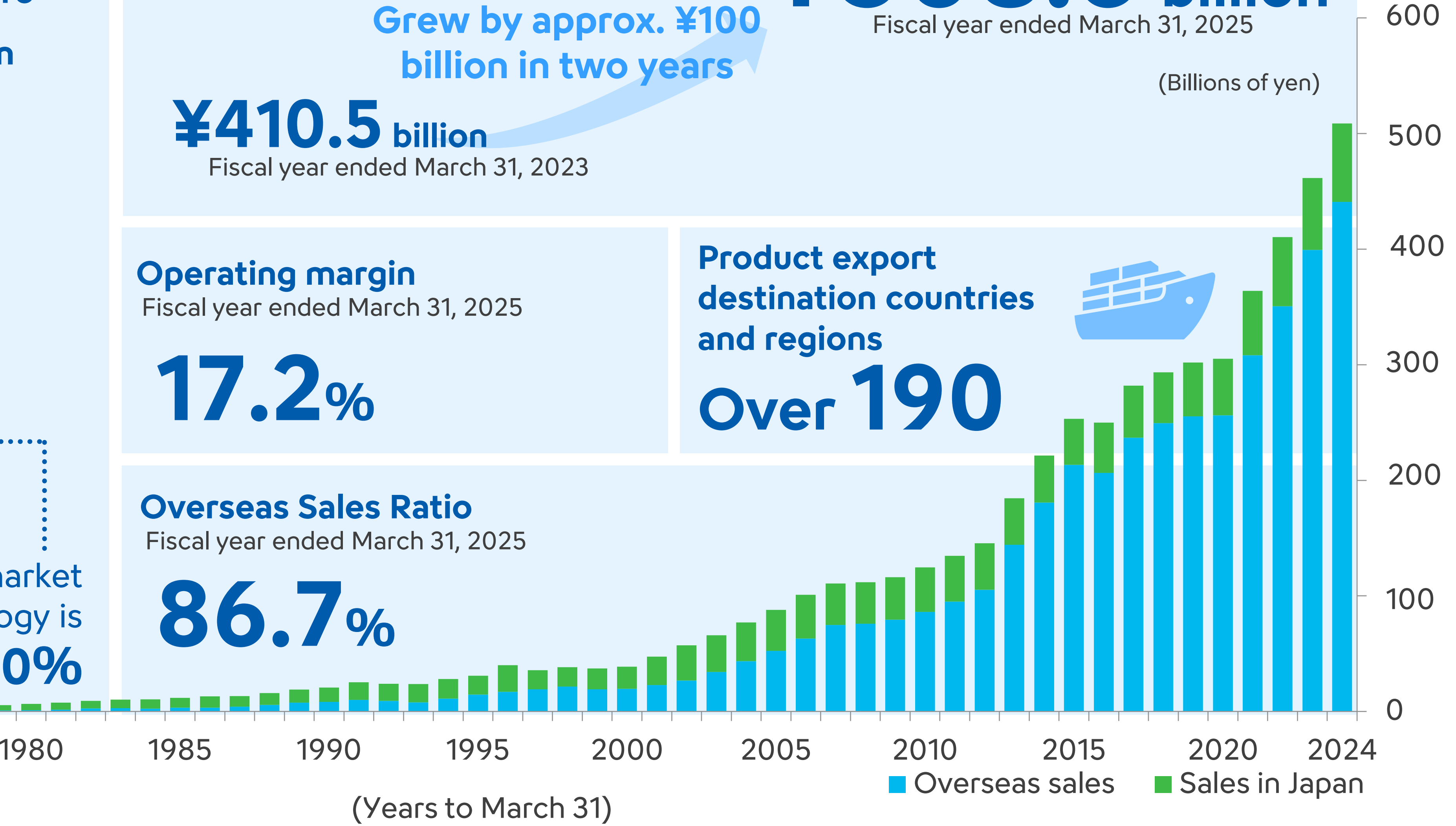
## Product export destination countries and regions

**Over 190**

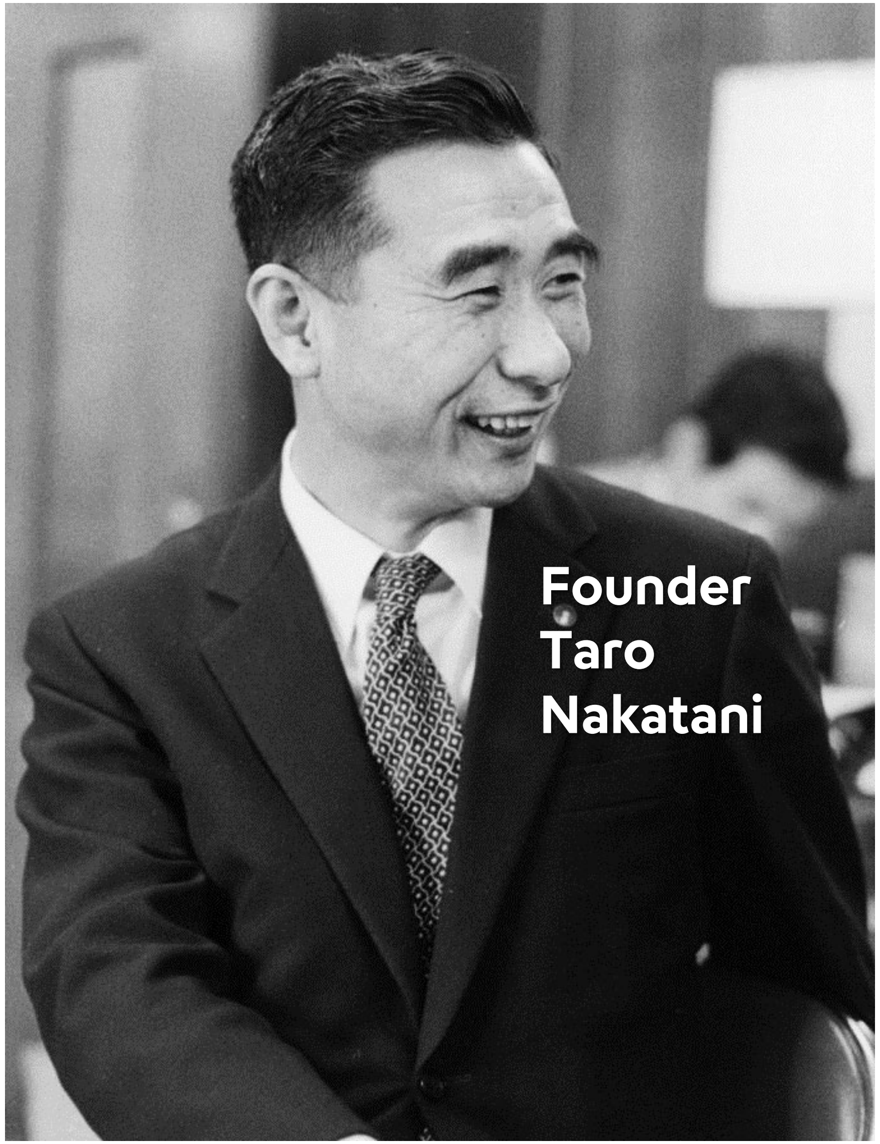
## Overseas Sales Ratio

Fiscal year ended March 31, 2025

**86.7%**



# Philosophy at Founding: "Three Aspects of Confidence"




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

To realize this...

| Total confidence of **Customers** | Total confidence of **Business Partners** | Total confidence of **Employees** |
|---|---|---|

**"Three Aspects of Confidence" was defined as the cornerstone of business management at the time of founding.**

# Corporate Philosophy

## Sysmex Way

### Mission

Shaping the advancement of healthcare.

