

Sysmex Sustainability Data Book 2025

Fiscal 2024 (April 1, 2024 to March 31, 2025)

Together for a better
healthcare journey

Contents

Sustainability Management 3

Materiality 4

Stakeholder Engagement 14

Society 17

Creating New Value for a Healthy Society 19

Resolution of Medical Issues through Innovation 19

Improvement in Accessibility to Healthcare
—Approaches to Global Health and Universal Health Coverage— 22

Providing Responsible
Products, Services, and Solutions 31

Pursuit of Quality and Trust 31

Strengthening Supply Chain Management 40

Creating an Attractive Workplace 44

Development of Human Resources
—Employee Journey— 44

Promotion of Diversity, Equity & Inclusion 49

Increasing Engagement 52

Promotion of Health and Occupational Safety 57

Corporate Citizenship Activities 62

Corporate Citizenship Activities 62

Environment67

Environmental Management 69

Resource Circulation in Product Lifecycle 78

Reduction in Environmental Burden
through Business Activities 85

Governance 91

Compliance 93

Compliance Management 93

Compliance Promotion Initiatives 95

Risk Management 98

Risk Management 98

Response to Risks
Related to Business Continuity 109

Enhancing Information Security 110

Respect for Human Rights 112

Respect for Human Rights 112

External Evaluation115

External Evaluation 116

Evaluations and Results
Related to Sustainability 116

Performance Data /
Independent
Practitioner’s Assurance119

Social Data 119

ISO 304141 Certification 123

Environmental Data 124

Independent Practitioner’s Assurance 129

Editorial Policy for Sustainability Reporting

Sysmex publishes the Sysmex Report, an integrated report that provides a concise summary of financial and non-financial information in terms of value creation over the medium- to long-term. The Sustainability page on our website serves as a reporting tool to complement the Sysmex Report. It presents all our specific efforts to address priority issues (materiality) in sustainability and is periodically updated. We also publish an annual report titled Sustainability Data Book, which summarizes the details provided on our website. The website and Data Book serve as engagement tools for all stakeholders, and thus they refer to disclosure items specified by the GRI Sustainability Reporting Standards in order to ensure exhaustive disclosure. Regarding climate change and natural capital, we disclose various types of information in accordance with the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD).

Disclosure System

Financial Information	Non-Financial Information
Integrated Report: “Sysmex Report” (Annual report)	
Investor Relations Site This site discloses details of financial, stock, and shareholder information. • Financial Reports & Presentations	Sustainability Site • Sustainability Data Book (annual report) (PDF)
	Corporate Governance Report

Guidelines Referenced

- GRI (Global Reporting Initiative)
“GRI Sustainability Reporting Standards”
- SASB (Sustainability Accounting Standards Board)
“SASB Standards”
- The Japanese Ministry of the Environment’s Environmental Reporting Guidelines (2018 ed.)
- TCFD (Task Force on Climate-related Financial Disclosures)
- TNFD (Taskforce on Nature-related Financial Disclosures)

Organizations Covered

Sysmex Corporation and consolidated subsidiaries

In this report, “Sysmex” refers to the Sysmex Group as a whole. “Sysmex Corporation” refers to the Company on a stand-alone basis.

Independent Practitioner’s Assurance

We obtained an Independent Practitioner’s Assurance for observation, as well as environmental and social data.

► Independent Practitioner’s Assurance

Period Covered

Primarily fiscal 2024 (from April 1, 2024 to March 31, 2025). Some activities conducted outside this period are also included.

* For the most recent information, we keep information on our sustainability site updated as it becomes available.

Date of Publication

September 2025

Note on the Forecasts

Statements in this report pertaining to Sysmex’s future plans, forecasts, and other items are based on currently available information and involve uncertainties. Actual results may differ materially from those planned or forecasted in these statements.

Together for a better healthcare journey

Sustainability Management

Materiality 4

Stakeholder Engagement 14

Sustainability Management

Materiality

The Process of Positioning and Identifying Our Materiality

We identify priority issues (materiality) with the aim of realizing a sustainable society and achieving sustainable growth for Sysmex, and we periodically verify this content.

We identified our previous materiality in 2017, by analyzing priorities along two axes: importance to stakeholders and to Sysmex. To make progress more visible and increase effectiveness, we set specific targets and KPIs as non-financial targets in line with our mid-term management plan. (In fiscal 2021, we renamed “nonfinancial targets” to “sustainability targets.”) We also developed action plans and activities for responsible divisions. We reviewed this content in 2021 when formulating our mid-term management plan.

In fiscal 2023, in order to formulate a new long-term vision and strategy, we have determined that it is important to design a cohesive strategy that aligns with our long-term corporate strategy, mid-term management plan, and materiality, taking into account factors such as the expansion of business domains and the diversification and increasing complexity of the social environment.

We believe this will help enhance our execution capabilities and foster active dialogues, while promoting sustainability-oriented management. Furthermore, we anticipate that this will facilitate understanding both internally and externally.

Our approach to reidentifying materiality was to take our previous materiality as a starting point, and then use a backcasting-type design. In conjunction with our Long-Term Corporate Strategy 2033, we analyzed social and global environmental and industry trends up to 2033, and organized them as issues to be addressed to realize our long-term vision, as well as from the perspective of their impact on social and corporate value.

Sysmex identified priority SDGs to address, and based on this, identified 14 materiality items in five areas.

Furthermore, we established the new materiality items as the basis for setting our core strategy and monitoring indicators in our Long-Term Corporate Strategy 2033. Our core strategy was further aligned with the mid-term management plan and sustainability targets to create a framework for Sysmex’s vision for value creation.

The execution status and sustainability targets of each strategy are reported semiannually by each division at Managing Board and management meetings, and the progress is confirmed by the members of the Managing Board.

As our strategy progresses and the environment changes, Sysmex will continue to provide value by regularly verifying and reviewing its materiality.

Priority SDGs			Materiality	
3	Good Health and Well-being		- Resolution of medical issues through innovation - Improvements in accessibility to healthcare	Creating New Value for a Healthy Society²
9	Industry, Innovation and Infrastructure		- Pursuit of quality and trust - Strengthening supply chain management	Providing Responsible Products, Services, and Solutions²
12	Responsible Consumption and Production			
17	Partnership for Targets			
5	Gender Equality		- Increasing engagement¹ - Promotion of diversity, equity & inclusion² - Development of human resources - Promotion of health and occupational safety	Creating an Attractive Workplace
8	Decent Work and Economic Growth			
13	Climate Action		- Resource circulation in product life cycle² - Reduction in environmental burden through business activities²	Reducing Environmental Impacts²
	(Governance)		- Corporate governance - Compliance - Risk management - Respect for human rights¹	Strengthening Governance

*1 Added materiality items in fiscal 2023

*2 Items that have been reorganized, integrated and rewritten in fiscal 2023 from the previous materiality items

Status of Sustainability Targets

Materiality		KPI*1		Target		
				Fiscal 2024	Fiscal 2025	Fiscal 2033 (Eco-Vision)
Creating new value for a healthy society	Resolution of medical issues through innovation	Number of hematology tests	Number of CBC tests (based on the number of reagents)	—	—	—
		Hematology market share*2	Percentage of consolidated sales to the market size of instruments, reagents, and services in a single year in the field of hematology	—	—	
		Number of cases with surgical support robot	Number of cases with surgical robot system (manufactured by Mediaroid Corporation)	—	—	
		Number of patents	Total number of patents, utility model rights and design rights obtained	—	—	
		Number of new patents	Total number of patents, utility model rights and design rights applied for	—	—	
		Number of cancer genomes Analyzed*3	Number of cancer genomes analyzed by the NCC OncoPanel	—	—	
		Number of breast cancer tests using the OSNA method	Number of breast cancer tests using the OSNA method	—	—	
	Improvement in accessibility to healthcare	Sales in emerging and developing markets	Consolidated sales in emerging and developing markets	—	—	
Providing responsible products, services, and solutions	Pursuit of quality and trust	Number of recalls*4	Number of voluntary recalls/repairs for products sold (instruments and reagents)	—	—	
		Number of FDA warning letters	Number of FDA warning letters issued to Sysmex	—	—	
	Strengthening supply chain management	CSR survey response rate (primary suppliers in Japan and overseas)	Percentage of raw material suppliers that responded to CSR surveys (primary suppliers in Japan and overseas)	90%	90%	
		Number of training sessions for suppliers (Japan)*5	Number of briefings, training, and other training sessions for domestic suppliers (single year)	5	5	
		Third-party certification rate of suppliers (primary, Japan)*5	Percentage of primary raw material suppliers (domestic) obtaining third-party certification for manufacturing or product quality	—	—	
	Reducing environmental impacts	Resource circulation in product life cycle	Zero product loss	Unused disposal rate of in-house manufactured goods, raw materials and spare parts (cost/sales percentage)	0.20%	0.18%
Recycling of containers and packing and utilization of environment compliance materials			Rate of recycled or environmentally conscious materials used in containers and packaging/labeling materials	50%	60%	100%
Reduction of greenhouse gas emissions (Scope 3)			Percentage of reduction of greenhouse gas emissions (Scope 3) with FY2022 as the base year	Cut 5%	Cut 10%	Cut 35%
Supplier engagement ratio			The percentage of suppliers in Categories 1, 2, 4, and 9 that have obtained SBT certification or are committed to GHG emissions reductions equivalent to SBT	—	—	—
Reduction of packaging and labeling materials			Percentage reduction of total packaging material weight with FY2019 at the base year	—	—	—

*1 The shaded KPIs were added in April 2023. The items whose targets are displayed as “—” are monitoring items for which no targets are set.

*2 Source: Clearstate and Sysmex estimates

*3 Target: Sysmex Group in Japan

*4 The figure disclosed in the previous fiscal year has been revised due to a change in the calculation method

*5 Target: Sysmex Corporation on a non-consolidated basis

Results					Progress and Future Initiatives
Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	
—	2,971 million	2,977 million	3,325 million	3,322 million	The number of hematology testing in fiscal 2024 declined due to a temporary impact from a change in aggregation methods; however, our business continues to progress favorably. Market share increased due to growth in reagent sales driven by a rise in instrument installations across all regions, expansion in emerging markets such as India and Saudi Arabia, and progress in direct sales regions. The successful introduction of flagship models in Japan and EMEA also contributed to this growth. Sales of surgical robot system began overseas in fiscal 2024, and the number of cases increased dramatically, primarily in Japan, due to an increase in the number of installations. The number of cancer genomes analyzed and the number of breast cancer testing using the OSNA method have been steadily progressing. The number of patent applications decreased, as we grew more stringent in our selection of patents that would deliver future value and filed more strategic patent combinations. We will continue to monitor the social impact of both our existing diagnostics business and our new medical robotics business.
55.6%	54.6%	54.0%	53.0%	54.6%	
—	—	1,323	2,903	5,209	
3,485	3,680	3,832	3,868	3,337	
287	298	257	200	182	Through the strengthening of our sales and service structure in emerging countries such as India, Brazil, the Middle East, Turkey, and Saudi Arabia, sales in emerging and developing countries increased by approximately 15 billion yen from the previous fiscal year. Positioning business expansion in emerging countries as one of our growth strategies, we are working to support improvements in accessibility to healthcare and quality.
1.6 thousand	1.6 thousand	1.7 thousand	1.6 thousand	1.8 thousand	
46 thousand	54 thousand	52 thousand	52 thousand	53 thousand	
¥122.0 billion	¥143.0 billion	¥156.7 billion	¥164.6 billion	¥179.5 billion	
8	3	7	4	6	In fiscal 2024, the number of recalls increased by two compared with the previous fiscal year; however, there were no health hazards. As for FDA warning letters, no warning letter was received, as in the previous fiscal year. We successfully prevent defective products from entering the market by establishing a system that ensures compliance with the regulations of each country, conducting regular quality audits, timely collecting information from the market through our global quality complaint handling system, and thoroughly investigating the causes of defective products. We will continue our efforts to maintain and improve the safety and quality of our products.
0	0	0	0	0	The CSR survey response rate for fiscal 2024 was maintained at 95%, continuing from the previous fiscal year, and achieved the target of 90%. In addition to working toward the improvement of initiatives based on the results of the CSR survey, we conducted six training sessions on the CSR survey and BCP response items. In fiscal 2024, we held an SBT briefing session and a study session on the importance and practice of calculating greenhouse gas emissions, promoting activities to reduce CO ₂ emissions across the entire supply chain. We will continue to promote sustainable procurement and ensure a stable supply of our products and services.
89%	90%	94%	95%	95%	As part of our efforts to achieve zero product loss, we established recycling systems in multiple regions for unused instruments that would otherwise be discarded. However, due to an increase in the disposal of COVID-19-related reagents and other items, the overall unused disposal rate remained at the same level as in the previous fiscal year. By fully switching to recycled and environmentally friendly materials, such as changing product packaging to recycled paper and FSC-certified paper, and replacing wooden pallets for instruments with cardboard, we exceeded our target for fiscal 2025. With respect to Scope 3, we have continued to promote a modal shift in product shipments. However, the increase associated with the expansion of business activities outweighed these efforts, and we did not achieve our target in fiscal 2024. Going forward, we will revise our system so that GHG reduction efforts are properly reflected in the figures even as our business activities expand.
2	5	5	6	6	
86%	88%	86%	88%	89%	
—	—	—	0.40%	0.40%	
—	—	—	43%	62%	
—	—	—	Cut 4%	Cut 1%	
—	—	—	40%	40%	
Cut 4%	Up 9%	Cut 7%	Cut 9%	Cut 4%	

Materiality		KPI*1		Target		
				Fiscal 2024	Fiscal 2025	Fiscal 2033 (Eco-Vision)
Reducing environmental impacts	Reduction in environmental burden through business activities	Reduction of greenhouse gas emissions (Scopes 1, 2)	Reduction rate of GHG emissions (Scope 1, 2) with FY2022 as the base year	Cut 35%	Cut 40%	Cut 55%
		Ratio of renewable energy	Percentage of using renewable energy	70%	75%	90%or higher
		Reduction of using energy per employee	Percentage of reduction of using energy per employee with FY2022 as the base year	Cut 2%	Cut 3%	—
		Reduction of water consumption (main reagent factories)	Percentage of reduction of water consumption per production of reagents with FY2022 as the base year	Cut 14pt	Cut 23pt	Cut 90pt
		Reduction of total waste	Percentage of reduction waste generated by business activities per consolidated sales with FY2022 as the base year	Cut 3%	Cut 5%	Cut 15%
		Ratio of product waste to sales	Ratio of products waste caused by expiry and other reasons to consolidated sales	—	—	—
Strengthening governance	Corporate governance	Number of meetings with investors and analysts*3	Number of meetings with institutional investors and securities analysts	—	—	—
	Compliance	Number of internal reports	Number of internal reports of incidents received	—	—	
		Number of unethical incidents	Total number of incidents in which the violations the law were found, and disciplinary actions were taken for the violation of the Global Compliance Code	—	—	
	Risk management	Number of information security trainees*4	Number of participants in information security training (gross)	—	—	
		Disaster risk reduction training participation rate*4	Participation rate in disaster risk reduction training conducted through e-learning, assuming disasters (excluding employees on long-term leave)	—	—	

*1 The shaded KPIs were added in April 2023. The items whose targets are displayed as “—” are monitoring items for which no targets are set.

*2 The figure disclosed in the previous fiscal year has been revised due to a change in the calculation method

*3 Target: Sysmex Corporation on a non-consolidated basis

*4 Target: Sysmex Group in Japan

Results					Progress and Future Initiatives
Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	
—	—	—	Cut 29%	Cut 33%	We have been promoting the transition to renewable energy and the installation of energy-saving equipment. Although Scope 2 emissions have been on a declining trend, in fiscal 2024, electricity usage increased due to the parallel operation of new and existing plants in India. As a result, the reduction rates for Scope 1 and Scope 2 emissions did not meet our targets. Energy use per employee has remained at a level exceeding our target thanks to ongoing energy-saving initiatives at each business site. We will continue to promote operational efficiency and energy-saving Initiatives, as well as extend the transition to renewable energy—already completed at major domestic locations—to our overseas locations, thereby continuing our efforts to reduce greenhouse gas emissions.
—	—	—	69%	72%	
—	—	—	Cut 8%	Cut 7%	
—	—	—	Up 2pt*2	Cut 31pt	Regarding the reduction of water consumption in reagent factories, we implemented measures such as improving tank and filter cleaning methods and enhancing pure water purification efficiency, and expanded the scope of these measures to more items and factories. As a result, in fiscal 2024, we achieved a reduction that surpassed our target.
Cut 8%	Cut 15%	Cut 27%	Cut 32%	Cut 33%	With respect to the reduction of total waste, in addition to continuing existing initiatives, we exceeded our target through measures such as converting of waste items into valuable materials for recycling transactions in Japan.
0.6%	0.6%	0.5%	0.4%	0.5%	In fiscal 2024, the disposal value of products increased by approximately 0.2% compared to the previous year primarily due to the increased disposal of related products accompanying sales terminations. Going forward, we will work to reduce waste by strengthening global supply and demand management, and promoting measures to extend expiration dates.
506	485	597	723	753	We actively utilized conferences organized by securities companies, arranged dialogue opportunities with outside members of the Managing Board, and held small meetings on specific themes to facilitate communication with a wide range of investors. As a result, we held meetings with 753 companies, exceeding the previous year’s 723. Going forward, we will continue to strengthen our relationship with a broad base of investors through dialogues.
12	28	21	26	17	In fiscal 2024, the number of internal reports totaled 17, including cases both in Japan and overseas. We investigated the facts of each case and took appropriate action. There were 19 unethical incidents, but no serious violations. Going forward, we will continue to position education and awareness-raising activities for employees as the foundation for promoting and ensuring compliance. We will also provide ongoing training and work to further instill conduct based on the Global Compliance Code.
5	14	9	15	19	
2,720	3,601	4,900	11,097	27,060	We conducted cybersecurity e-learning not only for employees across the Group but also for temporary employees and independent contractors. In addition, we regularly provided training in handling of spear phishing (BEC and phishing scams) as part of our efforts to raise employees’ awareness of information security. In fiscal 2024, by increasing the number of spear phishing training, the number of participants rose significantly.
—	—	—	—	89.5%	To further strengthen our disaster response capabilities, we have newly set the “Disaster Prevention Training Participation Rate” as a KPI. In fiscal 2024, the participation rate reached a high level of 89.5%. We will continue to enhance employees’ disaster awareness and response capabilities by conducting regular disaster prevention training and improving its content. We will also continue to improve related rules and manuals on disaster response, thereby strengthening our ability to address risks related to business continuity. The participation rate in disaster drills using the safety confirmation tool, which had been set as a KPI until fiscal 2023, remained at a high level of 98%.

Materiality		KPI*1		Target		
				Fiscal 2024	Fiscal 2025	Fiscal 2033 (Eco-Vision)
Creating an attractive workplace	Increased engagement	Engagement score	Percentage of positive responses to engagement in the corporate culture survey	75%	75%	—
		Turnover ratio	Turnover rate of regular employees (Ratio for people who have left the organization for any reason, including layoffs, job cuts, job changes, retirement age, etc.)	10% or less	10% or less	
		Self-turnover rate	Annual retirement rate for personal reasons	—	—	
		Return rate from parental leave*2	Return to work after parental leave	—	—	
		Percentage of men taking childcare leave*2	Percentage of male employees (including part-time workers) taking childcare leave after their spouse bears a child	62%or higher	65%or higher	
	Promotion of diversity, equity & inclusion	Female managers ratio	Ratio of women at director level or above	19%or higher	20%or higher	
		Female next generation managers ratio	Percentage of women in the manager position	—	—	
		Female associates, employees ratio	Female associates, employees ratio	—	—	
		Percentage of mid-career recruitment in managerial and professional positions*2	Percentage of mid-career recruitment employees in managerial and professional positions	—	—	
		Male/female percentage among recruits (new graduates)*2	Female ratio in new graduates recruitment	—	—	
		Male/female percentage among recruits (mid-career)*2	Female ratio in mid-career recruitment	—	—	
		Percentage of women in executives*2	Ratio of women in the executives	—	—	
		Percentage of women and non-Japanese nationals in executives*2	Ratio of foreigners in the executives	—	—	
		Percentage of women in executives	Ratio of women in executives of group companies including the head office	—	—	
		Salary inequality in managerial and professional positions (total compensation)*2	Gender ratio in average total compensation value (managerial and professional positions)	—	—	
		Salary inequality in general employees (total compensation)*2	Gender ratio in average total compensation value (general employees)	—	—	
		Percentage of employees with disabilities*3	Percentage of employees with physical, intellectual, or mental disabilities	2.55% or higher	2.65% or higher	

*1 The shaded KPIs were added in April 2023. The items whose targets are displayed as “—” are monitoring items for which no targets are set.

*2 Target: Sysmex Corporation on a non-consolidated basis

*3 Target: Sysmex Group in Japan

Results					Progress and Future Initiatives
Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	
66% (except EMEA)	65% (except EMEA)	71%	75%	76%	The engagement score for fiscal 2024 rose by 1 percentage point from 75% in fiscal 2023, reaching 76% for the Group, thus achieving the target for the second consecutive year. Thanks to the establishment of the job-based personnel system, enhanced opportunities for growth, promotion of DE&I, initiatives to improve employee well-being, and efforts to create a safe and comfortable workplace environment, the score improved particularly in Japan, leading to greater satisfaction in working for Sysmex. For example, we received high scores in areas such as “I believe this is a company where I can work safely” and “Opportunities for growth are provided.” On the other hand, the score for “Knowledge and information are shared across departments” was low, highlighting the need to strengthen cross-departmental collaboration as one of our challenges going forward. The turnover rate for fiscal 2024 increased compared with the previous year. While regions such as Japan saw improvements thanks to strengthened human resource development and a review of compensation structures, turnover increased in the United States, where business restructuring was undertaken. We will continue to improve employee engagement by recruiting and developing talented people, creating a comfortable working environment, and promoting labor–management dialogue.
7.5%	10.9%	8.4%	7.7%	8.0%	
—	—	6.8%	5.6%	5.6%	
—	—	100%	99%	99%	
31%	53%	62%	61%	77%	The percentage of men taking childcare leave in fiscal 2024 rose by 16 percentage points from the previous year to 77%, achieving the target. This improvement reflects our initiatives such as setting targets in our action plans under the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on the Promotion of Women’s Active Engagement in Professional Life, supporting employees in balancing parenting and work, and conducting continuous awareness-raising activities to create a comfortable working environment. Examples include round table discussions for all domestic employees, seminars conducted by internal and external lecturers, issuance of a guidebook for male employees, and training for managers on diverse work styles. We will continue to take actions to further increase the percentage of male employees taking childcare leave.
16.2%	17.3%	19.5% (except Russia)	19.2%	18.7%	The female managers ratio exceeded 19% in fiscal 2022 and fiscal 2023, approaching the fiscal 2025 target of 20%. However, in fiscal 2024 the figure declined slightly, falling to the 18% range. By region, the Americas and other overseas regions have seen early appointments of women to management positions, with the percentage exceeding 30%. On the other hand, the figure in Japan remains at 10%, showing differences in progress among regions. Following the revision of our personnel system in 2020, a wider range of career path options has become available in Japan, leading to an increase in the number of women in management positions. The percentage of female managers has been maintained at 10% in Japan, which is above the Japanese manufacturing industry average of 8%. The percentage of women in the whole Group’s next-generation management positions remained at the same level as the previous fiscal year, reinforced by progress in overseas appointments.
—	—	32.1%	34.0%	34.0%	
—	—	41.8%	41.5%	41.1%	
—	—	41.7%	39.8%	38.6%	
—	—	35.9%	45.2%	43.0%	
—	—	27.0%	25.8%	36.5%	
—	—	8.3%	8.3%	8.3%	
—	—	16.7%	16.7%	16.7%	
—	—	9.4%	13.5%	14.8%	
—	—	93.1%	94.0%	96.2%	
—	—	80.1%	82.1%	84.7%	
2.30%	2.31%	2.31%	2.38%	2.69%	The percentage of employees with disabilities in fiscal 2024 increased by 0.3 percentage points from 2.38% in the previous year to 2.69%. Although the number of employees in the Sysmex Group in Japan has been increasing due to business expansion, this improvement was attributable to the promotion of employment of people with disabilities at the special subsidiary Sysmex Harmony and Sysmex Corporation, as well as continued support for retention. We will continue to identify and streamline suitable tasks, while remain committed to creating roles and a working environments where each employee, regardless of disability, can fully demonstrate their unique characteristics and abilities.

Materiality		KPI*1		Target		
				Fiscal 2024	Fiscal 2025	Fiscal 2033 (Eco-Vision)
Creating an attractive workplace	Development of human resources	Training time per employee	Average training time per employee for training provided by HR and each division (including online training)	40.0 hours	40.0 hours	—
		Value-added productivity (non-consolidated)*2	Value added per time	—	—	
		Value-added productivity (Group)	Value added per capita	¥21.00 million	¥22.50 million	
		Human resources development investment (non-consolidated)*2	Total investment in human resources development and training	—	¥252 million	
		Human resources development investment (Group)	Total investment in human resources development and training	¥243 million	—	
		Participation rate in training (non-consolidated)*2	Total number of associates who took training each year divided by total number of employees	90% or higher	90% or higher	
		Participation rate in training (Group)	Total number of associates who took training each year divided by total number of employees	—	—	
		Success plan effectiveness Rate*2	Rate of transfer to key positions	—	—	
		Succession coverage Rate*2	Percentage of key positions that have a successor candidate	—	—	
	Promotion of health and occupational safety	Total annual working hours*3, *4	Total annual hours worked per regular employee	1,990 hours	1,980 hours	—
		Percentage of days of paid leave taken*3	Percentage of days of annual paid leave taken per regular employee	72% or higher	75% or higher	
		Lost-term injuries frequency rate*3	Number of employee death or injuries resulting from work-related accidents per million hours actually worked	Less than 0.5	Less than 0.5	
		Lost work days rate*3	Number of days absent from work due to work-related injuries per 1,000 hours actually worked	Less than 0.05	Less than 0.05	

*1 The shaded KPIs were added in April 2023. The items whose targets are displayed as “—” are monitoring items for which no targets are set.

*2 Target: Sysmex Corporation on a non-consolidated basis

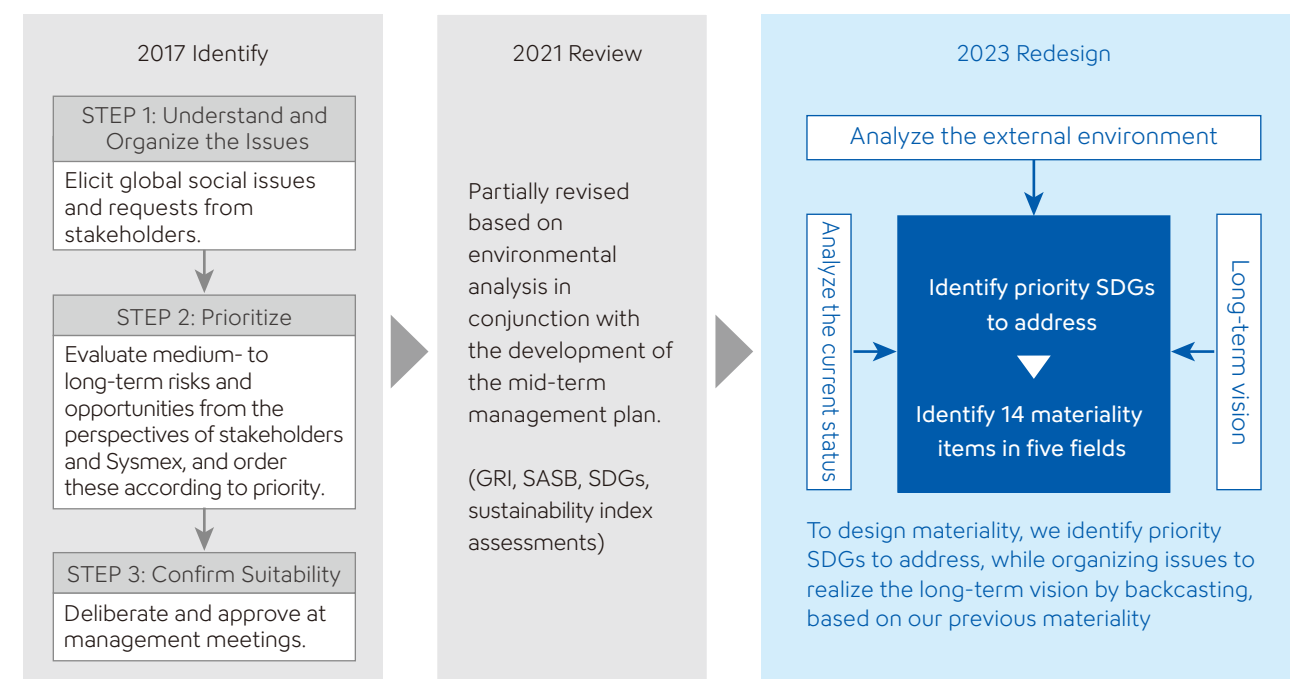
*3 Target: Sysmex Group in Japan

*4 The figure disclosed in the previous fiscal year has been revised due to a change in the calculation method

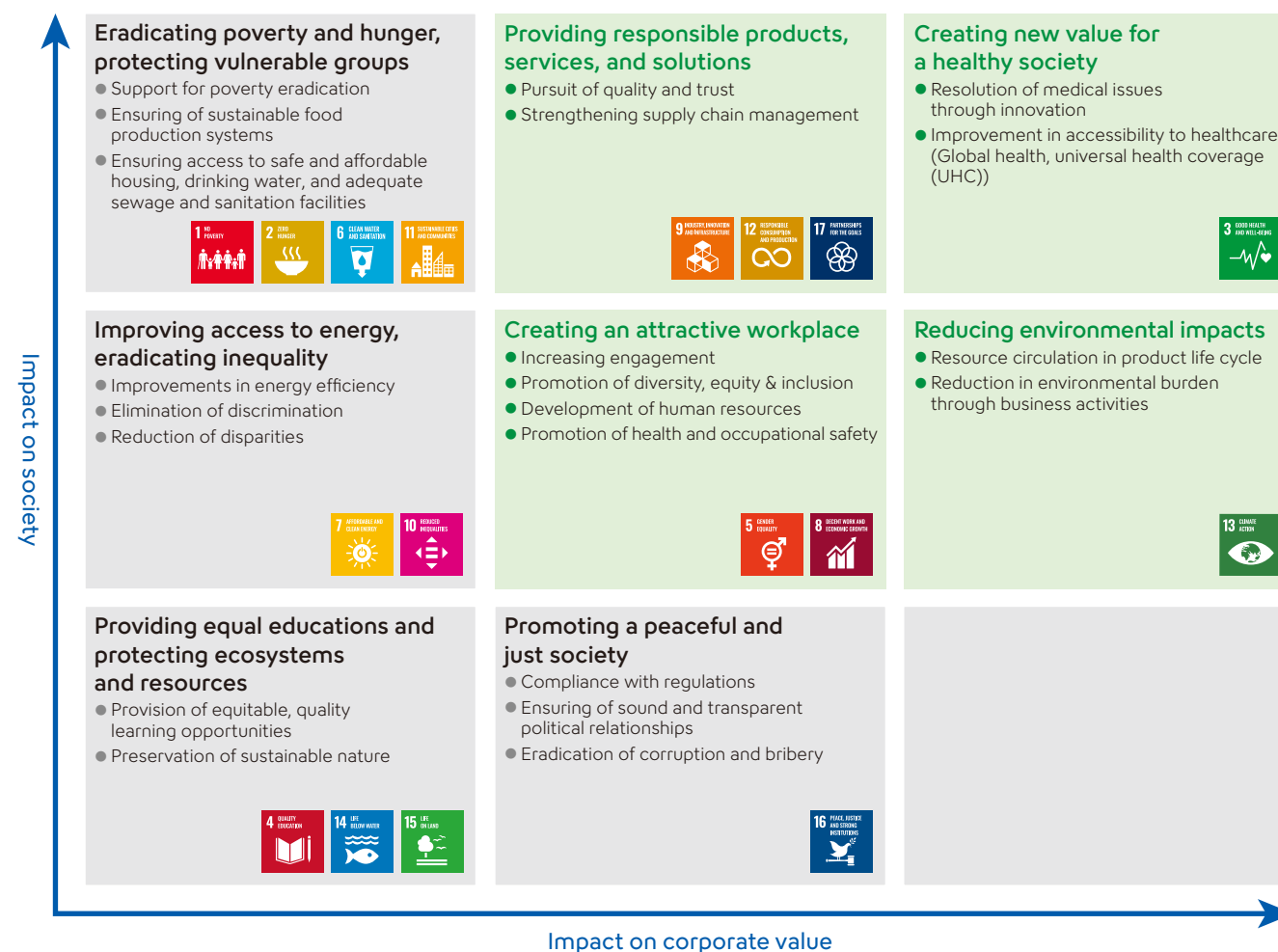
Results					Progress and Future Initiatives
Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	
24.5 hours	31.4 hours	30.0 hours	24.4 hours	24.7 hours	The training time per employee across the Group in fiscal 2024 was 24.7 hours, remaining at the same level as the previous year. Despite an increase in the number of employees, we have continued to provide training and development opportunities in a stable and consistent manner. At the same time, we recognize that there are still variations in the training implementation and aggregation process of training data across global locations. To address this, we plan to establish a more precise system of measurement. Furthermore, since the content of training programs differs across regions, we are moving forward with the development and trials of cross-regional programs with the aim of providing more comprehensive training opportunities across the Group. In Japan, the average number of training hours per employee was significantly higher than the Group average, at approximately 50 hours. In addition to expanding opportunities for development, we are promoting the use of online content and insourcing training program creation to control costs and contribute to the further expansion of training opportunities going forward. We met our target for value-added productivity (Group), which improved by 74% year on year. Key factors included appropriately controlling the rate of increase in headcount in relation to growth in sales and operating profit, actively investing in human capital and digital transformation (DX), and the impact of yen depreciation. Human resources development investment (Group) increased by 60% year on year to ¥595 million. We expanded onboarding initiatives for young employees and individual programs for succession planning. In addition to continuing global training programs that had been suspended during the COVID-19 pandemic, we also launched the Global Leaders Program as a cross-Group project. The participation rate in training (Group) remained at 100%. Notably, we achieved high attendance rates for compliance training based on the revised Global Compliance Code implemented in 2023, as well as in programs related to security trade control and sustainability, all delivered using our original training materials.
—	—	¥13,230	¥14,760	¥15,042	
—	—	¥18.74 million	¥19.97 million	¥21.44 million	
—	—	¥266 million	¥241 million	¥261 million	
—	—	¥356 million	¥369 million	¥595 million	
—	—	100%	100%	100%	
—	—	100%	97%	96%	
—	—	100%	100%	92.3%	
—	—	218.9%	311.0%	289.5%	
2,015 hours	2,019 hours	2,008 hours	1,995 hours	1,993 hours	In fiscal 2024, annual working hours decreased by 2 hours year on year, but we fell short of our target. While we have been working on technological innovation and business structure transformation, proactive recruitment has helped alleviate personnel shortages. Moreover, the introduction of value-added productivity indicators has fostered a work style increasingly conscious of productivity, leading to a steady reduction in overtime hours. However, from fiscal 2023 to fiscal 2024, the preparation burden associated with the transition to a new system in Japan also had an impact, resulting in working hours remaining at the same level as the previous year. We believe that maintaining the same level of working hours despite the increased workload demonstrates that productivity-conscious working styles are becoming established. Going forward, we will continue to pursue strategic optimization of human resources through enhanced recruitment activities, appropriate allocation, and development of existing personnel. In addition, we will work together with the labor union to further reduce working hours through employee training and awareness-raising activities.
61.3%	62.4%	66.5%	74.6%	67.1%	In fiscal 2024, the percentage of days of paid leave taken decreased by 7.5 percentage points from the previous fiscal year. To increase the use of paid leave, we continued to set recommended dates for paid leave, share actual results with department heads, and encourage employees to take paid leave. In addition, we introduced a welfare program that pays allowances for the cost of travel, leisure, and courses at culture centers when employees take at least five consecutive days of paid leave, but fell short of our target. The widespread adoption of flexible work styles, such as the flextime system and “stepping out from work”, is considered to have been one of the factors for falling behind the target. Going forward, we will continue to set target percentages for days of paid leave taken, strengthen awareness-raising activities for employees, and pursue productivity improvements to increase the percentage of paid leave taken.
0.78	0.91	0.81	0.78	0.71	In fiscal 2024, both the lost-time injuries frequency rate and the lost work days rate decreased from the previous fiscal year, but we fell short of our targets. There were six work-related accidents, including injuries in factories, the same number as in the previous fiscal year. As preventive measures, we provided guidance from industrial physicians on fall prevention and displayed reminders. We will continue to strengthen and enhance our workplace safety and health management system under the leadership of the Central Health and Safety Committee, which supervises our Group companies in Japan. In the event of a work-related accident, the Health and Safety Committee of the business site involved will investigate the causes, take necessary actions, and share the causes and actions within the Group to prevent its recurrence.
0.05	0.04	0.05	0.07	0.05	

The Flow of Identifying Materiality

The Flow of Identifying Materiality



Priority SDGs to Address



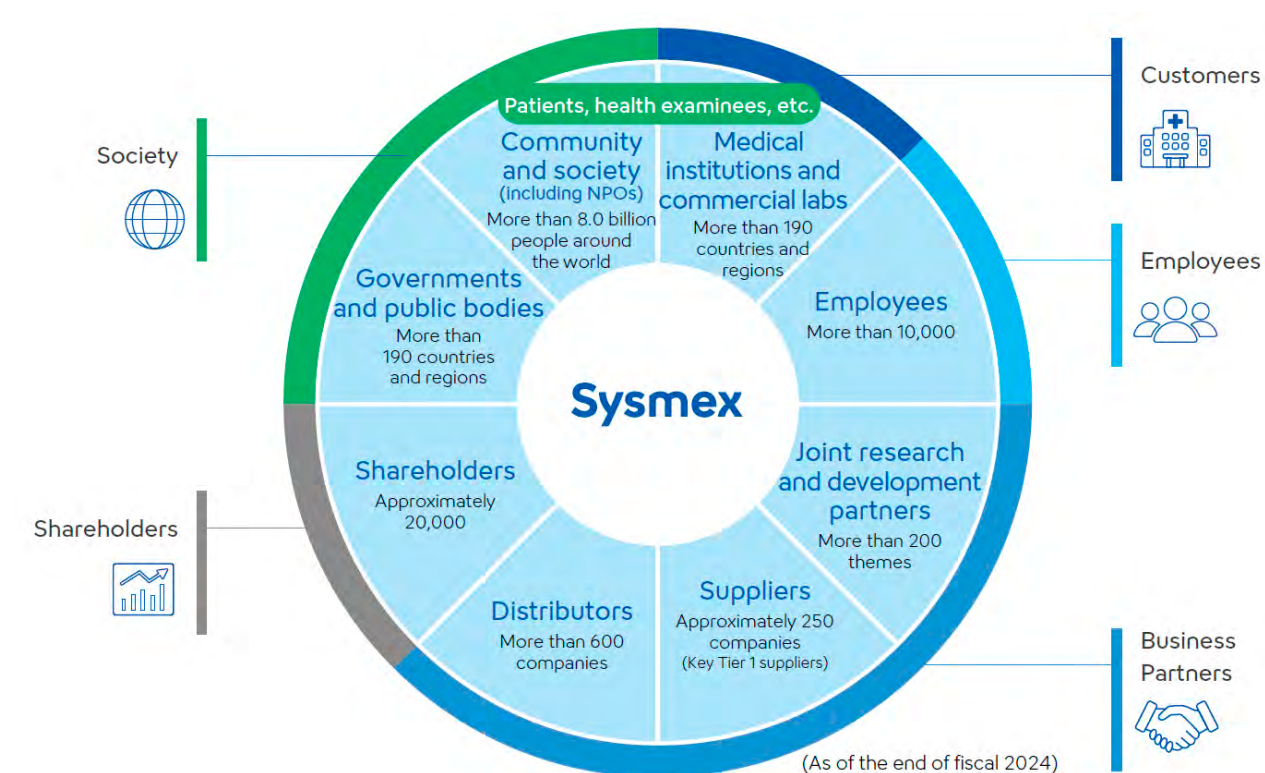
Sustainability Management

Stakeholder Engagement

Communication with Stakeholders

Through proactive dialogue with stakeholders, we strive to forge better relations. In addition, by incorporating their expectations and requirements into our business activities we will enhance the effectiveness of our strategy and strive to realize a sustainable society.

Major Stakeholders



Stakeholder	Society's Requirement Related to Business	Related Articles
Customers	We engage in ongoing communication through sales and service and support activities, with the aim of instilling confidence in our customers and providing added value that exceeds their expectations. As a result, we earn high marks in customer satisfaction surveys. - Established a 24/7 customer support center (separate contract required) - Conducted customer satisfaction surveys - Gathered feedback through VOC (Voice of the Customer), utilized in product development and quality improvements - Convened user meetings to communicate accurate product knowledge - Held scientific seminars (hybrid online/at-venue format)	▶ Quality and Safety Information ▶ Enhancing Customer Satisfaction ▶ Scientific Activities
Employees	To achieve sustainable growth, it is essential that we work on recruiting, developing, and deploying human resources, promoting diversity and inclusion, and creating a workplace that is comfortable, appealing and conducive to work, in line with our Long-Term Corporate Strategy 2033. We have set the engagement score on our corporate culture survey, as one of our sustainability targets, and we are undertaking initiatives to achieve this target. - Conducted corporate culture surveys (dialogue according to the results of the engagement score) - Instilled the corporate philosophy of the Sysmex Group and introduced an internal award system - Configured a global internal reporting system - Held council meetings between labor and management	▶ Increasing Enagement ▶ Promotion of Diversity, Equity, and Inclusion ▶ Our Efforts toward Health Enhancement ▶ Compliance Promotion Structure ▶ Labor-Management Dialogue
Business Partners	We maintain ongoing dialogues to foster an understanding among business partners of Sysmex's business direction and policies, as well as to build trust-based relationships. For suppliers, we are strengthening communication to realize a circular society, as well as establishing supply chain management in accordance with our procurement policy. - Communication through open innovation and alliances with R&D partners - Communication based on procurement policies/presentations - Conducting CSR surveys of suppliers - Holding meetings with sales distributors and visiting	▶ Supply Chain Management

Stakeholder	Society's Requirement Related to Business	Related Articles
Shareholders	Sysmex recognizes that IR activities are important to achieving sustainable growth and medium- to long-term increases in corporate value. We strive to disclose information proactively and quickly share internally the evaluations and requests that we receive in the course of dialogues with shareholders and investors, and to reflect this information in our management and IR activities. In recent years, we have incorporated and reinforced insights received from investors on improving capital efficiency and conducting rolling reviews of our mid-term management plan, reflecting these perspectives in our initiatives. - Holding of the Ordinary General Meeting of Shareholders - Voting rights executed in writing or via the Internet - Information disclosure - Proactively disclosed voluntary information such as operating performance by destination, type of business, and product type - Dialogues with institutional investors and analysts - Held business results briefings and conference calls - Held IR meetings: Sysmex management visited the Americas, Europe, and Tokyo to engage in dialogues related to our long-term corporate strategy, mid-term management plan, business model, R&D, shareholder returns, sustainability, and other topics. - Holding of IR events: Each year we hold a technology presentation, in which people in charge of R&D divisions provide explanations about R&D progress. In addition, to foster a deeper understanding of our corporate strategy, business activities and ESG-related initiatives, we conducted facility and offices tours in Japan and overseas. - Held small meetings with outside directors - Dialogue aimed at enhancing corporate value: conducted discussions with three companies on the impact logic model based on the “Providing Value in the Healthcare Sector” section of the Integrated Report, and held ESG interviews on the linkage between materiality, strategy, and related indicators. - We provide English-language materials, including scripts, at each event. - Dialogues with individual shareholders - Provided information through our shareholder newsletter and website - Orientation briefings for individual investors	▶ Investor Relations
Society	We liaise and engage in dialogue with government agencies and international organizations with a view to the development of healthcare and the realization of a sustainable society. In addition, we communicate with society at large through activities aimed at meeting the needs of communities around the world, based on our Policy on Corporate Citizenship Activities and Philanthropy. - Collaborated with government agencies and international organizations - Participated in industry groups - Engaged in Group corporate citizenship programs, including the Sysmex Gives Back Campaign (such as employee blood donations, environmental activities, helping to eradicate cancer, and support for pediatric patients and orphans, etc.)	▶ Improvement in Accessibility to Healthcare ▶ Transparency in Relationships with Medical Institution ▶ Corporate Citizenship Activities



- ▶ [Corporate Philosophy](#)
- ▶ [Multi-Stakeholder Policy \(Japanese\)](#)



Society

Creating New Value for a Healthy Society 19

Resolution of Medical Issues through Innovation 19

Improvement in Accessibility to Healthcare
—Approaches to Global Health and Universal Health Coverage— 22

Providing Responsible Products, Services, and Solutions 31

Pursuit of Quality and Trust 31

Strengthening Supply Chain Management 40

Creating an Attractive Workplace 44

Development of Human Resources —Employee Journey— 44

Promotion of Diversity, Equity & Inclusion 49

Increasing Engagement 52

Promotion of Health and Occupational Safety 57

Corporate Citizenship Activities 62

Corporate Citizenship Activities 62

Materiality

Creating New Value for a Healthy Society

Background

In recent years, the global increase in population and the progression of aging societies have expanded medical needs, which have also become more advanced and complex. This has made the development of medical infrastructure and the enhancement of the capacity and capabilities of healthcare professionals pressing issues. In addition, there is a growing need for the early detection of diseases with low treatment satisfaction, such as dementia, as well as for reducing the burden on patients and improving testing accuracy. Furthermore, more than half of the world’s population does not have access to adequate medical services, highlighting the urgent need for improvements in accessibility to healthcare and reduce healthcare disparities.

Sysmex is contributing to the advancement of healthcare and the realization of healthy lives for people by addressing a variety of issues, including improving the productivity of healthcare and laboratories, evolving testing that is closely aligned with patients, providing advanced healthcare that leads to early recovery, and reducing healthcare disparities. At the same time, we aim to achieve sustainable growth.