### Value

We will continue to create unique and innovative values, and ensure *anshin* for individuals in society.

### Mind

With passion and flexibility, we demonstrate our individual competence and unsurpassed teamwork.

## Shared Values

### To our Customers

Ensure *anshin* with unmatched quality, advanced technology, mindful support, and actions that reflect the needs of our customers.
We constantly seek to better understand what our customers require so that we may generate new and more satisfactory solutions.

### To our Employees

Ensure *anshin* by honoring a diversity of employees, respecting their personality, and providing a workplace where they can fulfill their potential.
We value independence and a challenging spirit, provide employees with opportunities for self-fulfillment, growth, and reward for their accomplishments.

### To our Business Partners

Ensure *anshin* based on fairness and impartiality in a broad range of partnerships.
We strive to grow as a company in step with our business partners through respect and mutual trust.

### To our Shareholders

Ensure *anshin* by promoting the proper disclosure of information and keeping closer communication with shareholders with sound and transparent management.
We are committed to an innovative yet consistent style of management for sustainable growth and increased shareholder value.

### To Society

Ensure *anshin* as a responsible member of society by conducting our business adhering to the highest ethical standards in addition to laws and regulations.
We play an active role in addressing environmental and other issues facing our society.

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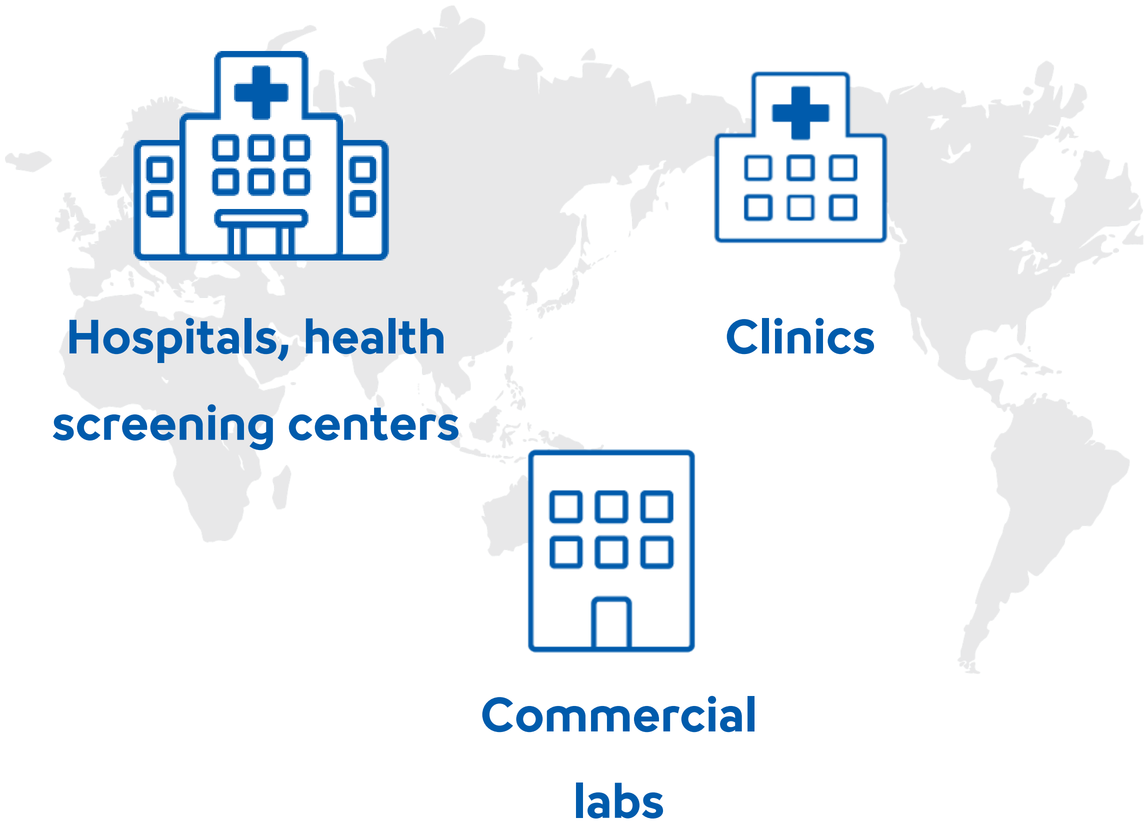
*Anshin* is a word at the core of the Sysmex corporate philosophy that embodies the essence of what we have been pursuing since our foundation, and has the following meanings:

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

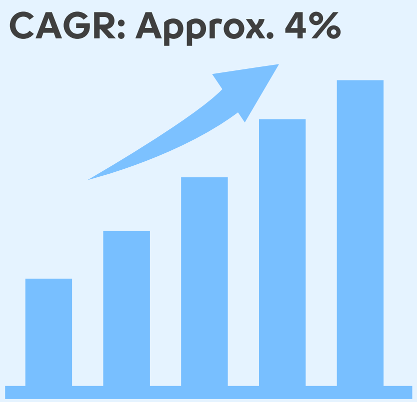
# Where Sysmex Products Are Used

## ■ Main user locations




## ■ Market scale

### Scale of the global IVD market




**Approx. ¥12.2 trillion**

Approx. 80.0 billion USD

1USD =¥152.6

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

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

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

**Blood sampling** → **Measurement, analysis** → **Diagnosis**

Blood collection room

**Laboratory**

Examination room

# In Vitro Diagnostics Supporting Healthcare

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

## in vitro diagnosis

Collection of samples for testing

### Hematology
Anemia, leukemia, thrombocytopenia, etc.*

### Hemostasis
Hemophilia, myocardial infarction, cerebral infarction, etc.*

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

### Clinical chemistry
Diabetes mellitus, arteriosclerosis, liver dysfunction, renal dysfunction, etc.*

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

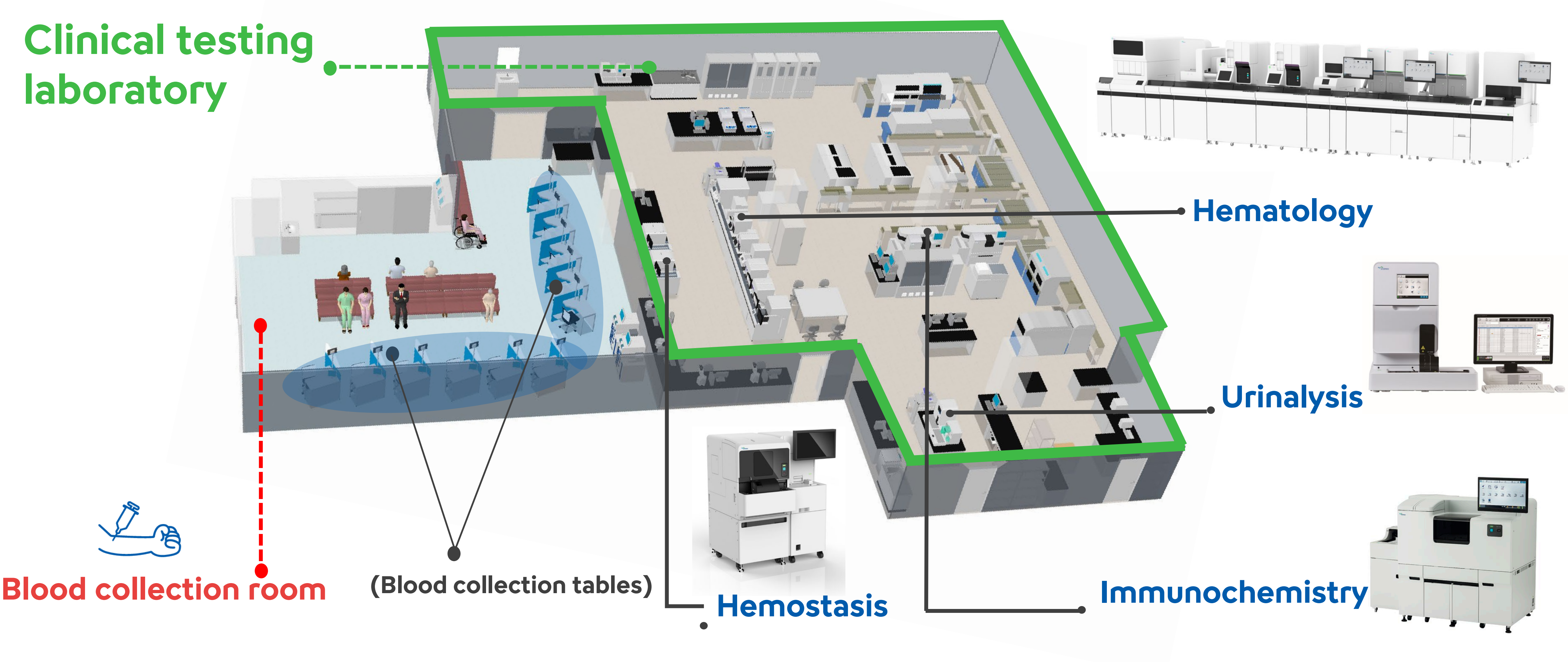
### Genetic testing
Breast cancer, lung cancer, colorectal cancer, etc.*

*Examples of related diseases

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

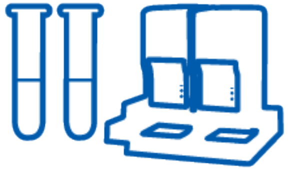
# Places Where Sysmex Products Excel (Image)

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



# About Hematology

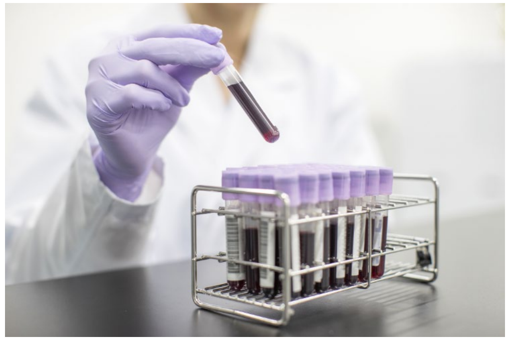
**Sysmex's greatest strength is in Hematology, screening tests that are consistent around the world.**



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

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

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



# Products Used in Hematology

**Testing uses a combination of specialized instruments and reagents.**

## ■ Instruments

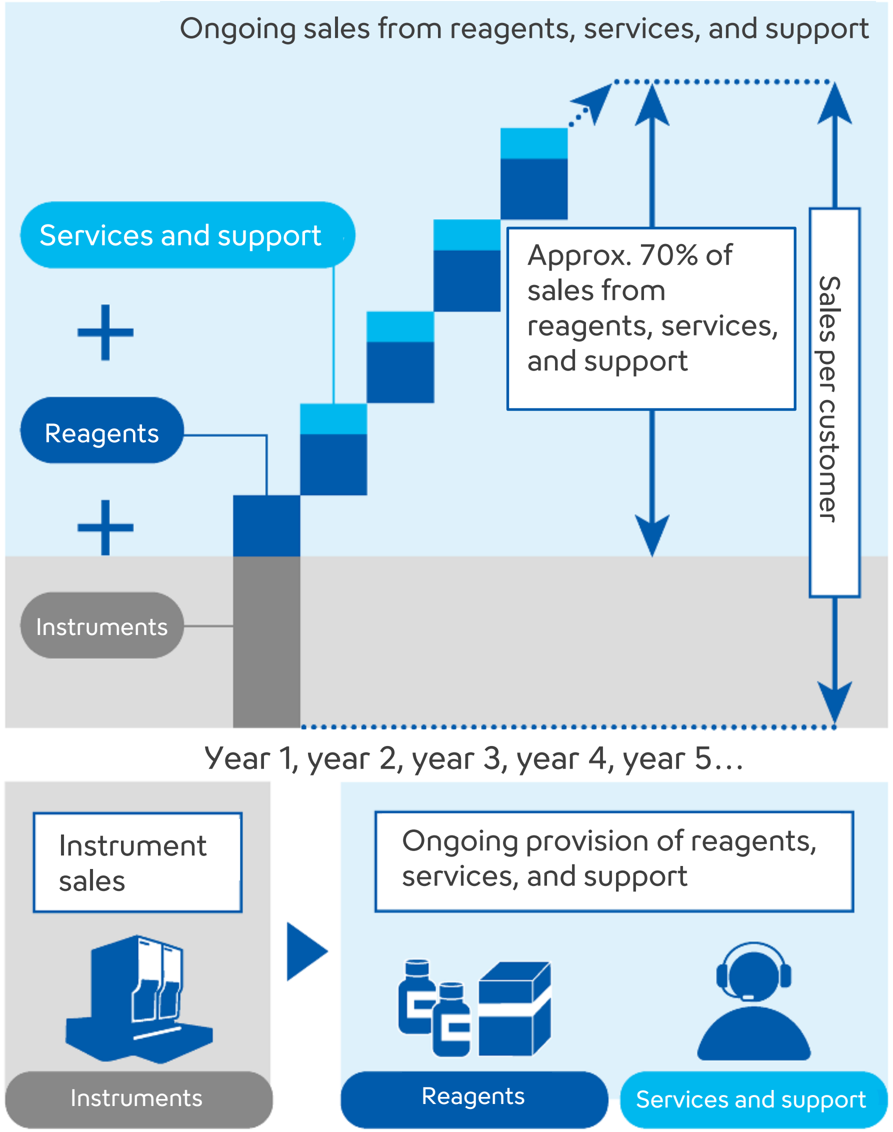
### For large hospitals and commercial labs

### For medium-sized hospitals

### For clinics

## ■ Reagents

# Business Model




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

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

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

Contributing to the health of people around the world through hematology

Sales/Services bases
**63 sites in 45 countries**

Reagent production sites
**14 sites in 10 countries**

Device production sites
**8 sites, mainly in Japan**
Responding to regional-specific schemes such as the one in China

**A global market share of more than 50%**

**The group with many customer contacts in the medical instruments field**

# What Customers Expect

## Sysmex's direct customers

| Healthy and pre-symptomatic people, patients | Doctors | Laboratories |
|---|---|---|
| Receive appropriate healthcare at the necessary times and locations | Provide appropriate, high-quality diagnoses and treatment to patients in a timely manner | Provide doctors with accurate test results and diagnostics support information in a timely manner |