Policies

Under the Group’s mid-term management plan (FY2024–FY2026), we have set forth three growth strategies and will promote the execution of concrete measures. In strengthening existing businesses, we aim to expand the immunochemistry business through the global rollout of flagship models in the hematology field, which contribute to improving laboratory productivity, and testing for Alzheimer’s disease, which also helps reduce the burden on patients. In expanding business in emerging markets, we will develop compact products tailored to market needs and strengthen local production capabilities in line with increasing demand. For the expansion of new businesses, we will pursue the medical robot business, which contributes to reducing the burden on patients and improving access to healthcare through remote surgery, as well as regenerative and cellular medicine aimed at providing optimal healthcare tailored to each individual.

► [Sysmex Report \(Value Creation Strategy\)](#)

Structure

At the Global Strategy Committee, which is composed of the President and the Executive Officer in charge, discussions and deliberations are conducted on the Group’s medium- to long-term management direction as well as important strategies and issues.

► [Sysmex Report \(Corporate Governance\)](#)

Society

Creating New Value for a Healthy Society

Resolution of Medical Issues through Innovation

Initiatives for Dementia

There are currently over 55 million people worldwide who live with dementia, and the number of dementia patients is expected to reach 140 million by 2050 as life expectancy increases globally.*

Alzheimer’s disease, which accounts for 60% to 70% of all dementia cases, is thought to be triggered by an accumulation of plaque consisting of a protein called amyloid beta ($A\beta$) in the brain, causing cognitive impairment. Therefore, early diagnosis and interventions are considered to enhance effectiveness of treatment targeting $A\beta$. However, at present, imaging test of the brain (PET imaging) and cerebrospinal fluid testing to identify the accumulation of $A\beta$ are only available at a limited number of institutions, and their high costs and invasiveness impose a burden on patients.

Sysmex has been engaged in the development of technology to identify the accumulation of $A\beta$ in the brain more easily and rapidly in order to help resolve issues in diagnosing Alzheimer’s disease. In February 2016, Sysmex and Eisai Co., Ltd. entered into a comprehensive, non-exclusive collaboration agreement for the creation of new diagnostic reagents in the field of dementia. By utilizing each other’s technologies and knowledge, Sysmex has been engaged in the development of next-generation diagnostic reagents that will enable the early diagnosis of dementia, the selection of treatment methods, and the monitoring of the resulting effects.

In June 2023, Sysmex launched an assay kit in Japan that aids determination of $A\beta$ accumulation in the brain by measuring $A\beta$ levels in the blood using our automated immunoassay system. This enables easy and quick testing and reduces physical, emotional, and financial burdens on patients with a suspected $A\beta$ accumulation in the brain. It is expected to contribute to early diagnosis and early determination of optimal treatment for patients.

As a further initiative, we are promoting the development of a multi-biomarker panel to identify pathological changes at each stage from pre-onset to cognitive dysfunction in Alzheimer’s disease, as well as to differentiate between various types of dementia, including Alzheimer’s disease. In June 2025, we also obtained manufacturing and marketing approval for an assay kit assessing the risk of adverse reactions to anti-amyloid β antibody drugs for Alzheimer’s disease.

Going forward, we will continue to create new diagnostic technologies for the prevention and treatment of dementia, aiming to contribute to improving the quality of life (QOL) of patients and their families.

* Source: Global status report on the public health response to dementia. Geneva: World Health Organization; 2021.

The Quest for a More Accessible Dementia Diagnosis

“It is a huge step for Sysmex’s product to be approved first in Japan as a diagnostic that can measure $A\beta$ accumulation in the brain by using blood,” says Yoshida, looking back on the road to regulatory approval in Japan. “This really embodies how testing leads to appropriate treatment and increases the value of the treatment.”

“I am hoping that the blood $A\beta$ test reagent will be a model case for future collaborations with a range of partners to generate new patterns of healthcare from the standpoint of testing,”

Click here for details:

[The Quest for a More Accessible Dementia Diagnosis](#)



Member of the Managing Board and Senior Executive Officer Managing Director, CTO, Tomokazu Yoshida

Contribution to Healthcare through Surgical Support Robots¹

In recent years, there have been demands for solutions to social issues such as reducing physical burdens on patients, improving their QOL, the early detection of lesions, providing environments in which healthcare professionals can concentrate on treatment with a sense of security, and equalizing the provision of medical care, such as by rectifying medical disparities among regions. Surgical support robots are utilized in laparoscopic surgery, which aims to reduce the physical burden on patients. These robots support healthcare professionals in performing more precise operations. The market size² of the surgical support robot industry is expected to expand at a compound annual growth rate (CAGR) of 13%, reaching approximately 2 trillion yen on a global basis by 2030.

Sysmex began the full-scale introduction of the surgical support robots to the Japanese market in 2021. Urological, gastroenterological, gynecological, and respiratory surgical fields utilizing the robot are now covered by insurance in Japan, and the cumulative number of cases has reached 9,400 (As of March 31, 2025). These surgical support robots, equipped with operation arms that move smoothly like a human arm, and the capacity to project high-definition images that vividly display even the smallest details with a full high-definition 3D system, were developed with the aim of contributing to the evolution of medicine. In the future, AI will learn surgeons’ advanced skills and achieve a feedback functionality for surgical procedures, assisting functionality with intraoperative navigation, remote guidance, and remote training. These prospective advancements in AI capabilities are expected to contribute to the improvement of skills and knowledge of healthcare professionals.

In 2023, a demonstration of remote surgery using the surgical support robots was successfully conducted between Singapore and Japan, followed by another successful trial between France and Japan in 2025. As a result, these technologies are expected to be implemented in society in the near future, contributing to improved global access to healthcare.

Sysmex will continue to proceed with its surgical intelligence initiatives and promote digital transformation (DX) to ensure a successful healthcare journey for each patient, including pre-surgery testing and treatment during and after surgery, by combining skills and knowledge developed through testing and diagnostics as well as surgical support robots.

*1 The surgical support robotic system was developed by Medicaroid Corporation, a joint venture between Sysmex Corporation and Kawasaki Heavy Industries, Ltd.

*2 The market size is indicated on a customer-purchase-price basis. Source: TechSci Research. The figure for 2030 is Medicaroid’s projection.

Award Links

- ▶ [Notice of Receiving the Minister of Health, Labour and Welfare Award at the 6th Japan Medical Research and Development Awards \(medicaroid.com, in Japanese\)](#)
- ▶ [Notice of Receiving the “MM Research Institute Awards 2023” Grand Prize \(medicaroid.com, in Japanese\)](#)
- ▶ [Notice of Receiving the Selection Committee’s Special Award at the 11th Technology Management & Innovation Awards \(medicaroid.com, in Japanese\)](#)
- ▶ [Notice of Receiving the Ninth Monodzukuri Nippon Grand Awards, Prime Minister’s Award \(medicaroid.com, in Japanese\)](#)

Contribution to Countermeasures against Antimicrobial Resistance (AMR)¹

If antimicrobials, which are used to treat infections, are inappropriately used, bacteria in the body may not be terminated sufficiently, and the surviving bacteria may become drug resistant. If drug-resistant bacteria proliferate, antimicrobials will become less effective, making it difficult to treat infections that would otherwise be mild and reversible. If countermeasures against antimicrobial resistance (AMR) are not taken, the number of annual deaths due to AMR is expected to reach 10 million by 2050.² This is a high figure, estimated to surpass the number of deaths from cancer. For this reason, AMR is recognized by the World Health Organization (WHO) and various other organizations as a social challenge that must be addressed worldwide.

As a company involved in healthcare, Sysmex is working to establish new testing technologies and to develop products that can resolve this issue. In June 2023, we launched a testing system for rapid detection of antimicrobial susceptibility in Europe, which detects the presence or absence of bacteria and assesses the effectiveness of antimicrobials using urine samples from patients suspected of having urinary tract infections.³ Using a unique and proprietary microfluidic technology,⁴ the system delivers the results of the antimicrobial susceptibility testing (AST)⁵ in as little as 30 minutes from the start of measurement, a significant reduction compared to the several days required for conventional AST, thereby helping ensure that appropriate antimicrobials are prescribed at first visits to clinics and other primary care settings.

Eventually, in 2024, the system won the Longitude Prize on AMR, the UK’s most prominent scientific prize. The award recognizes and supports the team of developers who have made the most significant contribution toward combating AMR through the development of an affordable, rapid, accurate, and easy-to-use POCT⁶ system that is necessary for appropriate antimicrobial prescribing in the medical field. Since the award’s launch in November 2014, more than 250 development teams worldwide have submitted entries.

Sysmex will continuously commit itself to tackling the universal threat of AMR by developing and delivering innovative testing and diagnostic technologies.

*1 Antimicrobial Resistance (AMR): This phenomenon occurs when living organisms develop resistance to a drug whose efficacy is decreased or neutralized as a result. Bacteria that have developed antimicrobial resistance are known as antimicrobial-resistant bacteria.

*2 Source: “Antimicrobial Resistance: Tackling a Crisis for the Health and Wealth of Nations.” The Review on Antimicrobial Resistance, Chaired by Jim O’Neill.

*3 Urinary tract infections (UTIs): UTIs are caused by bacteria that proliferate in the urinary tract, spanning from the kidneys to the urethral outlet, resulting in inflammation. These infections can lead to cystitis in the bladder and pyelonephritis in the kidneys. They are among the most commonly encountered bacterial infections in daily clinical practice, with approximately 60% of women experiencing this at least once in their lifetime.

*Source: American Urological Association Website “Urinary Tract Infections in Adults”.
<https://www.urologyhealth.org/urology-a-z/u/urinary-tract-infections-in-adults> (Referred on June 20, 2023)

*4 Microfluidic technology:
Sysmex Astrego’s unique proprietary technology that involves creating microchannels at the micrometer or nanometer level. This allows individual bacteria from a fluid sample to be captured and cultured unidirectionally within these microchannels, thereby enabling rapid detection of antimicrobial susceptibility.
<https://www.sysmex-astrego.se/technology.html>

*5 Antimicrobial Susceptibility Testing (AST):
This is a test to determine the efficacy of various antimicrobial drugs against pathogenic bacteria detected in a sample.

*6 Point-of-Care Testing (POCT):
A generic term for simple clinical testing methods that healthcare professionals perform in close proximity to patients, such as in medical and nursing care, and offer the advantages of reduced testing time and enhanced visibility to patients.

Society

Improvements in Accessibility to Healthcare —Approaches to Global Health and Universal Health Coverage—

Today, many global health issues affect health worldwide and require international collaboration to be solved. Many of these issues are threatening the health of people who cannot access proper medical care due to inadequate healthcare environments and systems.

In the field of global health, Sysmex works to solve issues in testing and diagnosis, the core of its business. As one of our responsibilities as a global company, we will contribute to Universal Health Coverage (UHC)* by promoting quality testing in emerging and developing countries so that as many people as possible can receive appropriate medical care.

* UHC: A condition in which all people have access to affordable and proper services to improve their health, prevent or treat illnesses, and recover.

Contribution to Malaria Elimination

Transmitted by mosquitoes, malaria is one of three major infectious diseases defined by the World Health Organization (WHO) and is prevalent mainly in tropical and subtropical regions. As blood samples are used in testing for malaria, applying technology accumulated in the hematology area, Sysmex developed an automated hematology analyzer to support standardization and optimization of malaria testing. The number of deaths caused by malaria can be reduced through early detection and treatment. By providing an instrument for use in clinical settings that can swiftly and conveniently produce useful results for diagnosis, Sysmex is contributing to the elimination of malaria.

Realizing High-Precision and Simple Malaria Testing

The current mainstream method of testing for malaria uses a rapid diagnostic kit or a microscope. However, both options pose problems such as the time required, ranging from 15 to 30 minutes, including pretreatment, and the requirement for skilled techniques in microscopic testing. In contrast, our hematology analyzer identifies red blood cells infected with the malaria parasite and determines the percentage of infected cells without pretreatment, automatically performing both processes in about one minute¹ with a high degree of accuracy.² In addition, since our hematology analyzer calculates eight CBC parameters³ that are measured at the same time in normal hematology testing, it can provide clinicians with data on other issues, such as anemia and nutrition status, in addition to detecting malaria. Through the use of this technology and product, Sysmex is supporting clinical settings in areas where malaria is endemic.

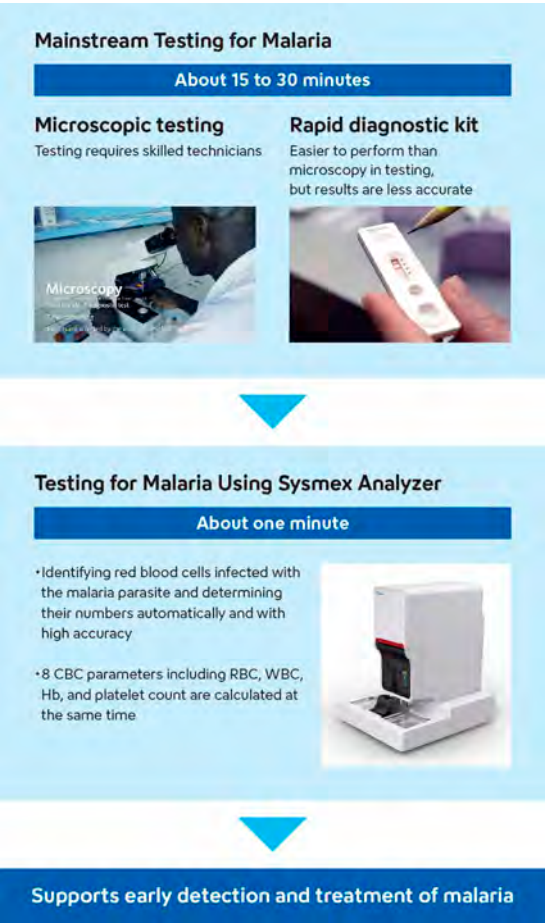
Since 2016, Sysmex Corporation has been involved in the initiatives of the Malaria Consortium, which consists of research institutes and enterprises combating malaria, and contribute to project activities in the field of testing and diagnosis conducted through industry-government-academia partnerships in Asia and Africa.

At the 11th Nikkei FT Communicable Disease Conference held in October 2024, Sysmex introduced its activities in malaria-endemic regions and expressed expectations for information dissemination at the Ninth Tokyo International Conference on African Development (TICAD9).

*1 Time from the start of measurement to the determination of test results.

*2 Testing by the analyzer does not mean that malaria diagnosis will replace microscopic testing. Nor does it mean a diagnosis can be made based on the outcome of analyzer testing alone. Diagnostic confirmation is based on a doctor’s comprehensive judgment, which includes other clinical information.

*3 Red blood cell count (RBC), white blood cell count (WBC), hemoglobin volume (Hb), hematocrit value (Ht), mean corpuscular volume (MCV), mean corpuscular hemoglobin (MCH), mean corpuscular hemoglobin concentration (MCHC), and platelet count (PLT).



Stakeholder's Voice

Interview with Medical Professionals in Kenya

Sysmex's analyzers are extremely valuable. A patient's blood sample had been diagnosed as malaria-negative using both the smear method and a rapid diagnostic kit. However, the physicians still suspected malaria and sent the sample to us for a more accurate diagnosis. When measured using Sysmex's analyzer, we were able to detect a very small number of malaria parasites, confirming the diagnostic superiority of the device. The analyzer provides an accurate diagnosis in less than one minute after setting the sample, and it precisely measures the number of parasites in just one microliter of blood, including even minute proportions. Investment in such advanced diagnostic technologies is highly valuable in significantly enhancing patient management.



11th Zero Malaria Award Received

Sysmex Corporation was honored with the 11th Zero Malaria Award by the non-profit organization Malaria No More Japan, in recognition of its contribution to malaria elimination. This accolade highlights Sysmex's achievements in developing and disseminating innovative malaria diagnostic devices. Since its launch by Malaria No More Japan in 2014, this award has recognized individuals and organizations actively contributing to the international community's goal of achieving zero malaria by 2030.



► Click here for details: <https://malarianomore.jp/archives/13709> (Japanese)

Supporting HIV Countermeasures in Emerging and Developing Countries Through a WHO Prequalified Testing System

In emerging and developing countries, Sysmex Partec provides a testing system for CD4+ lymphocytes to assist in diagnosing HIV-infected individuals and monitoring their immunological status. It has provided approximately 30 million tests since 2011 on a cumulative basis. The system measures the number and proportion of CD4+ lymphocytes in the blood in just three minutes and is inexpensive, small, and portable, requiring only simple maintenance. Through these features, it aims to ensure everyone has equal access to simple, rapid, and stable testing.

In addition, this system has acquired prequalification* by the WHO and has been promoted for introduction in countries and regions in which medical resources are limited. It improves the quality of HIV diagnosis and treatment in emerging and developing countries.



System to Test for CD4+ Lymphocytes

* Certification system under which the WHO guarantees quality, safety and efficacy, with the aim of ensuring that health care products, including pharmaceuticals, testing, and vaccines, can be used with a sense of security in countries lacking in resources. The system was launched in 2001 for pharmaceuticals for HIV/AIDS and is now used as a reference list for procurement in emerging and developing countries. The Global Fund to Fight AIDS, Tuberculosis, Malaria, and other funding organizations preferentially choose products that have acquired prequalification.

Contribution to Strengthening Healthcare Systems

Emerging and developing countries need to develop the abilities of medical professionals (capacity building) to solve health and medical issues. Sysmex continuously provides products, services, and support to medical institutions while increasing opportunities to provide training and scientific information to medical professionals. It contributes to the early detection and treatment of diseases, as well as improving diagnoses and treatment methods by emphasizing the significance and clinical value of testing and the dissemination of diagnostic technology.

Training for Medical Professionals

Sysmex has established an in-house training center called Sysmex Academy. In addition, it provides globally unified educational content and skill management tools through the Caresphere™ Academy for online training. This enables us to conduct educational programs on clinical value and training sessions on instrument maintenance for sales distributors and medical professionals. In Africa, Sysmex offers mentorship training that it developed to ensure that laboratories' quality management systems conform to the international ISO 15189 standard.

► Pursuit of Quality and Trust

Initiative for Digital Transformation (DX) in Ghana

In fiscal 2023, Sysmex Corporation introduced an application (Caresphere™ XQC) for real-time external quality assessment in clinical laboratories on a trial basis in Ghana through the Ministry of Economy, Trade and Industry's "Feasibility Study Project on Emerging Business Opportunities in the African Market (AfDX)," to investigate local needs and issues related to the diffusion of services. Training on Caresphere™ XQC was provided to six medical facilities participating in the trial, allowing them to experience firsthand the value of the service offered. Seminars and other activities were also held to promote understanding of quality improvement in clinical testing among local governments, industry associations, and medical institutions.

By leveraging not only digital solutions but also Sysmex's expertise in supporting the spread of external quality assessments in Asian countries over the years, and the public-private partnership scheme for this project, we will contribute to the improvement of local medical standards by promoting the understanding of external quality assessments, and by developing human resources through operational training provided to the Ghanaian Ministry of Health, as well as medical institutions in Ghana.



Seminar in Ghana

Supporting Quality Control and Standardization of Clinical Testing in Asian Countries

Sysmex has been engaged in support activities to improve the quality and accuracy of clinical tests in Asian countries.

In Mongolia, under the cooperation of the Mongolia's Ministry of Health, Sysmex continues to support five testing fields (hematology, clinical chemistry, immunochemistry, hemostasis, and urinalysis). For facilities in urban areas that face difficulties participating in external quality assessment (EQA) programs, Sysmex provides technical and academic expertise to enable EQA implementation on a regional basis, thereby contributing to the enhancement of Mongolia's healthcare standards. In Cambodia, Sysmex is also supporting quality improvement in clinical testing through similar activities related to EQA in the field of hematology.

In China, its hematology reference counter has been employed as a National Standard* for Blood Cell Count since 2002, and the registration inspections and external quality assessments for all blood cell counters in China have been conducted using the reference counter provided by Sysmex as a standard. In addition, Sysmex has been providing continuous support, such as technology transfer and exchange for hematology and reference measurement procedures, while also assisting in the creation of national clinical laboratory guidelines. Since 2019, it has leased the latest standard blood cell counters, contributing to improving the accuracy and standardization of hematology tests in China.

* Analyzer with which to assign the values for the national standard of hematology (number of red blood cells and white blood cells)

► Scientific Activities



Survey Report Meeting in Mongolia

Stakeholder's Voice

"I want to ensure equal access to medical care everywhere in the world."

In April 2025, Sysmex group's new manufacturing base in India has begun full-scale operations, producing both diagnostic reagents and instruments.

A Sysmex employee involved in transferring instrument production technology from Japan to the new manufacturing base in India shares his passion and commitment. He is dedicated to improving global healthcare standards by promoting the high-quality manufacturing that Made in Japan represents.



Akinori Kakimoto, Instrument Production Division

Click here for details:

► [Delivering High-Quality Made in Japan Products to the World: Production Transfer Project to India](#)

Public-Private Partnership Project with JICA

Sysmex Corporation conducted the Project for the Dissemination of Automated Urinalysis Diagnosis Technology between 2018 and 2022 as part of the Japan International Cooperation Agency (JICA) Collaboration Program with the Private Sector for Disseminating Japanese Technology for the Social and Economic Development of Developing Countries. We installed a fully automated urinalysis testing system in Ghana's national Komfo Anokye Teaching Hospital (KATH), and we organized seminars and symposiums that have been attended by 860 local healthcare professionals. This project was recognized as an effort toward the attainment of the Sustainable Development Goals (SDGs), and Sysmex was certified as a "JICA-SDGs Partner."* We will remain committed to educating local healthcare professionals on the clinical value and effectiveness of automated urinalysis testing technology in our efforts toward high quality clinical testing in Ghana and other developing countries.

* From August 2020 to February 2022



Presentation of JICA's collaboration program



Instruments installed at KATH

Public-Private Partnership with Japanese Embassies Abroad

In 2024, using a counterpart fund* accumulated under a grant aid (food assistance) framework for Niger funded through Japan's Official Development Assistance (ODA), Sysmex installed malaria diagnostic instruments at Issaka Gazobi Maternity Hospital in Niamey and a regional hospital center in Tahoua. In conjunction with the installation, Sysmex provided training for local healthcare professionals on malaria and anemia management for malaria patients. Through these efforts, Sysmex has contributed to improve malaria and anemia countermeasures and the provision of appropriate treatment opportunities in the region.

*Counterpart funds refer to funds accumulated by the recipient country's government through the local sale of goods and services procured under Japan's grant aid program. These funds are used for development projects in areas such as education, healthcare, and infrastructure aimed at promoting the recipient country's socio-economic growth, following consultations between the recipient government and the Government of Japan. The funds are managed by the recipient government, with reporting and audits conducted to ensure transparency.



Malaria diagnostic analyzer installed at Issaka Gazobi Maternity Hospital

Acceptance of JICA Trainees

Since 1994, Sysmex Corporation has worked with JICA in providing training to JICA trainees, in areas such as maintenance and management of analyzers and hospital management, aiming to improve healthcare workers' knowledge and skills. The number of trainees who visited Sysmex has exceeded 1,150.

Partnership

At present, establishing medical infrastructures in response to issues at each stage of economic development is a major task for developing countries, but their healthcare markets are expected to see growth in the future. As accurate test results are a starting point for proper healthcare, Sysmex has been building relationships with the health ministry and medical institutions in each country and region, as well as creating systems for promoting high-quality testing and establishing testing environments. It has also been making efforts to create new value by utilizing international cooperation and public-private partnership frameworks and collaborating with other companies.

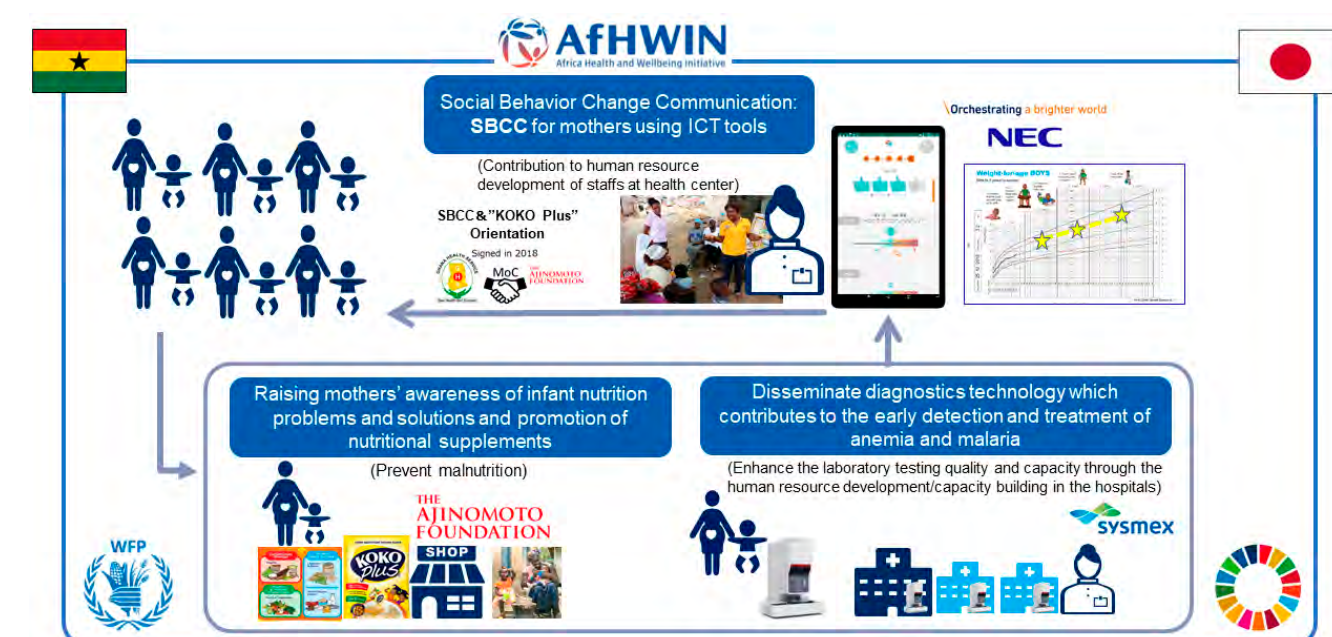
Cross-Industry Collaborative Co-creation Project: Contributing to Universal Nutrition Health Coverage

In Ghana, serious healthcare problems include malnutrition - the greatest risk factor for death and disability - and malaria, which is the leading cause of death.¹ Malnutrition inhibits growth, delays the development of the body and brain in fetuses and infants, and causes anemia, increasing the severity risk for malaria. In addition, since the health of children under the age of five years and pregnant women is particularly impacted by malaria,² an integrated approach for nutrition, anemia, and malaria is required.

From 2022, Sysmex conducted a co-creation project for improving the health and nutrition of mothers and children in Ghana in collaboration with the Ajinomoto Foundation and NEC Corporation. This project further developed the Ajinomoto Foundation's activities in collaboration with the Ghana Health Service, such as promoting behavioral changes among mothers and recommending nutritional supplements. By combining high-quality testing with ICT originating in Japan, the project has established a system that contributes to improving the health and nutrition of mothers and children. Sysmex contributed to strengthening the functions of regional hospitals by installing malaria diagnostic instruments at medical institutions and conducting training and awareness-raising activities for medical professionals. In addition, using data obtained from the malaria diagnostic instruments, we conducted joint research with the Ghana Health Service on the prevalence of anemia and malaria among pregnant women, mothers and their children, schoolchildren, and others in the project areas.

*1 The Institute for Health Metrics and Evaluation (IHME)
<https://www.healthdata.org/ghana>

*2 Children under five years old are particularly vulnerable to malaria and malnutrition. Malnourished children may develop more severe cases of malaria. Additionally, malaria increases the risk of poor outcomes for mothers and newborns, such as anemia and death in pregnant women, miscarriages, stillbirths, low-birthweight infants, and newborn and infant death.
[Nutrition and Malaria: Integrated approach for effective case management](#)



Initiatives of the Business Leader’s Coalition for Global Health

Hisashi Ietsugu, Chairperson and Group CEO of Sysmex Corporation, participates in the Business Leader’s Coalition for Global Health, a group of volunteers consisting of Japanese business leaders which aims to contribute to the global health* area. In August 2022, 11 companies participating in the coalition announced “Global Health Actions” at an official side event of the 8th Tokyo International Conference on African Development (TICAD 8), with special guest Mr. Bill Gates. Sysmex made a presentation titled “Fighting malaria with diagnostics” and expressed its intention to aim for a malaria-free world. In March 2023, the Company also took the stage at the 2nd Global Health Academy to convey the significance of public-private-academic partnerships in the global health field.

In May 2024, this coalition requested the Foreign Minister at the time to position global health as a strategic area of diplomatic policy through collaboration with Global South countries. It also called for increased funding for international organizations such as Gavi, the alliance aiming to improve the global vaccine gap, as well as the resulting promotion of procurement expansion for Japanese companies’ products and services.

* Support and business development in healthcare globally, particularly in public health and measures against infectious diseases.



► [Related Websites: Business Leaders’ Coalition for Global Health \(in Japanese\)](#)

Exhibited at the Ninth Tokyo International Conference on African Development (TICAD9)

Sysmex exhibited at the Japan Fair, a side event of the Ninth Tokyo International Conference on African Development (TICAD9), held in Yokohama from August 20 to 22, 2025. Sysmex operates in approximately 50 of the 54 African countries and introduced its approaches to address Africa’s healthcare challenges, including disease-specific initiatives targeting anemia, infectious diseases such as malaria and HIV, and non-communicable diseases such as cancer, as well as efforts in human resource development and its service and support structure.



Materiality

Providing Responsible Products, Services, and Solutions

Background

With the growing occurrence of quality issues and problems that undermine product reliability, societal expectations for the quality and safety of products and services are increasing. At the same time, the scope of corporate responsibility is expanding to the entire value chain, including business partners and customers. In addition, the Sustainable Development Goals (SDGs) call for sustainable production practices and improved labor environments. As a company operating in the healthcare industry, where human life and health are directly at stake, Sysmex places particular importance on enhancing the quality and safety of its products and services. Furthermore, proper management of the supply chain is an essential activity that not only contributes to improving the quality of healthcare but also strengthens customer satisfaction and reinforces the brand.

Policies

Sysmex offers safe products and services of high quality in accordance with the Quality Policy of helping to create a fulfilling and healthy society through global business activities in the healthcare domain. Furthermore, in accordance with our Procurement Policy, we promote responsible procurement practices that take into account the environment, human rights, and labor practices, aiming to achieve sustainable growth together with our business partners.

► [Policy on Providing Responsible Products and Services](#)

Structure

Under the supervision and management of the President, the Quality Assurance Division leads our quality management efforts. In addition, supply chain management is promoted by the Production and SCM Department, which is overseen by the Senior Executive Officer.

Society

Providing Responsible Products, Services, and Solutions

Pursuit of Quality and Trust

Quality Management

Group Quality Management System

At Sysmex, under the supervision and management of the President, the Quality Assurance Department leads our quality management efforts. More specifically, we hold a monthly quality meeting where the managers of our Development, Production, Marketing, and Service Departments explore what we can do to monitor the quality, effectiveness, and safety of our products and services, along with improvement measures. We also hold Quality System Committee meetings regularly to review quality targets, responses to inspections by regulatory bodies, and a management review of instructions for output. This is part of our efforts to maintain the Group's quality management system and promote activities for improvement.

All our production facilities for final products* have obtained ISO 9001 or ISO 13485 certifications. Of the 83 companies in the Sysmex Group, 35 have been ISO 9001 certified and 21 have been ISO 13485 certified. In fiscal 2024, three cases of nonconformity were identified in an internal quality audit and two cases during an external quality audit. Remedial action is being taken. In addition, we have been making efforts to improve quality by setting the numbers of recalls and FDA warning letters as indicators for monitoring the progress of sustainability targets.

* Wholly owned subsidiaries

► Status of Sustainability Targets



For details, refer to ID 0910589004 on www.tuv.com. (The applicable scope of activities and websites vary in accordance with standards.)

► <https://www.tuv.com/japan/en/>

► [Quality Policy](#)

► [Product Security Policy](#)

Sustainable Improvement Programs

Compliance with Related Laws and Regulations in Each Country

Used in laboratory testing, Sysmex's products play a vital role in protecting human life and health. Sysmex has created a system that allows us to thoroughly comply with regulations worldwide, including the Japanese Act on Securing Quality, Efficacy and Safety of Products Including Pharmaceuticals and Medical Devices, the *In Vitro* Diagnostic Medical Devices Regulation in the EU, the U.S. FDA's Quality System Regulation, and the Regulations on the Supervision and Administration of Medical Devices in China, as well as maintaining and improving the safety and quality of our products.

► Chemical Substance Management of Products

Reinforcing Structures for Maintaining and Enhancing Quality

In the product development process leading up to market launch, Sysmex verifies product quality by setting up five "quality gates."¹ We also conduct quality and safety-related risk assessments when designing and developing new products, as well as when changes are made to the designs of existing products. If a high-risk event is noted, we act to eliminate it. In addition, when marketing products manufactured by other companies, we verify their quality by conducting audits of the manufacturers and meticulously inspecting their products. Moreover, in the unlikely event that a product defect occurs, we have systems in place to quickly identify the details and respond to any problems.

At factory sites, we conduct regular quality audits and monthly monitoring of manufacturing processes and supplier conformity to ensure quality. We appropriately instruct and support suppliers with high nonconformity rates to improve their quality. Our global quality complaint processing system allows us to gather quality information from markets around the world in a timely manner. When we receive information about a problem or malfunction, we immediately investigate the cause and cease distributing the product in question. If we need to take any corrective or preventive actions regarding a problem or malfunction, we promptly plan such actions in accordance with the Group's regulations, carry out the plan, and later verify the validity and effectiveness of the actions taken.

To ensure quality and traceability, we use RFID², GPS and temperature data loggers³ when transporting certain reagents in testing, enabling high-level quality assurance for products that require stringent temperature control.

*1 Product design assessment, process design assessment, evaluation by the Product Quality Control Department, quality management system (QMS) checks during the manufacturing process, and inspections for mass-produced items

*2 A system that uses radio waves to read and write data on RF tags without physical contact. The RFID tags used are passive type, which do not emit radio waves themselves but receive signals from an RFID reader to allow non-contact and batch reading of information.

*3 A measurement device equipped with a thermometer and a data logger

► Product Quality and Vigilance Control System

► Evolving Customer Care Activities through the Use of Advanced Digital Technologies and Information Assets

Providing High Quality Products and Services through Third-Party Certification

To enhance its credibility, Sysmex is strengthening its quality assurance system regarding product inspection results.

Our Ono Factory is ISO 17034 certified. This international standard relates to the competence of reference material producers. This was the first such certification granted in the hematology field in Japan. It recognizes a manufacturer's ability to provide reference materials of the proper quality. This certification strengthens our credibility concerning the quality of data of our products and services, enabling our customers in global clinical laboratories to verify their own competence to provide proper test data.

Employee Training

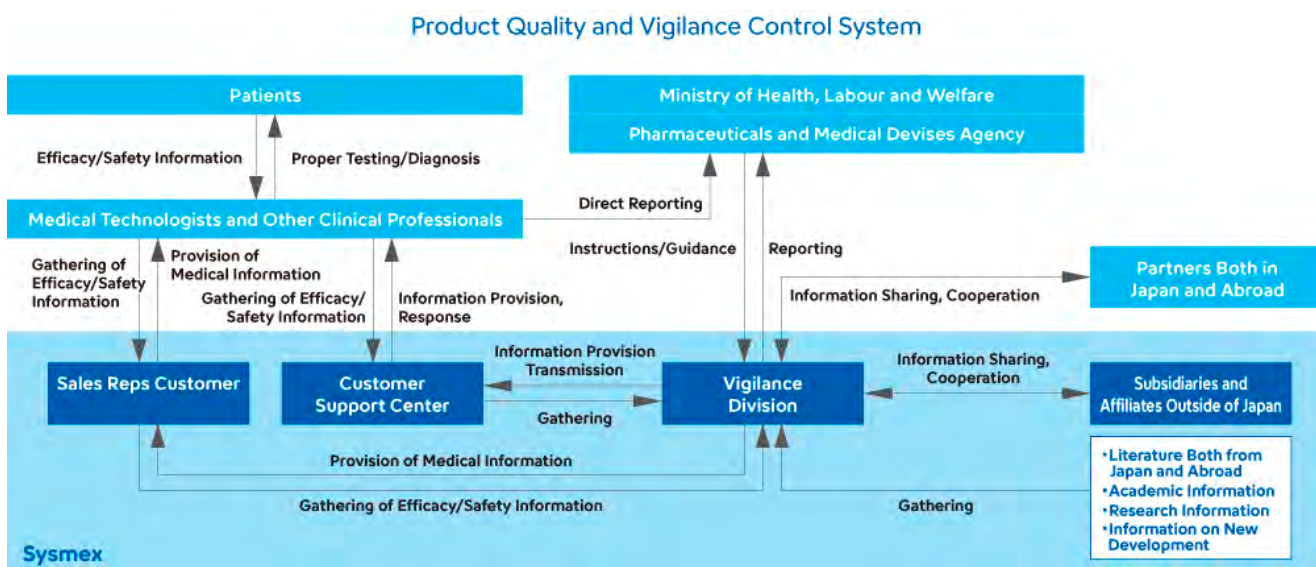
Focusing on Specialized Quality and Safety Training

In addition to Quality Policy training, Sysmex provides regular quality management training to the relevant departments, as well as specialized training on laws and regulations for employees in specific departments or job categories. In fiscal 2024, we provided training on the topic of quality to a total of about 2,800 employees across Japan in the Group companies’ various development, production, and marketing and service departments, as well as in ISO-certified business offices. We also held training regarding quality at all production facilities for final products and ISO-certified business offices managed by our Group companies overseas.

Management of Information Regarding Quality and Safety

Sharing Customer Feedback within the Group

Sysmex established the Quality Assurance Department, which controls information regarding the quality and safety of our products. Its function is to handle inquiries it receives from outside the Company, as well as to investigate and analyze the information it receives; to share this information with the Design, Manufacturing, and other divisions, and to improve quality. In addition, we have established a structure for incorporating this information in the next generation of products.



Product Recall and Repair Information Posted on Our Website

Sysmex posts information about product recalls and repairs on its website under “Important Product Notices.”

Response to the Circulation of Counterfeit Reagents

To assure accurate testing results, Sysmex asks its customers to use Sysmex-branded instruments and reagents together. In recent years, however, counterfeit Sysmex reagents have been found to be in circulation in some instances. The use of such counterfeit reagents endangers the reliability of testing results, and in some cases, they can be harmful to patients’ health. For this reason, Sysmex continuously monitors markets for counterfeit reagents. When they are discovered, we exercise our intellectual property rights and work with local government institutions and judicial bodies to ensure swift and thorough responses.

► Intellectual-Property-Related Activities to Protect Business Models

Enhancing Customer Satisfaction

High Marks in Customer Satisfaction Surveys

Sysmex conducts customer satisfaction surveys in various countries and regions. Each country or region uses its own metrics based on the products and services offered in order to provide enhanced service and support. In Japan, we conduct periodic customer satisfaction surveys and disclose the results. Sysmex America has earned the No. 1 ranking for 18 consecutive years in the hematology analyzer manufacturer category of the IMV ServiceTrak™ organized by IMV, a specialist provider of market research to the medical imaging and the clinical diagnostic instruments fields. The company also earned top ratings in 91% of the service-related categories and has received all three IMV awards—Customer Satisfaction, Service, and System Performance—for seven consecutive years.

We’re using our own surveys and third-party evaluations to regularly monitor whether we are providing high-quality products and services that satisfy our customers.

► Results of Customer Satisfaction Survey in Japan (FY2024) *Japanese

► Results of Customer Satisfaction Survey in Japan (FY2023) *Japanese

Customer satisfaction rating in the United States

(On a scale of 1 to 10)

Fiscal 2022	Fiscal 2023	Fiscal 2024
9.4	9.42	9.36

* Research by IMV ServiceTrak



Stakeholder’s Voice

On the Front Lines of U.S. Clinical Laboratories: Solving Issues Through Service and Support

I always tell the Customer Care team, “Every sample is not only a test; it’s a patient. Imagine that your loved one is at the other end of the service you provide and always do your best to solve our customers’ challenges.” I am convinced that Sysmex has been able to build an unwavering service and support brand because our strong sense of purpose—to contribute to patient health—has deeply embedded itself in our corporate culture, especially among the clinical laboratories that are our customers.



Judy Bosko
Senior Executive Officer, Customer Care / Sysmex America, Inc.

Click here for details:

► [On the Front Lines of U.S. Clinical Laboratories: Solving Issues Through Service and Support](#)

Efforts to Incorporate Customer Feedback in Our Products and Services

Requests and comments from customers are gathered by Sysmex’s Voice of the Customer (VOC) Team. After analyzing this information from various perspectives, the results are provided as feedback to related divisions in order to utilize them in the development of new products and in operational improvements. In fiscal 2024, we gathered approximately 15,000 customer feedback responses from the Japanese market and many from Europe and other foreign markets. We have received a positive response to instruments with new functions and equipment that we have added as a result of customer input, which is indicated by the VOC mark in our product catalog.

Voice of Customer

VOC

お客様の声が
活かされています

Voice of Customer = お客様からのご意見・ご要望を製品開発に活かす取り組み。

日本国内で主要な機器・試薬の、研究開発から製造、販売、サービス&サポートまでを一貫して提供するシスメックスならではの取り組みです。

Providing Highly Satisfying User Training

Sysmex provides a variety of training programs as part of our customer support, including instrument operation, maintenance, and application support, using a globally consistent digital platform called Caresphere™ Academy. In recent years, we have established new training centers in Brazil and Turkey, with the aim of strengthening and enhancing customer care by offering high-quality face-to-face training tailored to local needs.

We are also developing and expanding access to online training environments in regions around the world. In addition to e-learning, which enables customers to develop skills anytime and anywhere, we also offer highly immersive virtual training through full-scale online studios. This enables customers in remote areas to receive standardized, high-quality product training, even if they are far from a training center.



Training Center in Brazil



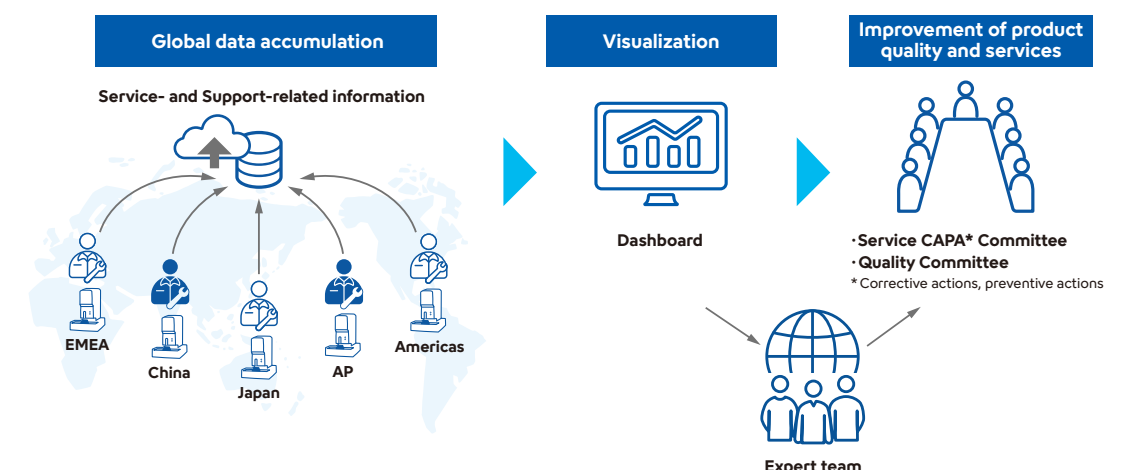
Training Center in Turkey

Evolving Customer Care Activities through the Use of Advanced Digital Technologies and Information Assets

Sysmex pioneered the introduction of network solutions in the industry introduce network solutions that connect testing instruments to a network and remotely monitor their operating status for predictive maintenance purposes. Today, a global team of experts regularly monitors data collected from products provided in more than 190 countries and regions worldwide, including instrument failure status and service conditions, to help improve quality, speed up service improvement processes, and reduce instrument failure rate.

To maintain quality and speed in services, we have revamped our market support escalation system. This new system allows customer issues and inquiries from any region of the world to be escalated to our headquarters along with detailed information, facilitating faster problem resolution. We are also developing an online application to support all service activities by visualizing instrument log data and assessing instrument status using AI models.

By combining accumulated digital information assets with advanced technologies such as AI, we are evolving toward a more proactive service model.



Strengthening Customer Care Functions Through Global Knowledge Integration and Sharing

In 2024, Sysmex launched a system to integrate and share knowledge—expertise, experience, skills, and know-how—acquired through service and support activities across the Sysmex Group worldwide. Knowledge gained through frontline customer care activities is applied to provide high-quality and efficient customer support that does not rely on individual personnel, regions, or levels of experience. Furthermore, by centrally aggregating various resources—such as product information, case studies of inquiries, and academic literature—we are enhancing the academic knowledge of application support staff and improving the efficiency of customer support delivery.

Stakeholder’s Voice

The Backbone of Our Global Leadership: How Sysmex Brings Value to Medical Institutions with Service and Support

Hematology, in which we hold the world’s top market share, plays a fundamental role in disease screening. Despite daily quality assessment, unexpected test results may arise due to patient-specific factors. In such cases, we ensure the reliability of test results by providing prompt support and working closely with the customer to identify the cause and interpret the data.

Click here for details:

▶ [The Backbone of Our Global Leadership: How Sysmex Brings Value to Medical Institutions with Service and Support](#)



Tomoo Yamada, Vice President of Technical Service, Global Management Division
Michiko Yoshimoto, Vice President of Application Support, Global Management Division

Disseminating Useful Information

Sysmex Corporation disseminates valuable information to its customers in Japan through the Support Information section of its website. Sysmex continually expands the functionalities of the website to ensure that customers have the ability to use the website to a greater extent. Examples include adding an email magazine distribution service, which communicates the latest information, and “My Page” functionality, which allows users to manage content and their browsing histories.



Support Information website (Japan)

Responding to Inquiries Rapidly and Responsibly

The Sysmex Group has established regional customer support centers to reply quickly and carefully to inquiries, as well as to respond promptly to customer requests.

In Japan, we have established a Customer Support Center, where experienced staff members with expert knowledge respond to customer inquiries 24 hours a day, 365 days a year (separate agreement required for use). By creating a database containing maintenance histories and the details of past inquiries from customers for quick reference, the center responds to inquiries and requests rapidly and carefully.