### sysmex

- Products
- Service structure
- Data standardization
- Scientific support

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

# Products (1)

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## Our products offer high quality and high durability

### The fusion of diverse technologies

- Software
- Fluids
- Mechanics
- Electronics
- Optics
- Cell measurement technologies
- Biology
- Chemistry

### Development ability to meet expectations

Instruments

Reagents

- Measurement of minute samples
- Multiparameter analysis
- High repeatability
- High processing capacity
- High durability

### Reporting of results

# Products (2)

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

## 1960s

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

**Automation of testing/ promotion of increased testing**

**Conventionally**
**Microscope (visual inspection)**

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

## 1980～90s

**improvements in testing efficiency**
**Ensuring the safety of technologists**

**Commercialization of the world’s first hematology transport system**

# Products (3)

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

2000s

**Utilization of IT to achieve improvements in testing quality and efficiency**

**IT adapted products and services**

2020s

**Further gains in efficiency and eco-friendliness**

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

**Started to provide network services**

**Begin launching new hematology products**

# Creating New Value in Hematology

## Achieving full automation through the touch-free concept

automated hematology analyzers

**XR-9000**

Automatic shutdown ← Sample storage ← Blood image analysis ← Smear sample preparation ← Sample sorting ← Measurement ← Automatic quality control ← Automatic startup

**(1) Automation of quality control measurement**

**(2) Batching of reagent exchange**

**(3) Centralized control of analyzers**

BT-50 barcode terminal

RM-10 reagent supply unit

Hematology dashboard

# Service Structure

## Inventions not to stop testing at medical institutions

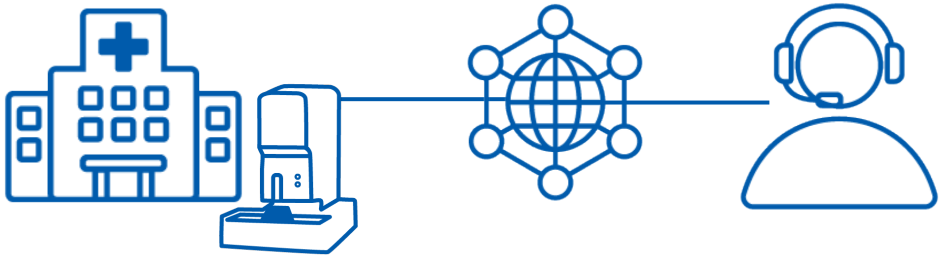
■ **If testing is interrupted**

| Laboratories | Doctors |
| --- | --- |
| Test results cannot be reported to the doctor | Accurate diagnosis and treatment based on test results is not possible |

**Patients**

**Cannot receive appropriate treatment and care**

**Using networks to prevent breakdowns from occurring**



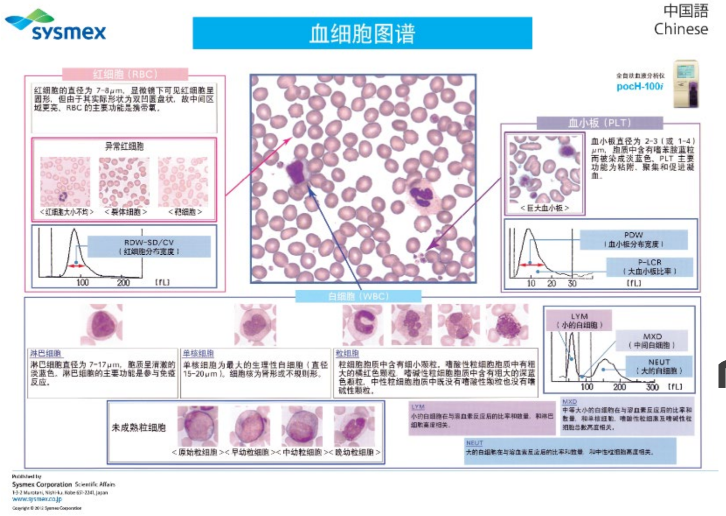
- ✓ Real-time monitoring of instrument status through network connections between instruments and the Sysmex Support Center
- ✓ Realization of remote support

24/7 customer service

# Scientific Support

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

Holding scientific seminars at locations around the world




Wide range of academic materials in multiple languages

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

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

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

## Until the 1990s

**Efficient expansion of direct sales areas by acquiring distributors**

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

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

## 2000s

**No. 1 share of the global hematology market**

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

China: Reinforcement of a sales network suited to the market

## 2020s

**Transition to direct sales in emerging markets**

India, Brazil, Saudi Arabia, etc.

*AP: Asia Pacific region

# Creating Social Value

## Contributing to society through our products and services

### Initiatives to improve accessibility to healthcare

- ✓ Contributing to the early diagnosis and treatment of malaria

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

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

### Contributing to fair sports management

- ✓ Helping to improve the quality of doping tests

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

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

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

## Products

High performance, high quality, robust, fully automated

## Direct sales and services

(1) Uninterrupted testing

(2) High-quality testing that supports diagnosis

(3) Scientific support and maintenance service

Confidence

Growth opportunities

A sense of security in the Sysmex brand and the anticipation of new value creation

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

# 2

# Sysmex's Future
# Toward Further Growth

# Accelerating Evolution of Health Tech

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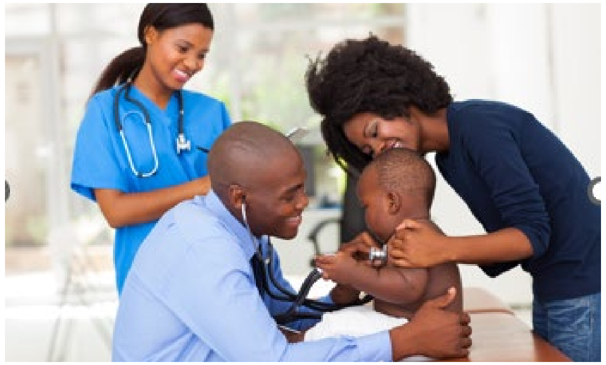
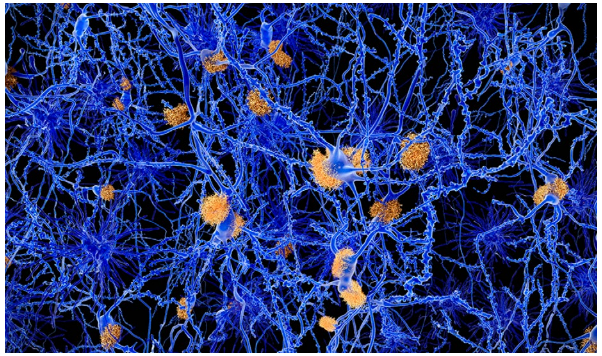
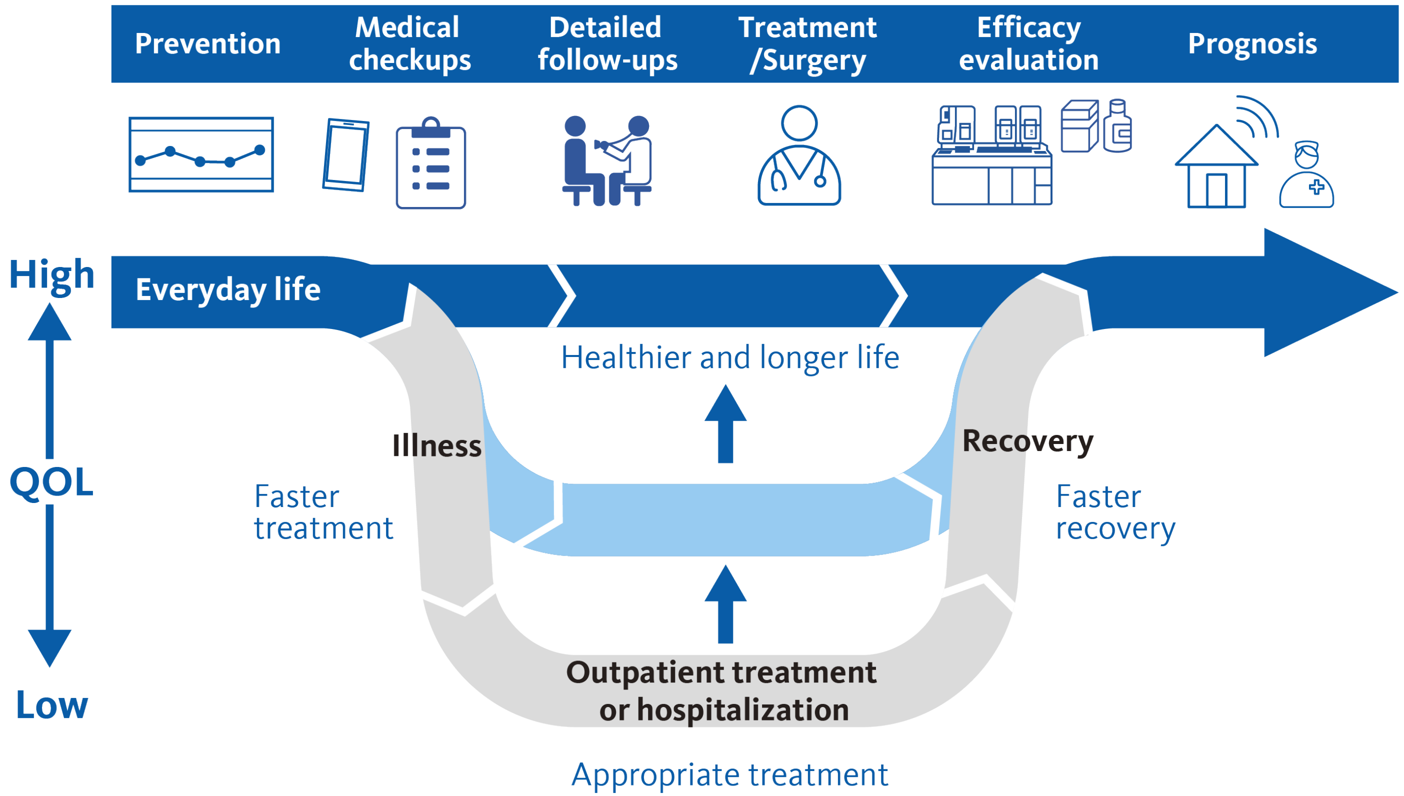
| Changing healthcare awareness | Acceleration of digital technologies | New treatment modalities |
|---|---|---|
| **Increase in new entrants<br>Response to increasingly diverse medical services** | **Expansion of digital healthcare<br>Development of products and services<br>Response to increasing speed** | **Response to increasingly sophisticated treatment** |
| ✓ **Shift from treatment to prevention**<br>✓ Self-medication<br>✓ Healthcare education<br>✓ Increasingly diverse medical services | ✓ **Rapid industrial utilization of AI and its application in the medical industry**<br>✓ Full-scale development of remote medical care<br>✓ **Faster product development and analytical performance using digital technology** | ✓ New treatments for Alzheimer's disease<br>✓ Practical application of regenerative cell medicine<br>✓ Application of gene editing technology |





# Sysmex's New Long-Term Corporate Strategy

## "Together for a better healthcare journey"




**Expansion of testing**

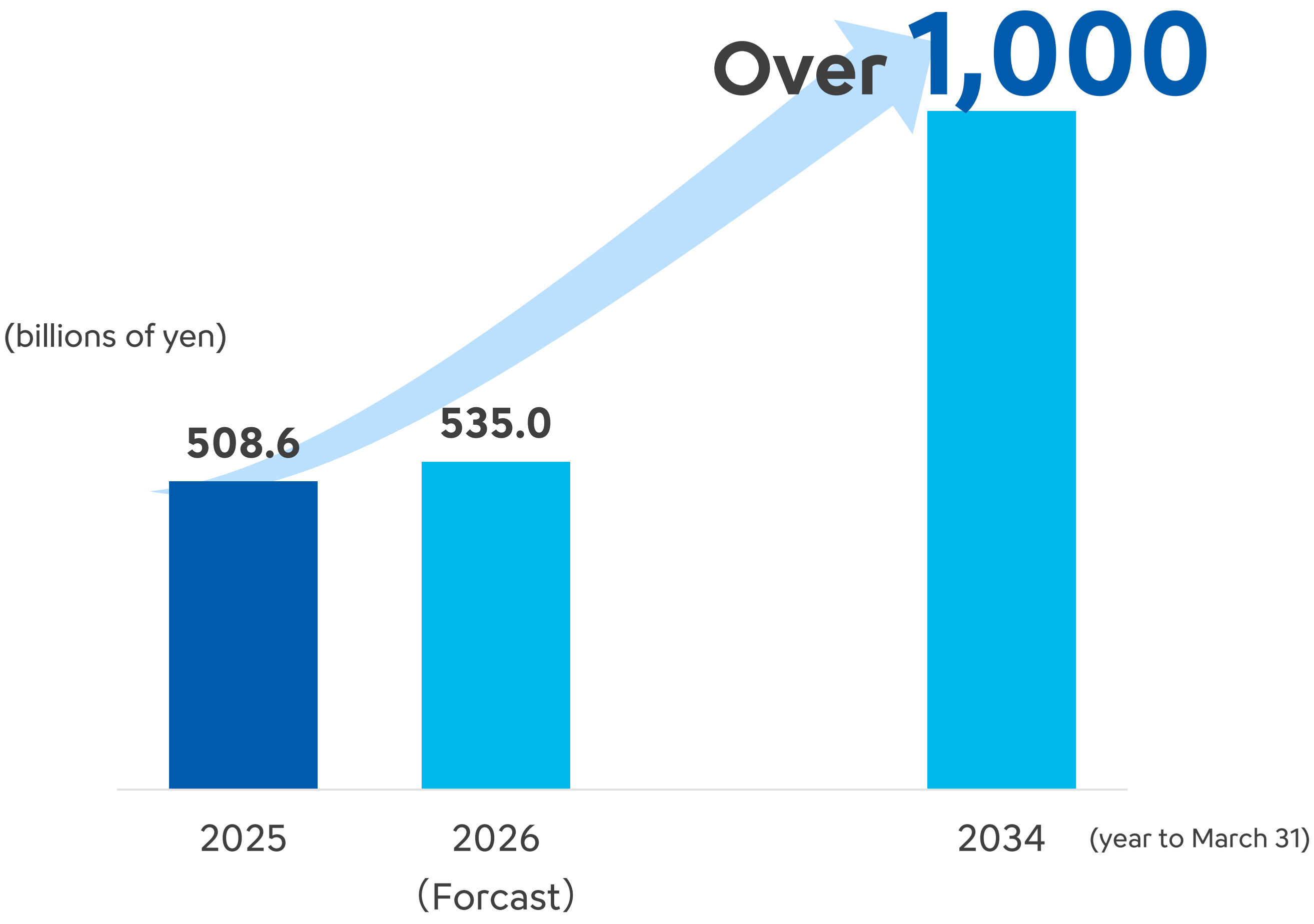
Increase in the type of situations that require testing
Creation of new value