Scientific Activities

Sysmex holds scientific seminars to impart the latest information about clinical testing in various countries and regions across the world. In Asia, we work with government agencies, including national health ministries and major academic societies, to conduct scientific activities designed to help improve the quality of clinical testing.

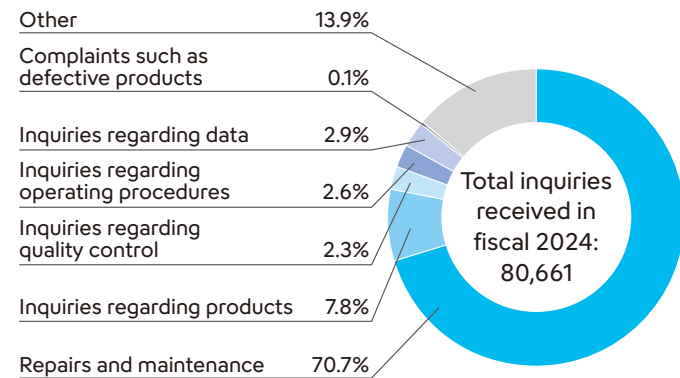
Holding Scientific Seminars for Medical Professionals

Sysmex has held annual Scientific Seminars since 1978 to discuss topics selected from a wide range of medical research areas and to provide opportunities to share knowledge from the latest information and research. The topic in 2024 was “Future Perspectives in Cardiovascular Disease Research,” and the seminar was held onsite and online in a hybrid format. The lectures in Kobe and Tokyo were streamed not only domestically but also internationally. The seminar was conducted primarily in English, with simultaneous interpretation offered in Chinese, Indonesian, Thai, and Vietnamese. We were pleased to be able to welcome participants from 21 countries worldwide. After the seminar, videos of the lectures were distributed globally. We also conducted country-specific participant surveys to identify medical issues and interests that differed depending on country and region. We utilize such information for future seminar theme setting and the Group’s initiatives.

In addition, we have held many other seminars globally with a wide range of attendees. Through these initiatives, we aim to build trust-based relationships with medical professionals and help improve healthcare quality globally.

▶ [Supporting Quality Control and Standardization of Clinical Testing in Asian Countries](#)

Responding to Inquiries at the Customer Support Center



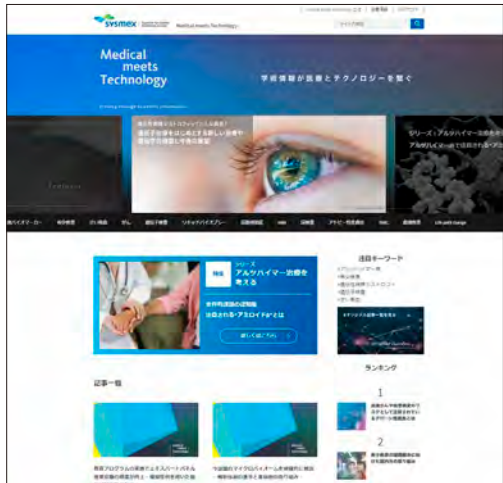
Sysmex Scientific Seminar 2024

Activities for Patients and the General Public

Sysmex set up the online scientific information website “Medical meets Technology” to provide information on the varied roles of technology in healthcare from a scientific viewpoint in an easy-to-understand format.

In addition, from the viewpoint of informed consent, product information for the NCC Oncopanel™, a testing system for cancer genome profiling, has been newly developed with easy-to-understand explanations for patients and their families. Such information was previously only available to medical professionals. In response to issues related to antimicrobial resistance (AMR), we are conducting a variety of initiatives, which include the global implementation of “#AMRfighter”, an awareness-raising activity, and widely distribute a scientific booklet titled “Proper Use of Antibiotics” directed at patients and the general public.

- ▶ [Medical meets Technology \(Japanese\)](#)
- ▶ [Things You Should Know about Testing Using the NCC Oncopanel System \(Japanese\)](#)
- ▶ [What Is Antimicrobial Resistance \(AMR\)?](#)



Scientific Information Website: “Medicine meets Technology”

Society

Strengthening Supply Chain Management

Various Policies Regarding Supply Chain Management

- ▶ [Procurement Policy](#)
- ▶ [Procurement Policy Guidelines](#)
- ▶ [Green Procurement Standards](#)
- ▶ [Anti-Slavery and Human Trafficking Policy](#)

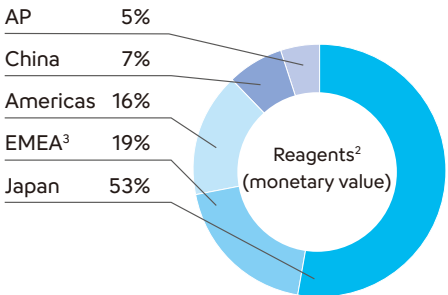
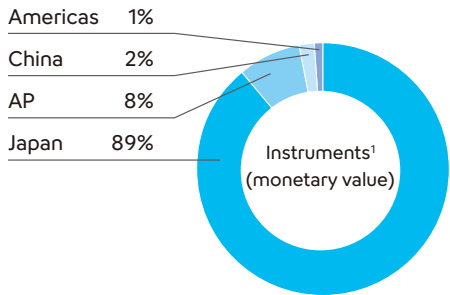
Supply Chain Management

Sustainable Procurement Structure

Sysmex provides accurate test results and sound security by delivering high-quality products to the world. We ensure a stable supply of products and services based on our social mission to support healthcare. Strengthening supply chain management has been identified as a materiality, and the Senior Executive Officer Mitsuhsa Kanagawa has been placed in charge of overseeing risk management for the entire supply chain. He has been promoting sustainable procurement, beginning with supplier evaluations and the drafting of remedial plans. Furthermore, CSR survey response rates, the number of training sessions for suppliers, and other factors were set as sustainability targets, and the status of their related initiatives is reported to the Managing Board semiannually.

▶ Establishment of a Business Continuity Plan (BCP)

Procurement Region Analysis (Fiscal 2024)



- 1 Analysis of procurement regions for parts
- 2 Regional analysis of Group companies that purchase raw materials (excluding purchased products)
- 3 Europe, the Middle East, and Africa

Supplier Screening and CSR Surveys

At Sysmex, taking into account the importance of sustainable procurement, we identify significant suppliers through desk assessments on supplier risk. For significant suppliers that have been identified, we conduct a CSR survey annually and monitor their status of sustainability-related initiatives.

In addition to procurement costs and difficulties in substitution with alternatives, desk assessments also take into account geopolitical risks, manufacturing country risks, competing risks* in securing raw materials for the production of medical products, as well as other ESG risks (i.e., human rights and labor practices, management of chemical substances in products, GHG emission responses, and corruption such as bribery). When selecting new business partners, we verify risks using a CSR survey that includes ESG criteria. In particular, by rapidly identifying high-risk materials, we avoided major supply issues amidst the COVID-19 pandemic from 2020 to 2023 and the dispute in Ukraine, providing a stable supply of diagnostic reagents to our customers.

For CSR surveys, we use the CSR/Sustainable Procurement Self-Assessment Tool Set developed by Global Compact Network Japan.

This covers a wide range of issues such as human rights, labor practices (including the health and safety of employees), corruption, and the environment. We do not conduct business with new partners having inadequate CSR initiatives. In addition to CSR surveys, we hold management interviews with new business partners, and we undertake the same sort of initiatives for overseas partners. In particular, personnel in charge of procurement make local visits to determine the status of child labor and workplace environments in order to confirm that no problems exist. Furthermore, we review CSR survey results with buyers during the annual evaluation of business partners and ensure that supplied parts come from business partners with low-risk levels in the CSR surveys. We have been implementing CSR surveys of business partners since 2013 and of secondary business partners since 2021 with the support of our primary business partners.

Each Group company also conducts regular surveys of its business partners. Sysmex Europe and Sysmex America conduct sustainability surveys of all new business partners covering areas such as human rights and green procurement. Jinan Sysmex Medical Electronics holds quarterly meetings with its business partners to assess risks, in addition to environmental and occupational health and safety surveys. Sysmex Wuxi encourages its business partners to strengthen their environmental and safety management when carrying out periodic risk assessments.

* Responses for Each Type of Risk:
Geopolitical risks: Surveys were conducted for products manufactured in Europe at the onset of the dispute in Ukraine and for products manufactured in South Korea and northern China when North Korean risk was rising.
Manufacturing country risk: Surveys were conducted for diagnostic agent containers and disposables, leading to procurement from various countries.
Sector-specific risks (competing risks in securing raw materials): Surveys were conducted for glass bottles, rubber stoppers, biochemical buffering agents, raw materials for PCR, and raw materials for cultivation.

- ▶ [Undertaking the Never-Ending Mission of “Creating a Stable Supply of Reagents”](#)
- ▶ [Flowchart of New Supplier Assessment](#)
- ▶ [KPIs for Supplier Screening](#)

Results of CSR Surveys

The CSR survey conducted in fiscal 2024 for primary raw material suppliers maintained a high response rate of 94%, consistent with the previous fiscal year. We also analyze the results of the CSR surveys from the previous fiscal year and provide feedback to the business partners surveyed. By disclosing the average scores of companies in the same raw materials category, we help them identify their strengths and weaknesses. For items with existing risks, we encourage corrective actions and work together to advance improvement activities.

CSR On-Site assessment and Cooperation for Supplier’s CSR Initiatives

Sysmex conducted on-site assessments of eleven primary suppliers between fiscal 2022 and fiscal 2024 to further strengthen supplier risk management. When risks are identified, we request improvements and ask suppliers to submit improvement plans. In addition, with cooperation from Tier 1 suppliers, we expanded our CSR surveys of Tier 2 suppliers. During the three years since fiscal 2022, we have conducted CSR surveys of 195 Tier 2 suppliers.

In conducting these surveys, we provide survey formats and aggregation services to Tier 1 suppliers, thereby enabling them to conduct CSR surveys while reducing their burden.

- ▶ [Global Compact Network Japan Common version of CSR survey form “CSR Procurement Self-Assessment Toolset”](#)
- ▶ [Status of Sustainability Targets](#)

Improving the Quality of Supplied Parts and Raw Materials

Sysmex provides a quality assurance agreement that clearly states our requirements for the quality of goods and concludes agreements with business partners after confirming their understanding of our procurement policy. We perform quality assessments of supplied goods and audits of business partners regularly to ensure that proper quality control is being carried out.

Conducting Briefing Sessions and Meetings for Suppliers

Sysmex strives to strengthen its relationships with trading partners by holding annual briefing sessions for our suppliers to ensure their understanding of our business and procurement policies.

At the fiscal 2022 CSR briefing session, we introduced examples of CSR initiatives of other companies to encourage initiatives that are in line with a single company’s size. In fiscal 2023, we hosted a briefing session for suppliers to explain our newly formulated long-term corporate vision, supply chain policies, and eco-social strategies. The session was well attended, with approximately 250 companies and 500 people. In fiscal 2024, we held an SBT briefing session and a study session on the importance and practice of calculating greenhouse gas emissions. We are actively working to reduce CO₂ emissions across the entire supply chain.

We also hold regular meetings with overseas business partners to strengthen collaboration. Sysmex Europe periodically holds meetings with all of its business partners to check their compliance with Sysmex’s environmental and social responsibilities, as well as details of business activities. Sysmex Malaysia holds monthly meetings with local distributors to discuss customers’ needs and issues, aiming to improve product quality and customer satisfaction.

Compliance with Procurement-Related Legislation and Training for Persons in Charge of Procurement

Sysmex uses an electronic procurement system to prevent undue price reductions and product returns. In October 2020, we announced a declaration of partnership building and have been working to increase added value across the entire supply chain. Additionally, in observance of desirable transaction practices between large procuring enterprises and subcontractors (promotion standards based on the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises), we are proactively taking initiatives to correct transaction and business practices that hinder the building of partnerships with business partners.

To enable this, since fiscal 2023, we have been providing training on the revised standards of the Subcontract Act promotion standards, as well as on passing on costs such as raw material and labor expenses. In addition, the procurement departments at our domestic Group companies receive training related to the declaration of partnership building, the Subcontract Act, and the roles of companies placing orders in CSR activities. For new employees in the department, we conduct training on procurement policies, CSR procurement, and procurement risk.

Initiatives for the Optimization of Working Hours for Transportation and Logistics Work

In response to the Work Style Reform Law for transportation and logistics work, which comes into effect on April 1, 2024, we have stopped same-day shipping of normal temperature reagents and consumable goods and have changed to shipping the day after the order is received.* Through these efforts, we are eliminating cargo waiting times that lead to overwork by truck drivers. We are also mechanizing the handling of heavy loads to improve the working environment for warehouse workers and conducting surveys on respect for human rights, thereby proactively addressing the so-called “2024 problem” in logistics.

* We have been offering same-day order placement and next-day shipping for refrigerated reagents, equipment, and other products as before.

Materiality

Creating an Attractive Workplace

Background

In recent years, the external environment has been changing rapidly, driven by factors such as the globalization of economic activity, the advancement of digitalization, and the decline in the working population. In the healthcare market, competition has also intensified with new entrants from other industries and the emergence of players different from those in the past. Sysmex believes that, in addition to acquiring and developing highly specialized talent, next-generation leaders, and diverse human resources, the continuous provision of an attractive workplace is a critical activity. These efforts not only contribute to the Company’s growth and the securing of competitive advantage, but also help raise overall social productivity and promote the realization of a more equitable society.

Policies

Within the “Shared Values” of the Sysmex Way, Sysmex sets forth the following commitment to 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.”

Based on this policy, we provide educational programs designed to build business skills and career development paths tailored to each individual’s career stage.

At the same time, we promote diversity, equity, and inclusion, and introduce a range of systems to foster a corporate culture in which diverse human resources can feel globally connected and fully demonstrate their capabilities.

► [Policy on Creating an Attractive Workplace](#)

Structure

Within the corporate management domain overseen by the Senior Executive Officer, Sysmex has established functions such as the diversity promotion function and the human resource development division, through which we are advancing initiatives to create an attractive workplace.

Society

Creating an Attractive Workplace

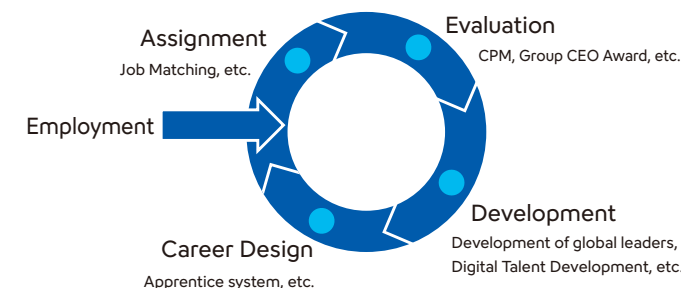
Development of Human Resources —Employee Journey—

Global HR Policy

Sysmex believes an environment in which every employee can develop a fulfilling career is essential to sustainably enhance its corporate value and create a highly engaged organization. An “employee journey” encompasses all stages of an employee’s career, from joining, retiring, or leaving Sysmex to building a second career. We help diverse individuals at Sysmex build their careers and learn continuously and independently.

To support a self-driven career, we have a job-based personnel system in place across the Group. We have implemented various measures in accordance with defined duties and personnel requirements. These human resource management activities follow our Global HR Policy as their fundamental principle.

► [Global HR Policy](#)



Diverse Talent Acquisition

Recognizing that innovation comes from diversity in talent, Sysmex Corporation hires people with different experiences and values. Under the slogan of “anywhere, anytime, and anyone,” we hire people throughout the year based on their character, regardless of nationality, race, gender, age, employment history, or disability.

Our recruitment is based on job type and position, allowing applicants to apply in accordance with their specializations or work preferences. We also monitor our efforts to hire job applicants directly from overseas universities¹ and set hiring targets by gender² to actively promote the recruitment of diverse individuals.

Hiring and developing human resources who support our growth strategy is an important aspect of our human capital strategy. We have been investing in human capital, maintaining a balance between the sustainable improvement of value-added productivity (15,042 yen per hour in fiscal 2024) and total labor cost.

*1 The proportion of employees with foreign citizenship, hired directly from overseas universities, among all new graduates hired: about 9.9% in fiscal 2024

*2 The proportion of female employees among all new graduates hired: 43.0% in fiscal 2024 and 40% as a target for fiscal 2025

Assignment According to the Needs of Employees and Teams

Sysmex Corporation determines departmental assignments based on matching the needs of the individual and the organization, supporting employees in their autonomous career development. A matching algorithm is used to determine the optimal divisions that new graduates should be assigned to, ensuring that both the new graduates desires and the requirements of the divisions are suitably considered. These initiatives yielded significant results in fiscal 2024. The three-year turnover rate for new graduates (the rate of employees resigning within three years of joining the company in fiscal 2021) was 16.7%. In addition, our voluntary turnover rate in fiscal 2024 was 1.8%, achieving our target of less than 3.0%.

Evaluations and Commendations to Encourage New Attempts and Recognize Achievements

At Sysmex Corporation, we have introduced an evaluation system incorporating the concept of continuous performance management (CPM) to achieve agile responses to changes in the internal and external environment in times of drastic transformation. This system encourages employees to take on challenges by flexibly reviewing their targets and actions in response to changes, without sticking to the original targets that they set at the beginning of the term. We evaluate them based on a point-addition system. It assesses not only

individual performance but also organizational culture, human resource development, and team performance, aiming to promote both employee contributions to our business and the growth of individuals and teams. Employees regularly have one-on-one meetings with their supervisors throughout the year. These meetings provide them with opportunities to discuss day-to-day operations and career development, as well as goal setting and evaluation. They assist with individual growth and build mutual trust. In our semiannual Corporate Culture Survey, we assess our employees’ level of confidence in leadership to develop future leaders and improve our organizational culture.

Additionally, our Group CEO Award is given to recognize divisions and teams. It annually honors individuals and teams that contribute significantly to the enhancement of corporate value and that address social issues by practicing the Sysmex Way, our Group corporate philosophy. In line with the establishment of our long-term corporate strategy VA33 and the refinement of our corporate philosophy, we launched the “Challenge & *Anshin* Award” in fiscal 2023. This award recognizes excellent contributions in five categories (IP·Idea, Eco-Social, Sales & service, Quality, and Operation). To motivate R&D engineers and heighten awareness of intellectual property, we have also introduced the Patent Grand Prize, the Patent Meister designation and the Filing Commemoration Prize.

Training Programs Tailored to Individuals

To respect diverse working styles and values, Sysmex Corporation offers a wide range of learning programs that help employees develop business skills and build career plans based on their aspirations.

Employees can even join some of the programs across national borders through the availability of online courses for learning from home. In fiscal 2024, all employees participated in one of these conducted training programs. The benefits include the growth of individual employees and enhanced productivity through skill improvement and exchanges between participants, resulting in better mutual understanding and cross-functional networks. (Investment in training in fiscal 2024: 82,400 yen per employee.)

Our Corporate Culture Survey indicates that most of the employees support these training programs; 68% of them provided positive responses, noting that they were offered opportunities for growth through such programs. Sysmex Corporation also supports continuous learning by employees of all ages and ranks. Our “smart work” system, intended to facilitate diverse working styles, encourages employees to spend 15 minutes of their daily working hours on self-study. During fiscal 2024, our employees spent an average of 53.4 hours on learning.

► Promotion of Diverse Working Styles and “Smart Work”

Development of Next-Generation Leaders

Developing next-generation leaders is crucial to Sysmex’s human capital strategy for enhancing sustainable corporate value. Upon joining the company or being newly appointed to a position, employees are supported in making an early impact through on-boarding training*. Since the introduction of a job-based personnel system, we have conducted talent reviews to measure differences between the desired and actual roles of each position. We have also regularly monitored the sufficiency of our talent pool and the availability of successors for senior positions.

For the candidates chosen as successors, we formulate development plans to address individual issues and offer necessary leadership development programs. Among these programs, a selective leadership program for employees with the status of being “ready to be a successor” provides them with opportunities to think from a leader’s perspective, facilitating their promotion to higher positions. In fiscal 2024, on-board training was undertaken by a total of 611 employees, while selective training (for candidates chosen as successors) was undertaken by a total of 163 employees.

Additionally, we conduct cross-regional and cross-border training programs aimed at developing global leaders.

* This program aims to promote understanding of the Company among newly joined employees, including recent graduates and mid-career hires, and to support their development into valuable contributors from an early stage.



Global on-boarding Training

Career Design

Sysmex supports autonomous career design as an opportunity for employees to broaden their new career possibilities. For example, we offer career design programs that help employees review their skills and values based on their career stage and past work experience.

To support employees who wish to change their career path, our apprentice system provides a trial period during which they can work in the new role and team, allowing us to assess their suitability before making a formal assignment. Furthermore, by introducing the job-based personnel system to the Group’s affiliated companies, it is now possible to compare employees’ responsibilities and skill levels across divisions or Group companies based on common grades. Matching employees’ preferred locations and areas of expertise with suitable roles has effectively helped them not only in the phase of career exploration, independence, and establishment but also in building their second careers through reskilling efforts and work experience.

Development of Digital Human Resources (Cross-Reskilling)

Since fiscal 2023, Sysmex has been offering a digital human resource development program to support the improvement of digital literacy among employees. These programs define types of digital human resources and level hierarchy for Sysmex based on the digital skill standards (DSS) created by the Ministry of Economy, Trade and Industry and the Information-technology Promotion Agency (IPA). It provides development programs suitable for each combination. In addition, we put forward the idea of cross-reskilling (“experience and knowledge cultivated to date” x “digital technology and knowledge”) and have increased opportunities and options for employees to be widely active in corporate activities. Furthermore, we aim to achieve specific results in active work beyond learning, such as problem-solving, social contribution, and the like.

One of the features of this program is the introduction of a digital human resource type called “Digital Rookie,” which enables employees to begin broadly learning digital literacy without being restricted to a specific classification. In addition, a framework has been established that allows employees to select a digital human resource type aligned with their preferences and skills, enabling them to leverage their individual expertise. Furthermore, we have created a community in which employees can teach and support one another, and we are working to foster a culture of mutual learning aimed at improving digital literacy and skills. As of fiscal 2024, a cumulative total of approximately 5,000 employees have participated in the Digital Human Resource Development Program. By level, approximately 500 employees have acquired internal certification at the beginner level, and more than 190 at the intermediate level. We are also actively developing citizen developers*, and to date, approximately 180 applications have been created that contribute to the creation of customer value and the improvement of operational productivity.

In addition, since fiscal 2023, we have launched the AI human resources development program in collaboration with the Human Resource Association of Mathematics. Under the guidance and mentorship of university professors and data scientists, the program aims to equip employees with the ability to develop practical AI models and to enhance their project execution capabilities.

Sysmex is developing an environment in which employees who have learned digital literacy and employees with advanced expertise have a common language, and digital transformation (DX) initiatives are spontaneously undertaken.

* Citizen development refers to initiatives in which employees in business divisions who are not IT specialists develop their own operational applications using low-code or no-code tools, thereby promoting digital transformation (DX) in a frontline-driven manner. These developers are referred to as citizen developers.

► Human Resource Association of Mathematics (HRAM)

Training for Research and Development Personnel

Sysmex has hosted the Sysmex Innovation Forum for research and development personnel for more than 40 years. This forum aims to share the results of advanced R&D activities and foster creativity with more than 1,000 participants from around the world every year. This initiative supports our technology-oriented technology base and drives new product development to shape the evolution of healthcare.