**New initiatives**

Robotic-assisted surgery system
Regenerative and cellular medicine

# Growth Strategy in Sysmex

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




## growth strategy

I. Reinforcement of Existing Businesses

II. Business Expansion in Emerging Countries

III. Expansion of new businesses

# Initiatives for the Reinforcement of Existing Businesses

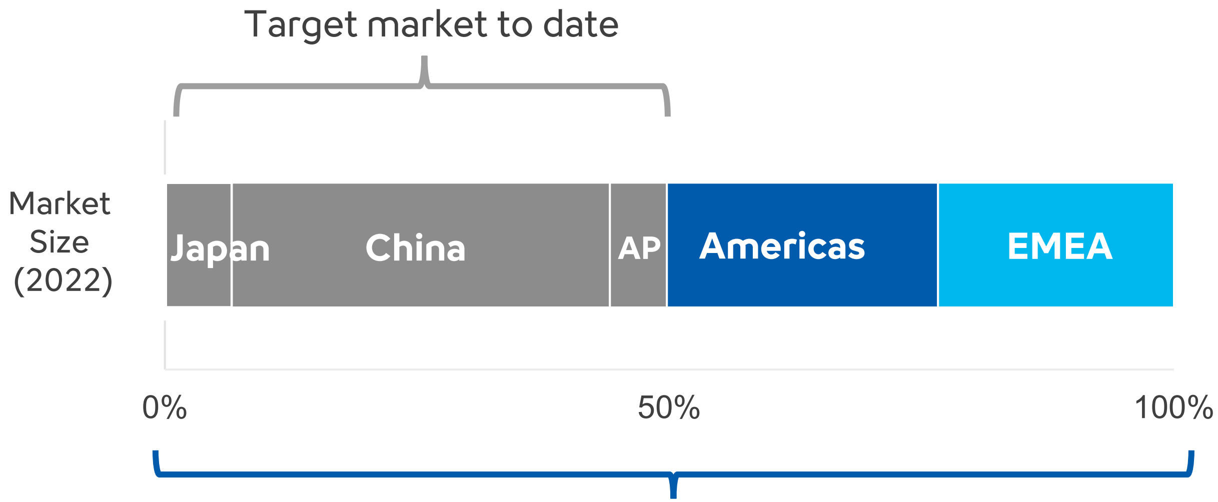
Expansion in the Hemostasis and Other Fields

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

sysmex

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

**Approximately doubling the target market**

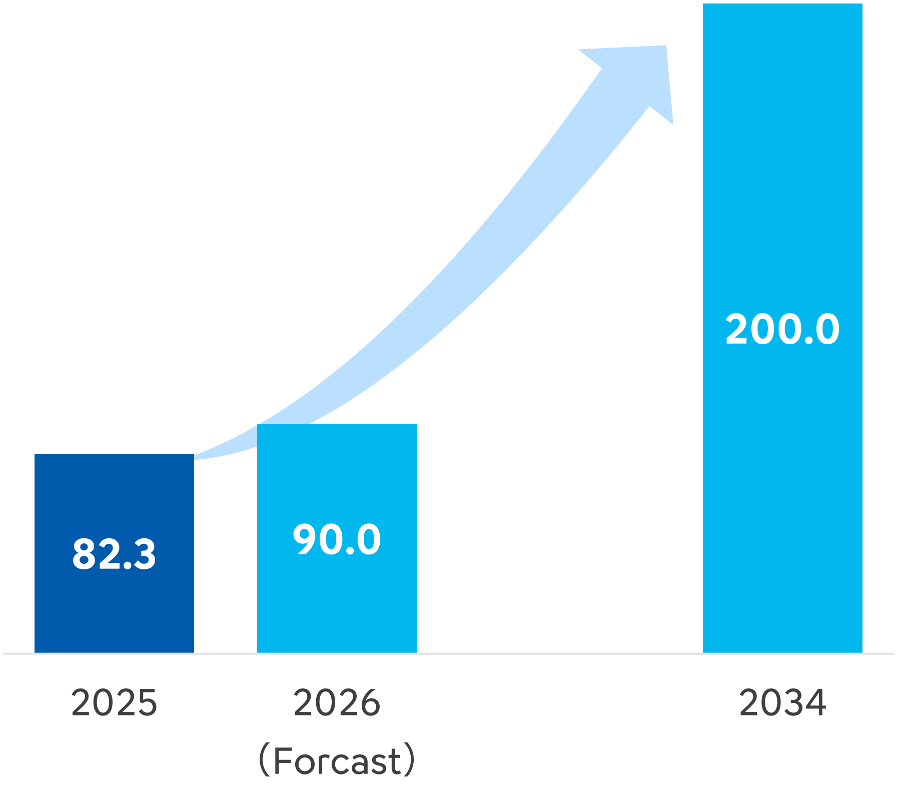



Size of market from
the fiscal year ended March 31, 2025

Approx. 3.0 billion USD

■ Sales in the Hemostasis Field
(Results and Forecasts)

(Billions of yen)

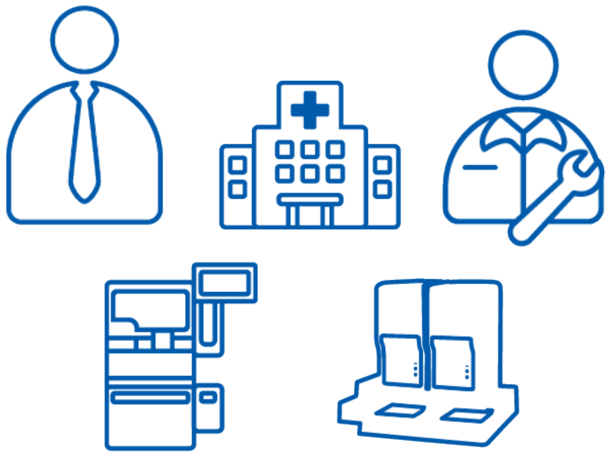



(years to March 31)

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

Global sales network and abundant human resources

Leverage channels in the hematology field

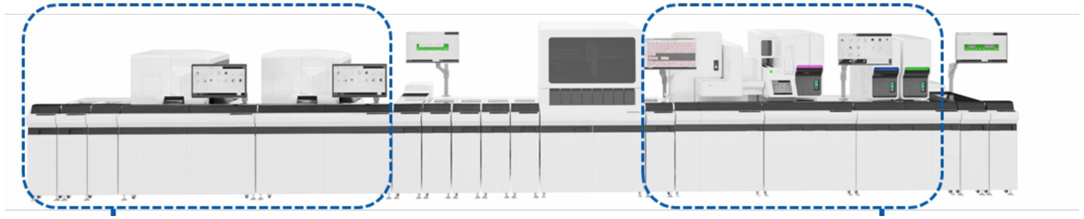


**Strength in the hematology business due to high levels of customer satisfaction and a No. 1 market share in Europe and the Americas**

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

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

**Hemostasis field** **Hematology field**



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

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

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

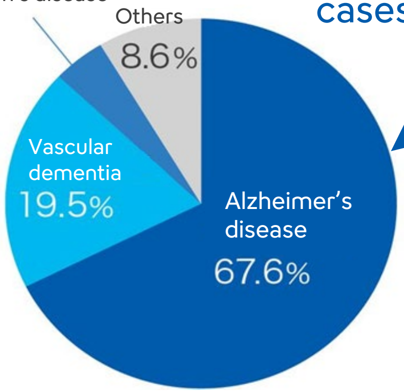
## Number of dementia patients continues to increase*1

Currently: More than 55 million people

**2050: Approx. 130 million people**

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

**Percentage of dementia cases**

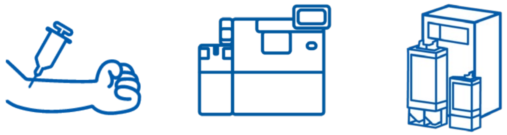



Alzheimer's disease accounts for some 60–70% of dementia cases*2

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

## Proposing new testing methods

NEW



Blood tests | Instruments | Reagents

- ✓ Low cost
- ✓ Low physical burden (simple)
- ✓ Testing available at many hospitals

Imaging | Cerebrospinal fluid testing

- ✓ High cost
- ✓ High physical burden (pain)
- ✓ Testing available at few hospitals

**Firm diagnosis, treatment**

# Initiatives for emerging market strategies

Growth in India, Brazil, and Other Countries

# Growth potential in emerging markets

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

■ The potential healthcare market


Source：World Health Organization 2021

# Emerging Market Strategies

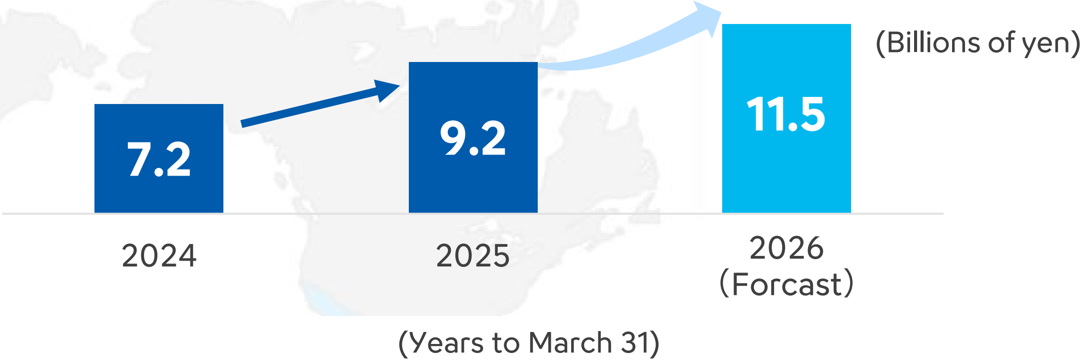
**Proactive initiatives in markets that are expected to grow substantially**

## India

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

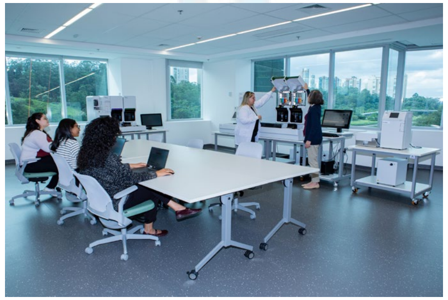
New production base in India

### Sales in India




## Brazil

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



Training center in Brazil

### Sales in Brazil

# Initiatives for the Expansion of New Businesses

Medical Robotics and Other Businesses

# Expansion of New Businesses

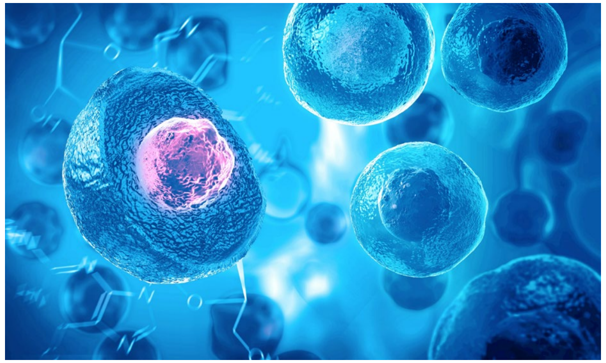
## Medical robotics business

Robotic-assisted surgery system


hinotori™

## Regenerative and cellular medicine

Platelet derived from iPS cells



## Digital medicine

Home healthcare support system

kaleido TOUCH

# Expansion of New Business : Medical Robotics Business

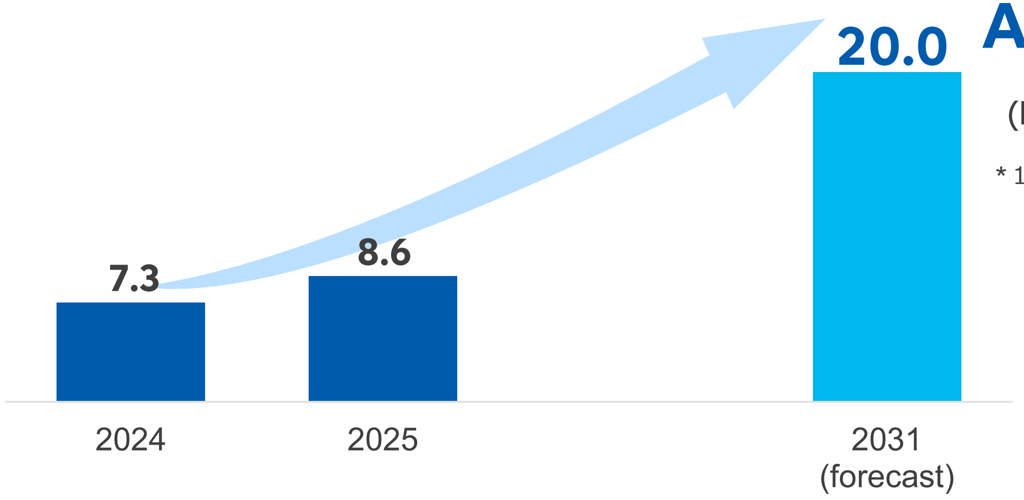
Surgical support robots moving healthcare to a new stage

## Healthcare needs

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

## Global market scale

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




**Approx. ¥3 tn***

(billion USD)

* 1 USD= ¥152.6

## Taking on challenges in new domains

sysmex
[Exclusive distributor]

Kawasaki
[Development, production]

Medicaroid
[Manufacturing and sales]