In addition, as educational programs for R&D personnel, we also provide a wide range of curricula, including specialized engineer education programs in which participants inherit our unique technology and acquire new technology, integral training so that participants can learn the essence of technology for coordinating diagnostic agents and detection devices, and educational programs in which participants study international standard project management methods, and the like. We are committed to the development of all R&D personnel. Furthermore, the R&D division also focuses on “organizational learning” to translate the growth of individual researchers and developers into organizational capabilities. By accumulating the knowledge and experience gained through R&D activities as organizational learning through regular dialogue and opportunities for information sharing, we are contributing to the continuous improvement and advancement of R&D activities.

Sysmex EMEA Campus

For all employees in the EMEA region*, Sysmex has established the EMEA Campus, a training space offering various online and offline training programs. The EMEA Campus plans lectures and workshops on various themes, including skills for general business and technical abilities, with the goal of developing future leaders, enhancing skills, and creating internal networks. For managers, “Ready to Lead,” a customized leadership training program, was set up to help them master team management skills. Other diverse programs are available on such subjects as human resource development, coaching, and reverse mentoring to support the acquisition of skills needed for leadership.



* EMEA: Europe, the Middle East, and Africa

Other Human Resource Development Programs

Company	Program/Measure	Objectives/Overview
Sysmex Corporation	“ <i>Monozukuri</i> ” Professional Training Activities	They promote the development of human resources for manufacturing as one of our production reforms. They provide training for new employees and develop human resources with the ability to guide the next generation of those engaged in <i>monozukuri</i> (manufacturing). Training offers necessary skills for those who will become multifunctional workers, as well as technical knowledge necessary for <i>monozukuri</i> .
	DX Literacy Education	It offers DX literacy training to develop skills to effectively use AI and other emerging technologies for the purpose of developing new ways to use data, increasing operational efficiency, and implementing innovations.
Sysmex America	Sysmex University	It is a training program for all employees in the United States, Canada, and Latin America that combines online and offline sessions. It offers courses focusing on wide-ranging subjects, including business skills (e.g., leadership skills and project management), specialized skills, and mentoring.
	Sysmex Managerial Excellence Development	It is a six-month training for selected personnel, including newly appointed managers. It aims to strengthen management skills by providing insight into the roles and responsibilities of Sysmex management.
	Leadership Circle	An intensive one-week training program for next-generation leaders.
Sysmex Europe	Sysmex Academy	It offers programs in which trainees acquire product-related and medical knowledge. It aims to increase trainees’ specialized knowledge and develop trainers for customer training.
Sysmex Shanghai	Sysmex Shanghai University	Online training is provided for all employees. The initiative started in fiscal 2019 to support professional employee growth.
Sysmex Asia Pacific	LinkedIn Learning	It offers around 100 online training courses using a social media platform (LinkedIn) for all employees. It is designed for trainees to acquire and improve skills such as management, leadership, critical thinking, business analysis, and data analysis.
	Sysmex Academy	It offers online programs in which trainees acquire medical and product-related knowledge.

Talent Management Utilizing Advanced Technology

Sysmex manages human resources information held by the entire Group in a centralized manner and works on promoting digital transformation (DX) and generating job satisfaction. To prevent information leakage, in addition to the data management feature of the system, we have established global data management rules to restrict access to data. This scheme ensures that we can use data securely and in a timely manner.

Specifically, we promote talent management by developing an environment in which employees can work flexibly in accordance with the nature of their work and their lifestyles (such as by introducing a remote work plan and providing online training), assisting their autonomous career formation through the utilization of matching algorithms, providing real-time feedback on employee engagement surveys, and utilizing other advanced technologies.

Sysmex Receives “Human Capital Management Excellence 2024 Gold Award” for its Commitment to Excellent Human Capital Management and Information Disclosure



Sysmex Corporation received “Human Capital Management Excellence 2024 Gold Award” at the “Human Capital Survey 2024*,” which was organized and implemented jointly by HR Technology Consortium, GIA., HR Research Institute, and MS&AD InterRisk Research & Consulting, Inc. We were highly evaluated for our initiatives to enhance corporate value through human capital management.

*Special website for Human Capital Leaders 2024: https://www.hrpro.co.jp/human_capital_survey/2024/

Society

Promotion of Diversity, Equity & Inclusion

Promotion of Diversity, Equity & Inclusion

Realizing a inclusive society where people can work while respecting diversity

Throughout the Sysmex Group, human resources are considered an important management resource for achieving sustainable growth. We strive to realize diversity, equity, and inclusion (DE&I), an approach that involves creating an inclusive working environment in which a wide variety of people can comfortably work and receive equal opportunities.

At Sysmex, we aim to create a workplace environment where everyone can work comfortably. In addition to disseminating information and promoting awareness related to diversity, we conduct internal opinion surveys to reflect the views of employees into the measures we implement. In fiscal 2024, we conducted unconscious bias training, seminars on balancing work with childcare and nursing care, and health seminars to support employee well-being. Beyond simply respecting and accepting diversity, it is essential to provide fair opportunities for all employees to succeed, foster an environment where individuals can make choices, and promote innovation through diverse perspectives—thereby creating an organization that is adaptable to change. To this end, we are working to become a company chosen by diverse talent through initiatives such as promoting gender equity to eliminate gender disparities, raising awareness of sexual minorities, and creating a workplace environment where people with disabilities and senior employees can work with peace of mind.

Supporting Women’s Advancement

Sysmex Corporation has worked to provide a comfortable working environment by establishing a system to support employees in pursuing their careers while raising children, among other supportive actions. We have formulated an “Action Plan (Integrating the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on Promotion of Women’s Participation and Advancement in the Workplace),” and have set targets of increasing the ratio of women in management positions to 15% or more and reducing annual working hours to below 1,950 hours by fiscal 2029. Although the ratio of women in management positions in fiscal 2024 was 10.0%, falling short of the target, annual working hours declined steadily to 2,009 hours. In addition, we have set as KPIs the percentage of female managers, the percentage of next-generation female managers, and the rate of childcare leave taken by male employees. Our aim is to take into consideration both career formation and workstyle perspectives, thereby further promoting measures to encourage active female participation.

Our initiatives in fiscal 2024 included ongoing unconscious bias training, a training program to support career motivation, and a training program to promote understanding of the empowerment of women in the workplace for newly appointed managers.

In terms of remuneration, we are working to eliminate the pay gap between male and female employees by determining their pay based on their duties and roles under our Group-wide HR policy. Sysmex America conducts monitoring and external audits of employee categorization by both ethnicity and gender to ensure that there are no unfair pay gaps related to either.

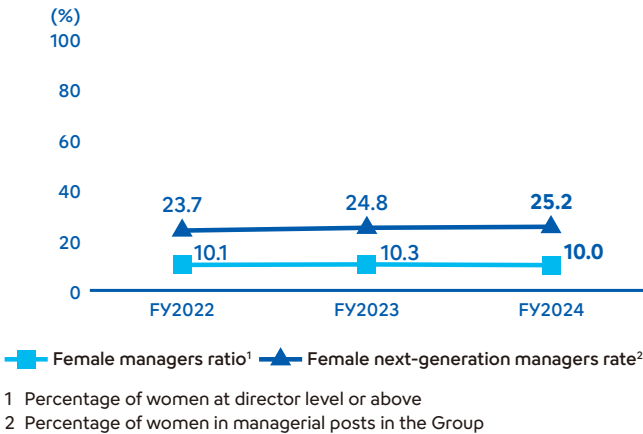


Eruboshi certification is given to excellent companies based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace. Sysmex received Level-3 certification, the highest grade.



Sysmex was designated a “Mimosa Company,” meaning a company promoting active female participation, under the certification system of Kobe, Hyogo Prefecture (fiscal 2022).

Female managers ratio (Sysmex Corporation)



- ▶ [Action Plan \(Integrating the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on Promotion of Women’s Participation and Advancement in the Workplace\) \(Sysmex Corporation\)](#)
- ▶ [Act on Promotion of Women’s Participation and Advancement in the Workplace \(Ministry of Health, Labour and Welfare\) \(Japanese\)](#)

Understanding of Sexual and Gender Minorities and Our Response

Sysmex incorporates a rainbow flag in the profile images of the official social media account for each Sysmex Group company during Pride Month in June to demonstrate the Group-wide understanding of and support for LGBTQ+¹ persons.

In fiscal 2020, Sysmex Corporation established a partnership registration system under which partners in same-sex relationships are recognized as spouses. The Company also announced its endorsement of “Business for Marriage Equality (BME)” to support the legalization of same-sex marriage (that is, marriage equality) in Japan. Since 2022, we have been involved in Tokyo Pride², the biggest LGBTQ+ event in Japan.

We have an intranet site dedicated to this topic to deepen understanding among employees by disseminating information to broaden their knowledge about sexual minorities. Employees can access e-learning materials and borrow an introductory textbook to learn how to improve the working environment in the context of SOGI³ and receive Ally stickers. Our other efforts include holding diversity roundtable discussions⁴ on the theme of “LGBTQ+ and Gender.”

Through these activities, in fiscal 2024, we earned the highest rating (Gold) in the “PRIDE Index 2024,” which evaluates companies and organizations based on their commitment to LGBTQ+ and other sexual minority issues for the third year in a row.



- *1 A general acronym whose letters refer to sexual minorities in terms of orientation/gender identification (lesbian, gay, bisexual, transgender, questioning/queer; with “+” representing other sexualities)
- *2 Name changed from “Tokyo Rainbow Pride” (effective from 2025)
- *3 Acronym for Sexual Orientation and Gender Identity
- *4 Roundtable discussions are held to exchange opinions on a wide range of topics, including work-life balance and cross-cultural understanding, as well as to provide opportunities for interdepartmental community building.

Promoting Employment of Veterans

Sysmex America is committed to promoting the employment of veterans. In recognition of its initiatives to recruit, employ, and support veterans in the workplace, the company received the HIRE Vets Gold Medallion Award from the U.S. Department of Labor for the third consecutive year in 2024. In 2025, it was also awarded a Four-Star rating in the VETS Indexes Employer Awards presented by VETS Indexes.

Creating an Inclusive Work Environment for People with Disabilities

At Sysmex, we are committed to fostering an environment in which individuals with disabilities can feel secure, demonstrate their abilities and skills, and grow alongside their colleagues. Our initiatives include providing opportunities to understand the characteristics of each individual’s disability, building support frameworks, and developing a workplace environment where all employees—regardless of disability—can work with peace of mind. We also promote employment in collaboration with universities and employment support organizations.

The employee retention rate at Sysmex Harmony, a special subsidiary*, stands at a high 97%. The company has been highly evaluated externally for its efforts to promote employee retention through assigning tasks suited to each individual’s abilities and maintaining close communication through regular meetings with supervisors.

Sysmex America and Sysmex Europe are also working to expand and stabilize employment for people with disabilities in collaboration with organizations that support their independence.

Going forward, Sysmex will continue to strengthen support measures such as expanding internship opportunities, with the aim of creating a safer, more inclusive, and comfortable workplace where all employees can benefit from long-term career continuity.

* A subsidiary that has been certified by the director of a Public Employment Security Office for special consideration in the employment of people with disabilities. Subsidiaries with labor regulations different from those of the parent company can give greater consideration to the work capabilities and labor conditions of people with disabilities in their labor regulations and workplace environment, which makes it easier to expand the range of job opportunities for such workers.

Support of Active Participation of Seniors

In March 2021, Sysmex Corporation raised the retirement age from 60 to 65* following the introduction of our job-based personnel system. As we have corrected the age-related treatment gap and promoted various working styles, senior employees can now work fewer hours and have side jobs. After retirement at 65, our employees are also entitled to work as senior contract employees until they turn 70.

We implement a Career Development Support Program as one of our efforts to assist senior employees in career development. This program is designed to provide basic knowledge and promote understanding of the views needed for career planning. It combines e-learning, group training, and individual consultation to support participants in their autonomous career planning and specific work behavior changes. Starting in fiscal year 2025, we have introduced a career design training program targeting mid-level general employees aged 49 to 51. This training includes a future-oriented money planning course, explanations of personnel systems, and career talks in a dialogue format with veteran employees. Additionally, it offers participants the opportunity to assess their skills and values, encouraging them to reflect on their unique working styles and contributions to the organization and society. The purpose of this training is to support career development during their active working years and to facilitate preparation for life planning after retirement as part of our Transition Program for Retiring and Terminated Employees.

* Employees can choose their retirement age between 60 and 65 in one-year increments.

Diversity Education

Sysmex Corporation publishes a monthly in-house magazine called the “Diversity Newsletter” to share information with employees and promote their understanding of diversity issues. We regularly hold diversity roundtables on themes such as gender, LGBTQ+, nursing care, support for the retention of people with disabilities, universal etiquette, mental health in the workplace, women’s health, wellbeing, and men taking childcare leave. We conduct unconscious bias e-learning to recognize and deal this issue. With regard to childcare, we particularly emphasize programs that encourage men’s involvement in parenting. Specifically, we organize a yearly seminar at which external male lecturers speak about the importance of paternal parenting and how to balance work and life. We also organize online lunch seminars on DE&I and male- and female-specific healthcare (including FemTech¹ and infertility treatment), featuring leading experts from various industries, and offer them to all employees².

Such diversity education is provided globally in line with the culture and characteristics of each region. In the EMEA region, we have conducted training to prevent discrimination and facilitate cross-cultural communication, considering local workplaces as characterized by employees who are diverse in terms of nationality, ethnicity, and culture.

*1 The term “FemTech” refers to products and services that use technology to solve health issues specific to women.

*2 Includes non-regular and part-time employees and others

Society

Increasing Engagement

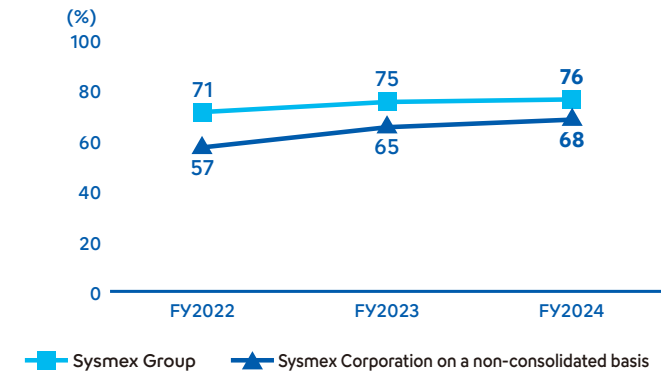
Setting Employee Engagement as an Important Indicator of Our Corporate Strategy

Every year, Sysmex conducts a Corporate Culture Survey of all employees across the Group. The survey found the Group’s engagement score for fiscal 2024 was 76%, achieving the sustainability target of 75% for the second consecutive year. Under our Long-Term Vision 2033, we have positioned employee engagement as a key indicator, with each Group employee taking pride and finding purpose in their work, thereby enhancing corporate value through strong alignment between the company and employees.

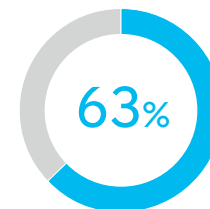
The engagement score of Sysmex Corporation for fiscal 2024 was 68%. In line with evolving social values and changing times, we also monitor the level of empathy with our corporate philosophy (70% in fiscal 2024) and well-being (59% in fiscal 2024) as part of our efforts to foster an organizational culture where every individual finds their work fulfilling. We have also introduced pulse surveys conducted in shorter intervals to understand the progress of measures and promote initiatives to incorporate employee input rapidly.

To promote in-house communication, we have introduced a web service called Sysmex Peer Bonus, through which employees can mutually send messages of gratitude, encouragement, greetings, etc., with tips and receive rewards in points. We strive to create an attractive workplace in which everyone can work comfortably, based on the concept of “making work more enjoyable.”

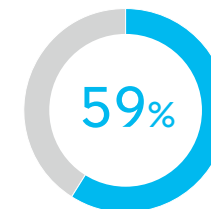
Engagement score



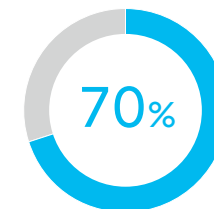
Confidence
in leadership



Wellbeing



Sysmex Way



*Percentage of positive responses in the FY2024 Sysmex Corporate Culture Survey

►Status of Sustainability Targets

Stakeholder's Voice

Sysmex is a silver partner sponsor of the Signature Pavilion “Future of Life” at Expo 2025 Osaka, Kansai, Japan, produced by Professor Hiroshi Ishiguro of The University of Osaka, a leading authority in robotics. Inspired by Professor Ishiguro’s wish for sponsoring companies to envision the future together, Sysmex joined this co-creation project to explore what society and life might look like 50 years from now.



Sysmex's EXPO Co-creation Project Member

Around 50 employees from across divisions, occupations, and generations voluntarily came together to launch the in-house project. After three years of dialogue and trial and error, they developed ideas for three products to support the future of life.

Click here for details:

► [Envisioning Healthcare for the Mind in 2075: A Sysmex Employee-led Story from Expo 2025](#)

Monitoring the Effects of Human Capital Investment

Sysmex aims to balance value-added productivity and employee engagement. As indicators of the effects of human capital investment, we set value-added productivity and employee engagement scores and monitor them continually.

The value-added productivity* per employee of Sysmex Corporation for fiscal 2024 reached a record high of 15,042 yen per hour, which demonstrates the effectiveness of our human capital investment. The return on human capital investment (operating profit divided by labor cost) also reached a record high of 173.1%. These results are accomplished as high levels of employee engagement are maintained and employees are willing to take on new tasks. Our action plans to foster an organizational culture that balances value-added productivity and employee engagement have been producing consistent outcomes.

* (Operating profit + labor cost + human capital depreciation)/working hours

Work-Life Balance Support Program

Joint Achievement of Comfortable Working and Productivity Enhancement

Sysmex Corporation has introduced a “smart work” system to respect the diversity of individual employees, as well as to respond to the “diverse and complex” business environment and realize productivity enhancement.

It adopts a hybrid workstyle combining onsite (office) and remote (from home, etc.) work. In addition, we promote time management to realize a strong work-life balance by allowing our employees to combine flextime, staggered office hours, and “stepping out from work” according to their business duties and individual lifestyles. We have also introduced an Activity Based Working (ABW) office model by incorporating digital technologies, web conferencing systems, and office furniture, along with layouts designed to facilitate communication through thoughtful consideration of people flow.



ABW office model (Solution Center)

► [Introducing the “Smart Work” System \(Sustainability Topics\)](#)

Promotion of Paid Leave Utilization and Employee Benefits Program

Sysmex Corporation uses various measures to encourage employees to take paid leave. They include the introduction of recommended dates for paid leave and a half-day paid leave system. Other measures include allowances paid under the “Cafeteria Plan*” (our welfare program) to employees who take consecutive paid leave days for travel, leisure, or courses at culture centers.

* The Company provides employees with cafeteria points every year. Employees can select and use the benefits they prefer from a menu of various benefits (childcare and nursing care support, health support, self-development, etc.) depending on their lifestyle and needs.

Supporting a Balance between Work and Child-Rearing

Sysmex Corporation has introduced several programs to provide family support, from prenatal care to child-rearing. These programs include leave for parenting, fertility treatment or morning sickness, a spouse’s childbirth, and the nursing of children. When childcare leave expires after an employee’s child turns two years of age, employees are entitled to reduced working hours and a work-from-home program until the child enters junior high school. We support employees returning to work after childcare leave, including with seminars before their return, as well as distribution of newsletters (including the Diversity Newsletter) to employees on childcare leave. Technopark, our R&D site, has an in-house daycare center called Sysmex Kids Park. It is also available for temporary use when employees’ spouses work part-time, children’s guardians are sick, or an employee is arranging a funeral. Through such support, we encourage all employees who desire to return to work after childcare leave to do so.



The “Sysmex Kids Park” in-house childcare center

In recognition of such initiatives, we have received next-generation support certification (with a logo nicknamed “Kurumin”*) as a “company that supports child-rearing” from the Ministry of Health, Labour and Welfare. In fiscal 2023, we were also selected as a “Next Nadeshiko: Companies Supporting Dual-career and Co-parenting” by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. This program recognizes companies that make particularly outstanding efforts to support dual-career and co-parenting.

* Based on the Act on Advancement of Measures to Support Raising Next-Generation Children, companies that formulate business plans as general business operators, meet the targets designated by such plans, and satisfy certain standards may receive Kurumin certification as companies “that support child-rearing” from the Ministry of Health, Labour and Welfare.



The “Kurumin” next-generation support certification logo



Granted “Next Nadeshiko: Companies Supporting Dual-career and Co-parenting” awarded (fiscal 2023)

Encouraging Male Employees to Take Childcare Leave

Sysmex Corporation implements measures to increase the number of male employees taking childcare leave. These measures include the distribution of Dad’s Childcare Leave Guidebook and the organization of seminars for male employees and their supervisors, inviting external lecturers. At the seminar, lectures were given and opinions were exchanged about the importance of men being involved in parenting, work-life balance, and the essentials of childcare, in addition to appropriate support by supervisors to allow male employees to take childcare leave. As a result of these efforts, the percentage of fathers taking childcare leave was 62% in fiscal 2022, 61% in fiscal 2023, and 77% in fiscal 2024, meaning that we achieved our target of 60% for three consecutive years.



Stakeholder’s Voice

Mbogo Ivan, HUP Business Division

Men typically have fewer opportunities than women to connect with their children during pregnancy, so I saw paternity leave as a valuable time to begin building a strong relationship with my child. I took approximately two months of leave.

When I shared my intention to take paternity leave, my supervisor and colleagues recognized the importance of participating in childcare, offered their full support, and even provided helpful parenting advice.

One of the biggest benefits of taking paternity leave was that it allowed my partner to return to work. Having gained substantial experience in childcare and housework during my leave, my partner can now confidently leave household responsibilities to me when my partner is on business trips or unwell. Taking leave also helped me better understand the challenges women face, and it gave me a deeper sense of respect and appreciation. I am truly glad I made the decision to take paternity leave.



Systems to Support Work-Life Balance

Support for continued work and promotion of social contribution activities

Sysmex Corporation has introduced a program where employees can take up to 40 days of short-term nursing care leave and accumulated paid leave in half-day increments when they need to accompany family members who are hospitalized. We also have a work-at-home system that enables employees to care for their family members who require nursing care or other types of support. In addition, we have an income indemnity system for employees on nursing care leave lasting one month or longer and a program for re-employment of those whose careers have been interrupted by nursing care. In order to promote our nursing care systems, we hold seminars on nursing care every year to explain how to prepare when a family member requires care and to hear the experiences of the employees who have used the system.

In addition, we have a leave of absence and re-employment program designed to offer a wide range of opportunities for employees who leave our employment due to their spouses’ overseas assignments or for other personal reasons so that they can return to work. Volunteer leave and donor leave programs are also available as support systems intended to make it easier for employees to take leave for particular purposes.

Activities at Group Companies

Our Group companies also engage in various initiatives to provide a comfortable working environment.

The companies in the EMEA region¹ have all received the Great Place to Work² award for their excellent workplace environments and

employee satisfaction. At Sysmex UK, all managers have completed training on well-being so that emphasis is placed on the health of each and every employee and a positive work-life balance is ensured for all employees. Sysmex South Africa is expanding systems to support a balance between work and child-rearing. The efforts include the incorporation of a maternity policy into its human resources policies and a guarantee of four months of paid maternity leave. Additionally, Sysmex Spain and Sysmex Portugal have been selected by EI Mundo as two of the “100 Best Companies to Work For.”

*1 Sysmex Europe : Sysmex Deutschland, Sysmex Belgium, Sysmex Netherlands, Sysmex Turkey, Sysmex Austria, Sysmex UK, and Sysmex France

*2 Rankings of companies announced by Great Place to Work (GPTW), a research institute that specializes in studies and analyses of corporate employee job satisfaction. GPTW publishes in influential media the names of companies and organizations in about 60 countries that have been judged to meet certain standards.



Great Place to Work Award Ceremony (Austria)



Other Activities at Group Companies

Company	Initiatives
Sysmex RA	• Use of company-led nursery facilities • Received the next-generation support certification logo (nicknamed “Kurumin”) as a “company that supports child-rearing” from the Ministry of Health, Labour and Welfare • Certified as one of the “Excellent Corporations for Health Management” by the Ministry of Economy, Trade and Industry
Sysmex America	• Introduction of a flextime system and work-at-home system • Introduction of a childcare leave system exceeding statutory requirements (for both fathers and mothers) • Introduction of a family support system (parenting support, family holiday, and allowances for use of external support systems when family members become ill)
Sysmex Europe	• Introduction of a flextime system and work-at-home system • Provision of onsite rooms for parents and children • Introduction of a childcare leave system (for both fathers and mothers) • Childcare support system (allowances for use of external support systems)
Sysmex Nederland	• Installation of nursing rooms
Sysmex Shanghai	• Introduction of a flextime system • Introduction of various working arrangements in response to the COVID-19 pandemic
Sysmex Asia Pacific	• Introduction of a flextime system and work-at-home system • Childcare support system (childcare leave extension system, subsidies for medical insurance, and provision of scholarships) • Introduction of a family care leave system for nursing and child care • Medical insurance for all employees covering 37 diseases • Introduction of a welfare system for contract employees • Introduction of a volunteer leave system



Society

Promotion of Health and Occupational Safety

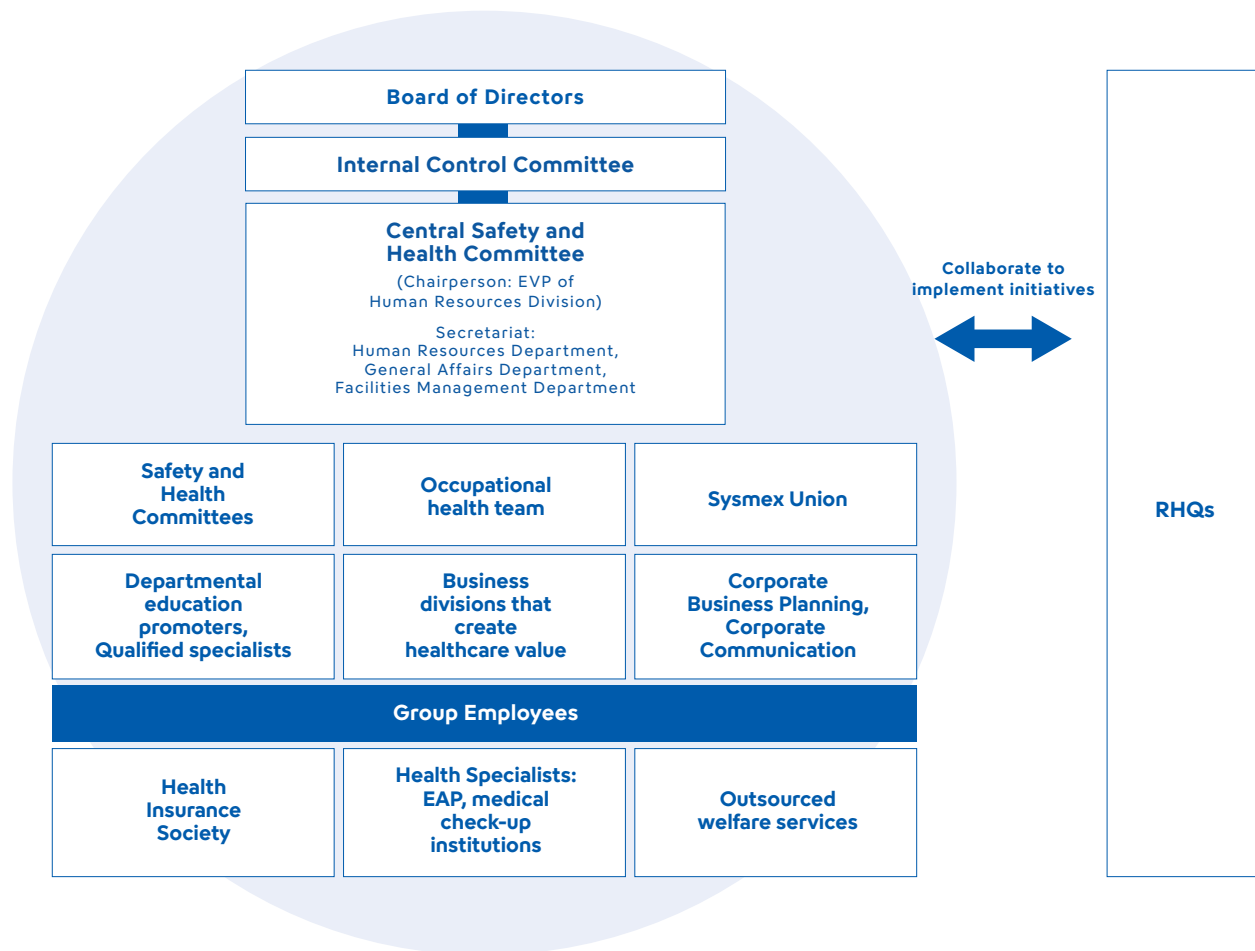
Occupational Health and Safety Policy

Sysmex Declaration of a Healthy Company and Strategy Map

Sysmex has been addressing “health management” as one of its key management issues to support employees, who are the foundation for practicing the Group’s corporate philosophy, in leading fulfilling lives both physically and mentally. In 2020, we announced the “Sysmex Declaration of a Healthy Company”, and in 2024, we formulated the Health Management Strategy Map. The strategy map identifies material issues related to health management and sets out corresponding action plans and performance indicators, reflecting our commitment to continuous investment in employee health and the ongoing enhancement of related initiatives. Led by the Central Health and Safety Committee, we promote activities aimed at improving the physical and mental health and the well-being of each individual across all Group employees. These efforts are carried out in collaboration with the Sysmex Union, external experts, and Group companies.

* The Sysmex Declaration of a Healthy Company and Health Management Strategy Map are approved by the President and CEO.

Health Management Promotion Structure Diagram



► [Sysmex Declaration of a Healthy Company](#)

Our Efforts towards Health Enhancement

Efforts towards Employees’ Health Enhancement

Sysmex Corporation provides regular medical checkups for its employees, together with complete physical examinations and health screenings for female-specific cancers. It also encourages each employee who has received thorough examination results to undergo a secondary examination¹ when necessary. Moreover, in addition to legally mandated semi-annual medical checkups, we provide our own biannual checkups that include tests for hepatitis B and C for employees engaging in work involving infectious substances. This is to ensure early detection and treatment of illnesses. Since fiscal 2023, Sysmex has strengthened its framework by increasing the number of healthcare staff. These enhancements, along with proactive health guidance, have contributed to improved medical examination rates.

Sysmex is registered as a partner company in the Ministry of Health, Labour and Welfare’s “Corporate Action to Promote Cancer Control” and “Know about Hepatitis Project.” We have also signed the “Agreement to Promote an Increase in the Rate of Cancer Screening” with Hyogo Prefecture and Kobe City. These are some of our activities to educate employees about diseases and increase the rate of employees taking medical checkups. As a measure against passive smoking, Sysmex removed smoking areas at business offices retained by its Group companies in Japan. We also provide allowances to cover services² for quitting tobacco use and attendance at smoking-cessation seminars.

As part of our ongoing commitment to supporting long-term employment, Sysmex offers flexible work arrangements for employees who require continuous or intermittent medical treatment. These measures include encouraging the use of the Smart Work System and temporarily easing restrictions on mobile work. Additionally, we have introduced a phased return-to-work program to help employees transition smoothly back into the workplace.

Furthermore, we conduct an annual health survey to gain insights into employee lifestyles and expand initiatives (work styles, welfare, etc.) tailored to employee needs and challenges. In fiscal 2024, we further enhanced our employee benefits program by adding new support measures, including subsidies for infertility treatment and the purchase of health-related equipment, as well as establishing external consultation services for employees and their families, including health consultations and referrals to medical institutions.

*1 Rate of undergoing secondary medical examination: 52.5% in fiscal 2024 (actual)

*2 Employees can select and apply for subsidies that cover expenses such as medical consultations, vaccinations, health-related seminars, fertility treatments, and the purchase of health-related equipment—including items to support telework environments and sleep improvement from the “Cafeteria Plan” welfare program.

► [Corporate Action for Cancer Screening \(Japanese\)](#)

► [Learn about the Hepatitis Project \(Japanese\)](#)



Initiatives to Solve Female-Specific Health Issues

To enhance employee well-being and address female-specific health and social issues through its products and services, Sysmex Corporation launched an inter-divisional FemTech working group in 2023. This working group aims to promote mutual understanding and active participation of diverse human resources, as well as to revitalize long-term in-house innovation by fostering understanding of the worries and concerns faced by different genders. In fiscal 2024, as part of an initiative to promote understanding of women’s health issues among all genders, we held a lecture and talk session featuring external experts, with approximately 400 employees participating. In addition, at our R&D site, Technopark, we hosted a menstrual pain simulation event, which was attended by approximately 80 participants of all genders.



Menstrual pain simulation event

Efforts to Ensure Employees’ Mental Health

Since 2009, Sysmex Corporation has conducted the “*Kokoro no* Health Check” once a year to assess employees’ mental health and identify any harassment-related issues, maintaining a response rate of over 95%. This enables us to track results over time and implement workplace improvements. We also provide channels for health consultation with industrial mental health physicians, public health nurses, and psychologists, together with an Employee Assistance Program (EAP) for mental health, to ensure that external professionals are available to our employees at any time.

In fiscal 2024, we held several seminars conducted by industrial physicians on themes such as mental health, women’s health, and improving sleep quality, to regularly raise employees’ awareness of health and well-being. We also provided management training for those in managerial positions to improve psychological safety in organizations. From fiscal 2023, we began offering training on “Workplace Psychological Safety and Individual Psychological Flexibility,” utilizing external consulting services mainly for production divisions, and have since expanded it to other departments.

Efforts for Active and Healthy Employee Lives

Sysmex Corporation has facilities to encourage employees to stay healthy. These include sports grounds, tennis courts, and a gymnasium with fitness equipment on the premises of our Solution Center, which provides customer service and support. It also holds events and seminars to raise employee awareness of physical health maintenance, offers a “Cafeteria Plan” welfare program, including health promotion schemes such as sports facility use allowances, and provides healthy menu options at employee cafeterias. At some offices without cafeterias, healthy canteen services, at which dishes made with additive-free domestic ingredients are sold, have been launched with the aim of refreshing employees and improving their eating habits. Moreover, we have organized initiatives such as walking events and consultation services for specific forms of health guidance during working hours in collaboration with our corporate health insurance society.



Tennis courts, gymnasium (Solution Center)

Implementation of Engagement Survey

We conduct well-being research in our annual engagement survey. More than 80% of employees* have given positive answers to the questions about “a safe workplace” for four consecutive years.

* Scope: Sysmex Corporation

Recognition as a Company that Excels in Health and Productivity Management

Sysmex Corporation undertakes a variety of initiatives for health and productivity management, and we have established a framework for our activities that includes Group companies in Japan. In recognition of these efforts, we were certified in March 2024 as a “KENKO investment for Health (White 500)” company under the Certified Health & Productivity Management Outstanding Organization as a “company that excels in health and productivity management.” This marks the ninth consecutive year that Sysmex has received this certification.



Other Activities at Group Companies

Company	Initiatives
Sysmex America	- Installation of an in-house fitness room and provision of sports programs such as yoga and weight training - Provision of fitness and health allowances - Subsidies for health checkups and influenza vaccination costs
Sysmex Brazil	- Corporate membership registration with a gym (available to employees and their dependents) - Mental health support services (available to employees and their dependents)
Sysmex Europe	- Installation of an in-house fitness room - Provision of health management programs with guidance from sports and nutrition management professionals such as instructors, online sports programs including yoga, bike lease programs, and health check-ups - Provision of stress management training - Provision of counseling services for mental and social care from external experts - Provision of free lunches and fruit at the in-house cafeteria
Jinan Sysmex	Installation of a table tennis exercise area within the office
Sysmex Shanghai	Introduction of equipment to reduce CO₂ and PM2.5 in the office
Sysmex Asia Pacific	- Provision of sports programs, including yoga and health checkups - Placement of indoor plants in the office - Provision of free fruit at the in-house cafeteria

Framework and Promotion of Occupational Health and Safety

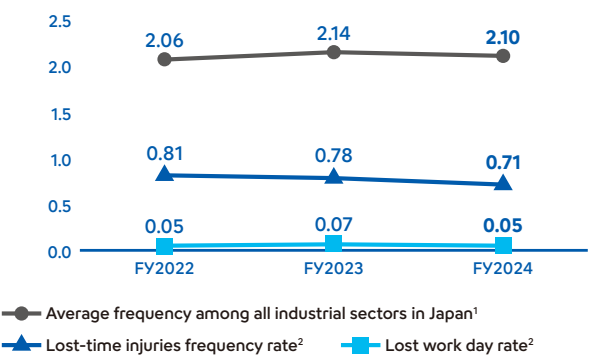
Framework for Promoting Occupational Health and Safety

Sysmex has established a Central Health and Safety Committee* for Group companies in Japan. The committee formulates policies and targets to reinforce and enhance occupational health and safety and health management promotion structure. In addition, we work together with the labor union to assess the safety management status of each office and consider any measures for improvement. We have enhanced the roles of industrial physicians, nurses, and psychologists, and are proactively carrying out health promotion, disease prevention, and health education activities in locations close to employees. We have also set targets for lost-time injury frequency rates and lost workday rates as sustainability targets. We report on the status of these initiatives to the Managing Board semiannually.

* The Central Health and Safety Committee consists of members, including the HR & General Affairs divisions, chairpersons of the Health and Safety Committees of various business offices and Group companies in Japan, persons recommended by the Sysmex Union, and industrial physicians and health nurses.

► Status of Sustainability Targets

Lost-Time Injuries Frequency Rate/Lost Work Day Rate



Note: Lost-time injuries frequency rate: number of employee deaths or injuries resulting from work-related accidents per million hours actually worked
Lost work day rate: number of days absent from work due to work-related injuries per 1,000 hours actually worked

- Source: “Survey on Industrial Accidents,” Ministry of Health, Labour and Welfare
- Target: Group companies in Japan

Initiatives for Occupational Health and Safety

Health and Safety Committee meetings are held regularly at each Sysmex business office, and preemptive measures are implemented from both short- and long-term perspectives based on a risk management concept, which includes eliminating risks identified through walk-around checks. In addition, the Central Health and Safety Committee, which monitors Sysmex Group companies in Japan, introduces measures and targets for health and safety and health management of domestic Group companies, monitors their progress, and deliberates on a variety of items ranging from measures against workplace risks and overwork to ensuring the safe handling of chemicals used in research. In the event of an industrial accident, the Health and Safety Committee of the relevant business office will deliberate on the causes of, and countermeasures against, the accident and report on such matters to the Central Health and Safety Committee. This body will share the reported contents within the entire Group with the objective of preventing a recurrence of the accident.

In addition, employees are given safety training on emergency and evacuation measures to be taken in the event of an accident or an employee suddenly falling ill, on handling potentially dangerous machinery and raw materials, and on safe driving. We hold comprehensive fire drills based on hypothetical large-scale disaster scenarios and conduct training on the use of automated external defibrillators (AEDs). We also offer courses to train citizen emergency medical technicians on a regular basis. We hold initial-response drills in the event of a disaster, such as quickly confirming and ensuring employee safety and sharing information on the damage status at business offices. We also conduct labor compliance training, provide guidance from industrial physicians on the importance of follow-up medical examinations, and carry out workplace patrols and improvement activities by employees.

Group companies also promote occupational health and safety management by carrying out workplace patrols and surveys, risk assessments, and training for emergency situations in accordance with the laws and regulations of specific regions and the characteristics of each facility. Sysmex Brazil has acquired ISO 45001 certification, the international standard for Occupational Health and Safety management systems.

Preventing Overwork

To prevent overwork, we focus on reducing long working hours, which can impair physical and mental health, in collaboration with the Sysmex Union. To manage working hours, we log employees’ hours with IC cards that they use to enter and leave the office, as well as with the times when they start and shut down their computers. In addition to complying with relevant laws and regulations, we have established internal standards that are more rigorous than the guidelines issued by the Ministry of Health, Labour and Welfare. When an employee exceeds the specified limits set in accordance with internal standards, we communicate this fact to their superior and ask the employee to submit a self-health check form so that improvements can be made to their work situation. Employees are also offered opportunities to see industrial physicians when necessary. Time management training by external lecturers for executives is continuously conducted, and in fiscal 2024, we further enhanced awareness of the need to improve overwork by implementing e-learning for managers and promoting the concept of “Proactive Leave” through awareness posters.

The average total annual working hours per person for fiscal 2024 was 2,009 hours¹, a decrease of 1 hour from the previous fiscal year. Although there were factors contributing to an increase—such as more product renewal activity in the Sales departments, increased activities in the MR Division, and the renewal of the Company-wide core system—overtime hours have shown a declining trend. This is due in part to progress in addressing labor shortages through recruitment efforts and to more efficient workstyles resulting from the adoption of the value-added productivity indicator².

Sysmex will continue to proceed with appropriate personnel allocation through the strengthening of recruiting activities, proactively educating employees, and carrying out awareness-raising activities in alliance with the Sysmex Union, with the aim of reducing working hours.

*1 Full-time employees in Group companies in Japan

*2 (Operating profit + labor cost + depreciation)/working hours

Society

Corporate Citizenship Activities

Corporate Citizenship Activities

Sysmex contributes to the creation of a healthy society and the establishment of a vibrant community by practicing the Sysmex Way and engaging in activities based on its “Policy on Corporate Citizenship Activities and Philanthropy”.

► [Corporate Philosophy](#)

► [Policy on Corporate Citizenship Activities and Philanthropy](#)

Our Group-wide Contributions to Healthcare

Based on our “Policy on Corporate Citizenship Activities and Philanthropy”, Sysmex actively engages in corporate citizenship activities that lead to the creation of a prosperous, healthy society and vibrant communities, and promotes corporate citizenship activities undertaken by employees independently. In fiscal 2024, we offered our Group-wide program, the Sysmex Gives Back Campaign, twice from June to September and from October to January. As part of these programs, in addition to blood donations and environmental activities, we also conducted corporate citizenship activities related to health and medical care, development of the next generation, disaster aid, and the like. A total of approximately 5,000 employees worldwide participated in our corporate citizenship activities through these programs. We will continue our Group-wide efforts to promote a healthy and fulfilling society.

Activities to Promote Breast Cancer Awareness

Sysmex actively participates in the Pink Ribbon campaign, a global awareness movement in the field of breast cancer, and implements a variety of initiatives throughout the year to support breast cancer patients and their families. Since fiscal 2023, we have been collaborating with our overseas Group companies to hold special events under our original initiative name, “PINKTOBER¹,” during the Pink Ribbon awareness month of October. In fiscal 2024, as a new initiative, we adopted a mechanism that transforms a single photo into a donation and collected approximately 800 photos containing the color pink from employees worldwide to create a mosaic artwork. In Japan, we participated in Relay For Life², with about 130 employees taking part in self-walk relays and charity walks to support cancer patients. Employees in various regions across the globe also proactively engaged in awareness-raising and volunteer activities tailored to their respective communities. As a result, a total of 287 Group employees participated in the Pink Ribbon campaign during the month of October 2024. Going forward, we will continue to promote the Pink Ribbon campaign throughout the Group and contribute to the realization of a fulfilling and healthy society by supporting each individual’s healthcare journey through awareness-raising activities in the field of breast cancer.

*1 PINKTOBER is a unique name created in-house by combining “Pink Ribbon” with “October,” the designated month for the Pink Ribbon campaign.

*2 Relay For Life is a charity event aimed at cancer control, organized by the Japan Cancer Society.



PINKTOBER activities (Germany)



Mosaic artwork created from photos submitted by employees

Our Contributions to Healthcare through Blood Donation Campaigns

Sysmex Corporation registered as a “Blood Donation Supporter Company” in fiscal 2014 and has actively led blood donation campaigns since.

We also conduct regular blood donation campaigns in other parts of the world, with many employees throughout the Group donating their blood.



Social Contribution Point Program

Sysmex has declared its support for employee volunteer activities in our “Policy on Corporate Citizenship Activities and Philanthropy” and established a volunteer leave system. It has also introduced a program to encourage employees to participate in volunteer activities on their own initiative.

Under this program, employees earn points for social contribution activities in local communities, as well as social contribution events sponsored by the company, and we make donations based on the number of points accumulated. In fiscal 2024, the points accumulated by approximately 2,700 individuals were used to make donations to three organizations: the Mirai Kodomo Foundation, the NPO Japan Heart, and the Japanese Red Cross Society.

Educational Initiatives for the Next Generation

As part of its contribution to the local community, Sysmex Corporation has been working to enhance local school education. Since fiscal 2022, it has delivered visiting lectures to elementary school students in collaboration with the Kobe City Board of Education, with the aim of promoting health education. Sysmex has created original content that provides opportunities for students to become interested in the human body and think about the importance of health through learning about the functions of blood, among other topics. We have also delivered lectures together with our employees who have registered for the voluntary Partnership System.

Since fiscal 2023, we have been participating in the Kobe SDGs Exploration Program organized by the Kobe Tourism Bureau to provide educational support for junior and senior high school students. With the objectives of thinking about “Exploration, the SDGs, and Careers” and providing opportunities to consider their future course, we invited students from three schools to give them a presentation on Sysmex’s sustainability activities toward achieving the SDGs, a tour of our showroom, and a career orientation workshop in which they could interact with employees. Furthermore, at our research and development bases, Sysmex has been providing educational support to schools designated by the Ministry of Education, Culture, Sports, Science and Technology as Super Science High Schools, which offer advanced education in science and mathematics. As part of our activities to cultivate the next generation of scientists and engineers who can play an active role internationally, Sysmex has been providing educational support at our research and development bases for their students. This involves lectures on our company’s research and technologies, tours of R&D facilities, and opportunities for interaction with Sysmex researchers.

In fiscal 2024, we also participated in the “EXPO School Caravan” organized by the Cabinet Secretariat in conjunction with Expo 2025 Osaka, Kansai, Japan, for which Sysmex is a sponsor. This initiative aims to encourage students across Japan to think about the future of society and connect their thoughts to future actions. We visited junior high schools in Tokyo, Kyoto, Osaka, and Kochi, where we conducted not only regular visiting lectures but also workshops that explored what society might look like 50 years from now.



Visiting lecture



Kobe SDGs Exploration Program



Tour of our research and development bases

Contributing to Biodiversity Preservation through the “Sysmex Forest”

As part of the “Enlist the Participation of All Citizens in Creating Woodland” project promoted by the Hyogo Prefectural Government, Sysmex Corporation took responsibility for a two-hectare portion of the 17-hectare Kawai Kaiteki Forest near our reagent factory in the city of Ono, Hyogo Prefecture. We dubbed this portion the “Sysmex Forest” and aim to make it a place of tranquility for people and wildlife, through employee volunteer activities including tree thinning.