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

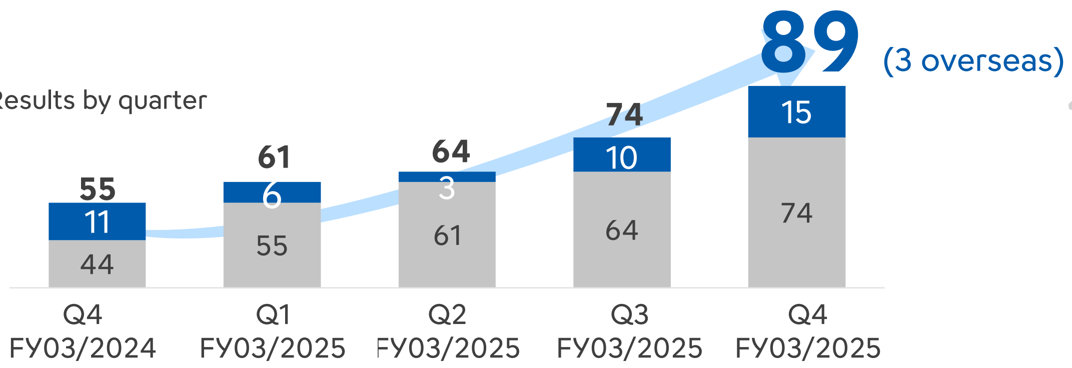
# Expansion of New Business：Medical Robotics Business

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

## Progress in the fiscal year ended March 31, 2025

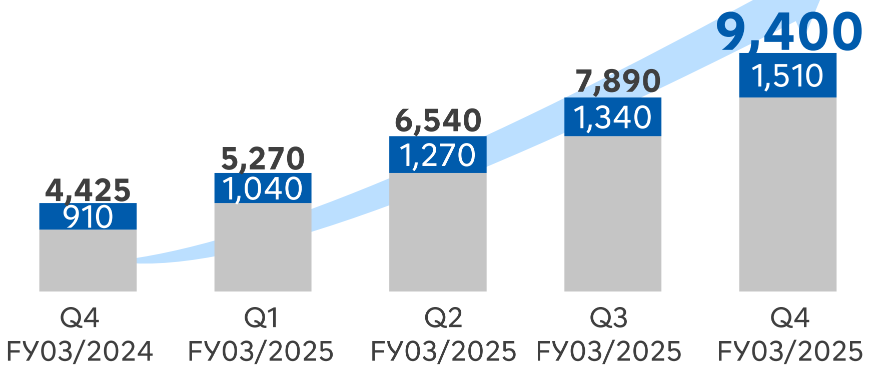
■ hinotori™ units installed globally to date

+34 this fiscal year




■ Surgeries performed globally

+ Approx. 5,200 this fiscal year




## global rollout plan

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

Submitted regulatory application in Q4 FY03/2025

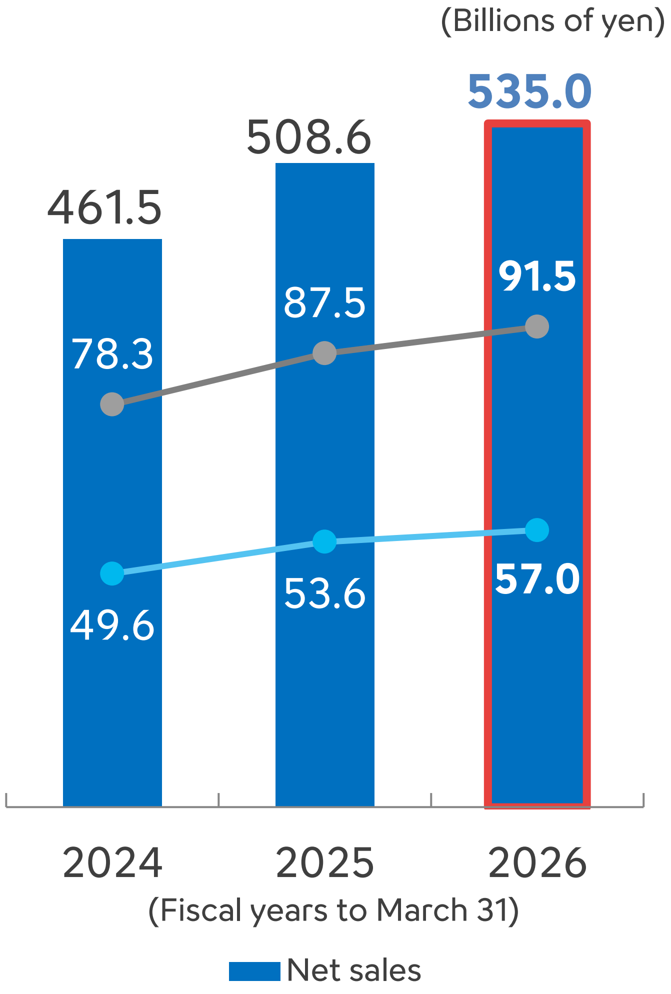
**Expect to enter the U.S. market in the fiscal year ending March 31, 2027**

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

# 3 Financial Forecast , Shareholder Returns

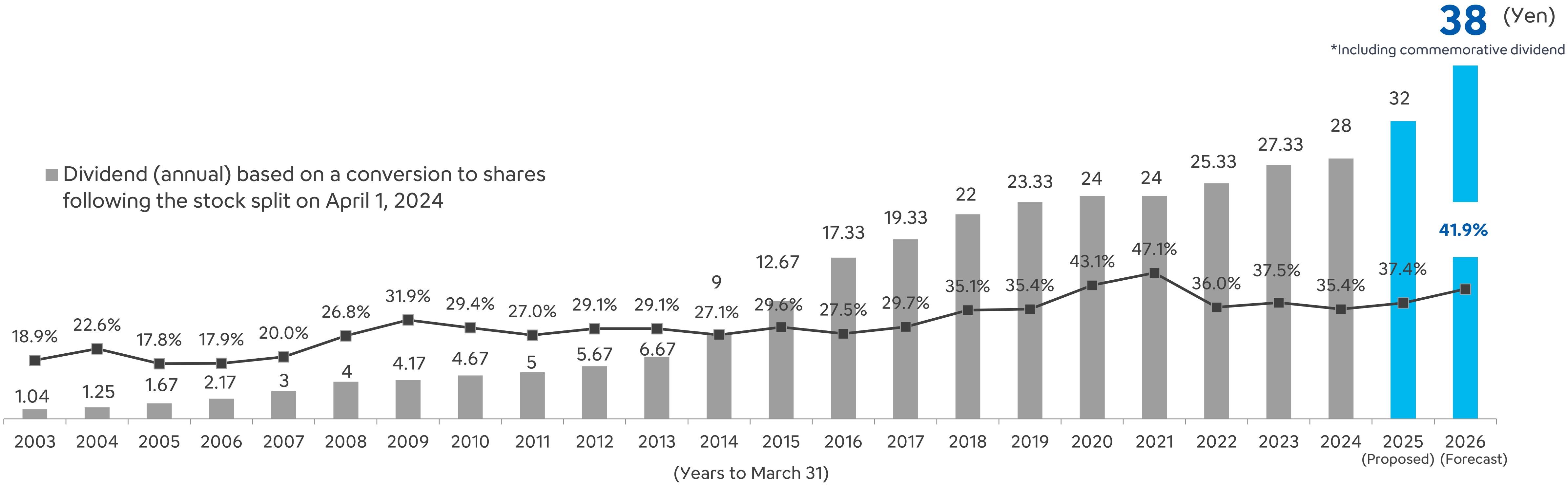
# Results for the Fiscal Year Ended March 31, 2025 and Financial Forecast for the Fiscal Year Ending March 31, 2026

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



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

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



Together for a better
healthcare journey