Sysmex Forest (forest maintenance activities in Japan)



Sponsorship of the “Public-Private Partnership Project to Invite Hyogo’s Students to EXPO 2025”

Sysmex Corporation, in cooperation with Kawasaki Heavy Industries, Ltd. and Kobe Steel, Ltd., is a sponsor of the Public-Private Partnership Project to Invite Hyogo’s Students to EXPO 2025, organized by Hyogo Prefecture. This project invites elementary, junior high, and senior high school students from Hyogo Prefecture to the 2025 World Exposition in Japan (Expo 2025 Osaka, Kansai, Japan) held in Osaka. The goal of this project is to provide children with unique experiences and opportunities, only available “here” and “now,” to contemplate future societies and their own futures, while also raising awareness of the Sustainable Development Goals (SDGs).

As a Silver Partner, Sysmex sponsors one of the “Signature Pavilions*,” “Amplification of Lives,” a thematic project managed by its producer Mr. Ishiguro.

* The thematic projects are the symbolic and representative projects of the Expo 2025, and the pavilions created by the eight specialists are named the “Signature Pavilions” as they are also “signature works” that express and deepen the themes from their own respective philosophical perspectives. The eight thematic project producers will interpret and develop the theme of the Expo 2025, “Designing Future Society for Our Lives,” from their own unique perspectives, and construct pavilions that will be handed down to the future generations.

► Sponsorship of the Thematic Project “Amplification of Lives” of Expo 2025, Osaka, Kansai, Japan

Other Activities at Group Companies

Theme	Activity
Healthcare	• Blood donation activities • Making donations to blood donation institutions • Making donations to medical school funds
	• Collecting used clothes and old post cards and exchanging them for money, which is donated to developing countries to cover the cost of vaccinations • Collecting goods and exchanging them for money, which is donated for community medicine (use-first pay-later drug) businesses in Africa • Installing vending machines on Company premises to enable donations to be made for malaria elimination, and promoting their use among employees • Donating to a charitable organization that supports cancer patients through participation in a sports charity event • Activities to Promote Breast Cancer Awareness – Supporting the purchase of Pink Ribbon-related merchandise – Installing vending machines in company facilities to support Pink Ribbon activities – Creating and distributing original T-shirts and virtual background images featuring Pink Ribbon motifs – Displaying breast cancer awareness balloons in reception areas and offices – Holding and participating in events to support breast cancer patients
Welfare to foster the next generation	• Participating in “Onigiri Action,” a food support activity for needy children • Providing job experience programs for students • Giving lectures at elementary school career days
Welfare	• Donating to support organizations for homeless people • Donating Christmas gifts to children living in poverty • Donating children’s toys to charitable organizations
Disaster recovery assistance	• Making donations to activities to support recovery from the Taiwan earthquake • Conducting fundraising activities for hurricane relief (the Company providing matching donations)
The environment	• Recycling activities • Tree planting • Neighborhood cleaning activities • Activities to reduce food waste (donating to food banks) • Collecting unused medications and disposing of them properly with consideration for the environment • Promoting environmentally friendly means of transportation • Participating in activities that promote the acquisition of safety and environmental knowledge and skills through games • Reducing the use of plastics by distributing reusable stainless steel bottles • Environmental conservation activities • Providing support and making donations to environmental conservation organizations
Local communities	• Donating IT equipment to local schools • Sponsoring a local girls’ cricket team • Participating in community cleanup activities • Acquiring naming rights to an ice rink to promote regional revitalization and sports development



Blood donation activities (Germany)



Donating goods through events (Indonesia)



Participating in a charity run (Malaysia)



Environmental conservation activities (Australia)



Organizing community events for children (Europe)



Volunteering at a water station on the Kobe Marathon course (Japan)



Sysmex Kobe Ice Campus (Japan)

Expenditures for corporate citizenship activities

Unit: billion yen

Fiscal 2022	Fiscal 2023	Fiscal 2024
4.72	4.88	5.06

*Scope: Sysmex Corporation



Environment

Environmental Management 69

Resource Circulation in Product Lifecycle 78

Reduction in Environmental Burden through Business Activities 85

Materiality

Reducing Environmental Impacts

Background

Environmental issues such as climate change adaptation and mitigation, water resource conservation, and biodiversity preservation represent some of the most pressing challenges facing the global community. In the healthcare market, rising temperatures may expand the prevalence of tropical diseases, while air pollution may increase the incidence of respiratory illnesses—both factors that could drive up healthcare costs and place additional strain on medical infrastructure. As a global company, Sysmex recognizes that addressing the intensifying environmental challenges is one of our most critical priorities. Climate change poses significant risks to the stable supply of products and the resilience of supply chains through large-scale natural disasters and droughts. At the same time, initiatives such as developing environmentally conscious products and enhancing transportation efficiency also creates opportunities to strengthen our competitive advantage. These initiatives not only represent an essential aspect of our corporate responsibility but also serve to reduce environmental impacts and contribute to the realization of a sustainable society.

Policies

In accordance with our environmental policy — “By shaping the advancement of healthcare, our global environmental conservation activities contribute to the creation of a fulfilling and healthy society” — we established Sysmex Eco-Vision 2033 in May 2023. This is the long-term environmental vision that the Sysmex Group strives to achieve by 2033, in which we will take on the challenges of green innovation together with our stakeholders and utilize Sysmex’s unique strengths to co-create new common standard toward the realization of a circular society.

► [Environmental Policy](#)

Structure

Under the supervision and management of the Environmental Management Officer (Member of the Managing Board and Senior Executive Officer), appointed by the President, the Group promotes environmental management with the Environmental Management Committee serving as the central body.

Environment

Environmental Management

Sysmex Eco-Vision 2033

“Sysmex Eco-Vision 2033” Formulated

In May 2023, Sysmex formulated “Sysmex Eco-Vision 2033.” This is the long-term environmental vision that the Sysmex Group strives to achieve by 2033, in which we will take on the challenges of green innovation together with our stakeholders and utilize Sysmex’s unique strengths to co-create new common standard toward the realization of a circular society. Furthermore, Sysmex has set new “Carbon Neutral Targets” with the aim of achieving zero emissions of greenhouse gases in real terms from the offices of the entire Sysmex Group by 2040.* We will continue to promote optimization of our operations and energy-saving measures. At the same time, we will implement measures to reduce greenhouse gas emissions, including a gradual switching to renewable energy-sourced electricity at our business offices.

* Applies to direct greenhouse gas emissions due to use of fuel by the company (Scope 1) and indirect greenhouse gas emissions arising from the use of electricity and heat purchased by the company (Scope 2)

Long-Term Environmental Vision

Long-Term Environmental Vision

Recognizing the relationship between the environment and health, we will collaboratively create innovative solutions that will advance the realization of a circular society.



We will transform the value chain into a resource-recycling one by utilizing our strengths to have both instruments and reagents.



We will develop and provide products, services, and solutions to reduce environmental impact.



We will collaborate with stakeholders and take on the challenge of green innovation. We will reduce product loss to zero and promote significant adoption of recycled and environmentally friendly materials.



We will promote CO₂ reduction to achieve carbon neutrality by 2040*. We will work on resource recycling and biodiversity preservation in a unique way, and significantly improve the efficiency of water use and expand the use of raw materials derived from non-animal sources.



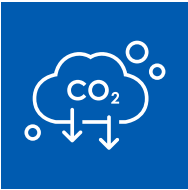
We will encourage local environmental conservation activities and contribute to a recycling-oriented society as Sysmex Group.



*Applies to Scope 1 emissions, which are direct emissions of greenhouse gases from the consumption of fuel that the company owns or controls; and Scope 2 emissions, which are indirect emissions of greenhouse gases from the consumption of electricity and heat purchased by the company

Long-Term Environmental Objectives

Long-Term Environmental Objectives



climate change

We will reduce our own **greenhouse gas emissions (Scope 1,2)** by **55%*** by reducing energy consumption per capita and increasing the **ratio of renewable energy** to total energy consumption to over **90%**.

We will reduce our **supply chain greenhouse gas emissions (Scope 3)** by **35%*** by making our products more energy efficient and compact and by innovating our supply chain management.



water

We will reduce **water consumption** by **90 point*** **per reagent production volume** at our major reagent production sites through more efficient water use.
We will also work to reduce water consumption during instrument use.



resource circulation

We will achieve zero waste of unused in-house products.
We will also reduce **total waste per net sales** by **15%***.

We will achieve **use rate of recycling and environmentally friendly materials for containers and packaging** by **100%**.
We will also reduce plastic consumption by revising product packaging and utilizing alternative raw materials.



biodiversity

We will expand our lineup of products made from non-animal-derived raw materials.

* The targets of fiscal 2033, taking fiscal 2022 as the base year

Accreditation of near-term target from SBTi

Sysmex Corporation has been approved by the Science Based Targets initiative (SBTi), an international initiative working to overcome the environmental crisis on the basis of climate science, for the Group’s fiscal 2033 greenhouse gas reduction target.

As part of the “Sysmex Eco-Vision 2033,” Sysmex has set reduction targets for its own GHG emissions (Scope 1 and 2) and its supply chain GHG emissions (Scope 3). Among these targets, the Company’s target to reduce its Scope 1 and 2 emissions by 55% was found to be based on scientific evidence in line with a 1.5°C trajectory, while its target to reduce GHG emissions from use of sold products under Scope 3 by 35% was found to be well below the 2.0°C level. Furthermore, our newly established engagement goal was recognized as promoting 60% of our business partners in purchased goods and services, capital goods, and upstream and downstream transportation and distribution under

Scope 3 to have science-based GHG reduction targets within five years.

With the gap between the global GHG emissions reduction and the 1.5°C target of the Paris Agreement, it is expected that further changes in social demands are to come. Seizing the SBTi certification as an opportunity, Sysmex will continue pursuing CO₂ emission reductions by changing energy procurement at business locations and how sales and services are performed while promoting resource recycling by adopting environmental considerations materials for products. We will further promote its decarbonization efforts by implementing green innovation based on the ingenuity built by combining the wisdom of the entire Group.



Information Disclosure Based on TCFD • TNFD

Since the adoption of the TCFD recommendations in 2021, Sysmex has been working on climate change initiatives under our Eco-Vision. In July 2025, we adopted the TNFD recommendations, which aim to promote the nature-related risk management and information disclosure, and registered as a TNFD Adopter. By taking an integrated view of issues related to climate change and natural capital, and advancing comprehensive assessments of risks and opportunities, we will strengthen sustainable initiatives based on resource conservation and resource circulation, balancing positive impacts on our business activities with the preservation of the natural environment.

General Requirements Based on TNFD Recommendations

Application of Materiality

In addition to Sysmex’s materiality, which is defined from the perspective of impact on both social and corporate values, we have adopted double materiality that takes into account dependencies and impacts on climate change and natural capital.

Scope of Disclosure

The scope covers not only the Sysmex Group’s business activities but also the entire value chain in assessing risks and opportunities. For natural capital, priority evaluation targets are selected based on resource use and emissions in relation to production volumes, as well as dependencies and impacts in our business activities. Further aspects will be added as appropriate going forward.

Regions with Nature-related Issues

In accordance with the definition of areas requiring attention, we assess our business sites, including adjacent areas using the WWF Biodiversity Risk Filter and the water risk assessment tool, Aqueduct, along with our own environmental performance data. Monitoring is continuously conducted in collaboration with local sites.

Integration with Other Sustainability Issues

Since climate change and natural capital mutually influence one another, we adopt an integrated approach with the disclosures already made under TCFD.

Time Frame

The timeframes for the manifestation of risks remain unchanged: short-term, within 1 year; mid-term, up to 3 years; and long-term, up to 10 years.

Regional Engagement

Based on our Human Rights Policy, we position consideration for the environment as part of a company’s overall responsibility. In natural capital evaluation, we conduct communication with local governments and other stakeholders in areas surrounding our business sites to confirm and understand the environmental burden on these regions.

- ▶ Materiality
- ▶ Human Rights Policy



Governance

Sysmex promotes initiatives to address environmental issues such as climate change and natural capital through the Environmental Management Committee, which meets regularly under the management and supervision of the Environmental Management Officer (Takashi Ono, Member of the Managing Board and Senior Executive Officer). Activity status and important matters related to the plans are deliberated and decided at management meetings, such as the Steering Committee, under the supervision of the Managing Board.

▶ Environmental Initiatives to Realize a Sustainable Society

Strategy

Taking into account integrated scenarios¹ under the TCFD and TNFD, which reflect the interrelationship between climate change and natural capital, as well as the Eco-Social Strategy which is the basic strategy for our long-term corporate strategy, Sysmex re-assessed risks and opportunities across all Group businesses² in 2025. The financial impact of risks and opportunities was evaluated in three stages, based on the impact on operating profit in fiscal 2033. Regarding natural capital, Sysmex applied the LEAP approach recommended by the TNFD to evaluate dependencies and impacts, identifying “freshwater” and “soil” as natural capital to be recognized. We are strengthening initiatives for the conservation and sustainable use of these resources.

*1 External scenario tools used: AR6 (SSP1-1.9, SSP5-8.5), The IPR FPS + Nature, IEA (STEPS, NZE), Aqueduct Water Risk Atlas.

*2 The analysis was conducted not only for the Group but for the entire supply chain including upstream (raw material procurement, distribution, etc.) and downstream (use of products, etc.)

Implementation of the LEAP Approach Evaluation

Sysmex conducted an evaluation based on the LEAP approach recommended by the TNFD.

From both the Company’s and external perspectives, we organized the environmental impacts across the product value chain in our diagnostics business, taking into account our business model, sales composition ratio, and industry classification (SICS), and verified geographic information of business sites. We then cross-checked with ENCORE, the SBTN Materiality Screening Tool, and the High Impact Commodity List.

For regional risk evaluation, we utilized the Biodiversity Risk Filter and Aqueduct to identify regions where natural capital could be significantly impacted, extracting freshwater and soil as priority areas of risks and opportunities.

Furthermore, based on the integrated TCFD and TNFD scenarios, we used two quadrants of different temperature ranges and worldviews to assess future impacts. Through discussions with relevant departments based on the results, we confirmed and organized the relationship between business activities in priority regions and natural capital.

Going forward, we will expand the scope of regions subject to evaluation and strategically advance initiatives that contribute to the preservation and restoration of natural capital (freshwater and soil).

Extract what we want to check	Confirmation of the company's perspective	Third-party perspective confirmation	Determining dependencies and Impacts	Assessing risks and opportunities	Report preparation
Examined from the following information •Business model •Percentage of sales •Industry Classification by the Sustainable Industry Classification System (SICS) ↓ Extraction of diagnostics business (Instrument and reagents)	Organize the environmental impact of the product value chain and check the data and geographical information of business sites ↓ Confirmation of the appropriateness of the priority area of the production and R&D bases that support the diagnostics business	Dependency and Impact screening •ENCORE •SBTN's Materiality Screening Tool •Cross-referencing with SBTN's High Impact Commodity List Investigating Connections with Regions Prone to Negative Impacts •Biodiversity Risk Filter •Aqueduct ↓ It is suggested that there is a connection with areas with a high risk of "water". In particular, attention to India and China is the result. Recognizing that detailed confirmation based on local conditions is indispensable for effective judgment	Overlay the results suggested by checking the company's own perspective and a third-party perspective to identify "targets" to confirm risks and opportunities. ↓ Finalize the heatmap	Consider TCFD and TNFD integration scenarios •Selection of two quadrants with different temperature zones and worldviews Assessing risks and opportunities and considering countermeasures •Consultation with relevant departments •Consideration of activities that lead to the maintenance of natural capital SBTN AR3T frame •Assessing the impact of business sites in priority regions	Disclosure in accordance with TNFD guidance

Identification of Dependencies and Impacts

For the extracted target areas, we organized and evaluated, from both the Company’s and external perspectives, the presence and magnitude of dependencies on natural capital and impacts from our business activities.

Materiality Evaluation (Heat Map)

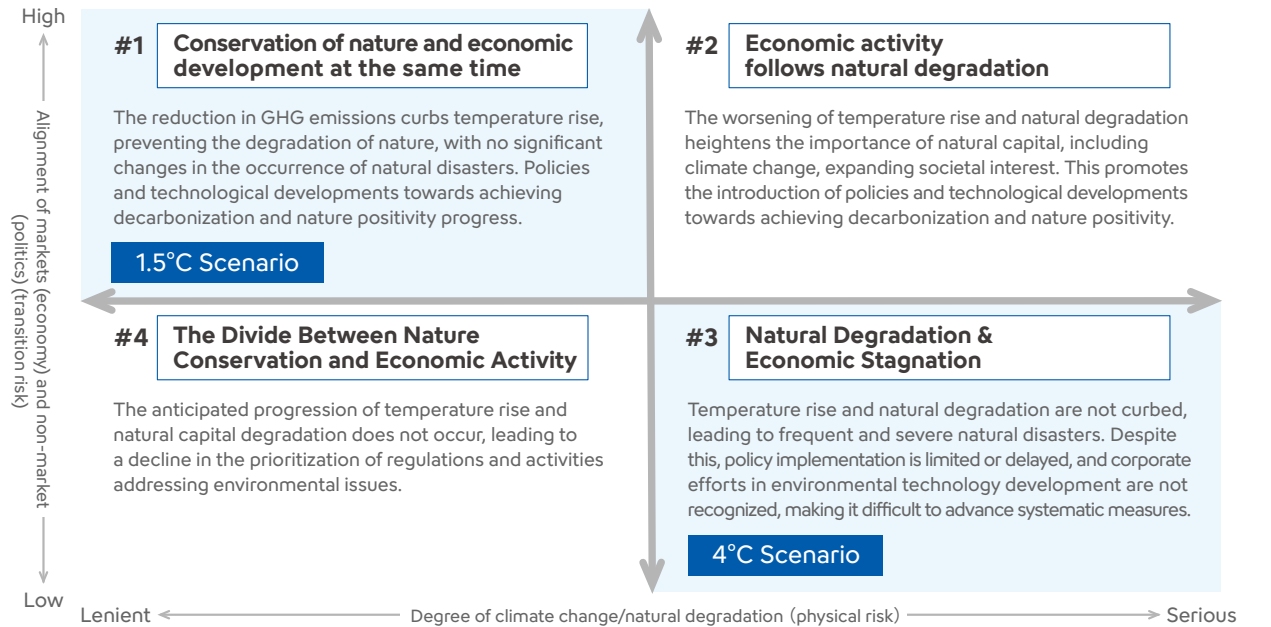
			Instrument	Reagent
Dependence	Soil	Soil protection/ Erosion prevention	—	Middle
	Fresh water	Groundwater	—	High
		Surface water	—	—
		Water cycle	—	Middle
	Ecosystem	Genetic material	—	—
Influence	Resource utilization	Water use	—	High
	Pollution	Air pollution	—	—
		Soil pollution	Middle	Middle
		Solid waste	Middle	Middle
		Water pollution	Middle	Middle
	Obstruction	Noise and light pollution	—	—

Evaluation of Risks and Opportunities

Based on the organization of dependencies and impacts, we evaluated risks and opportunities using two future scenarios that integrate natural capital and climate change, and examined potential responses. Toward achieving nature-positive outcomes, we organized activities that contribute to the preservation of natural capital under the AR3T framework for natural capital advocated by SBTs for Nature (SBTN).

Scenario Analysis

Select scenarios #1 and #3, which offer different worldviews, from future scenarios that integrate climate change and natural capital.



Risks and Opportunities

Risks to environmental issues

Risk	Category	Possible Risks ¹	Impact period ² Financial impact	Initiatives ¹
Transition Risks				
Policy	Climate change Natural capital	Product supply will become difficult as a result of the prohibition of certain substances and technologies due to regulatory changes.	Mid- to long-term Low	RA/QA divisions have been established at each regional headquarters, and respond to the laws and regulations of each country Conduct regular risk assessments of raw materials and ensure a stable supply by considering switching to alternative raw materials.
Market	Climate change	Energy and raw material costs, as well as global logistics costs, will increase.	Short- to long-term High	Reduction of energy costs through the introduction of renewable energy, energy-saving measures and equipment efficiency, expansion of the scope of concentrated reagent products with high transportation efficiency, and development of borderless logistics networks.
Technology	Climate change Natural capital	Shifting to materials and technologies with low environmental impact will lead to an increase in R&D costs and capital investment. It will be difficult to commercialize products that comply with environmental regulations at the expected timing.	Mid- to long-term Low	Promote the development of products and technologies based on laws and regulations, customer requirements, and market and industry trends, and systematically replace them with environmentally friendly materials.
Reputation	Climate change Natural capital	Changes in customers' environmental awareness will lead to criticism of the environmental impact of our products and reduce demand.	Mid- to long-term High	Promote environmentally-friendly planning and design, as well as technological and product development, such as the use of a system that utilizes customer feedback for product development and quality improvement (VOC), and the development of horizontally recyclable reagent containers.

Physical Risks

Acute	Climate change Natural capital	Large-scale natural disasters can cause damage to factories and disruptions in supply chains, making it difficult to provide a stable supply of products and services.	Short- to long-term High	Based on the Business Continuity Plan (BCP), we will build a distributed production system in the vicinity of the consumption area , and diversify risks by securing the purchasing and supply system of raw materials, transportation routes, and securing safety stocks.
Chronic	Climate change Natural capital	Regional shortages of water due to drought will disrupt the stable supply of products.	Mid- to long-term Middle	Reducing the risk by periodically monitoring water-related risks and establishing BCPs.

*1 Blue text: Added

*2 short-term: 1 year, mid-term: ~3 years, long-term: ~10 years

Opportunities Related to Environmental Issues

Opportunity/ Category	Envisioned Opportunities ¹	Impact period ² Financial impact	Initiatives ¹
Resource Efficiency			
Climate change	Optimization of use of transportation methods and operations using IoT.	Short- to long-term High	Promote CO ₂ reduction through digitalization of global logistics processes, remote services, and digitization of product-related information such as package inserts and display values .
Climate change Natural capital	Review of packaging and product design will lower raw materials costs and waste.	Short- to long-term High	We will reduce waste and recycle resources by conserving resources by reviewing packaging materials and forms, replacing them with plastic-free materials, expanding the scope of dry ice-free ultra-low-temperature transportation, reducing product loss to zero, and converting resources discharged in manufacturing and development processes into valuable materials .
Energy Source			
Climate change	Reduction of energy costs through energy saving and shifting to low-carbon energy, which will improve social evaluation.	Mid- to long-term Low	Reduce energy consumption through energy-saving measures, improving the efficiency of facilities, introducing renewable energy, acquiring ZEB certification, switching company cars to fuel-efficient vehicles, and promoting the switch to existing products that consume high electricity .
Products & Services			
Climate change Natural capital	Changes in long-term disease trends due to the deterioration of the natural environment will create new testing opportunities and expand the demand for testing.	Mid- to long-term Middle	Promote the development of products that contribute to the control of infectious diseases such as malaria and antimicrobial resistance (AMR) , and the strengthening of cooperation with public health policies using digital technology .
Market			
Climate change Natural capital	Changes in customers' purchasing attitudes will create opportunities to create new products and services, such as increased demand for environmentally friendly products and products that can be used in any emergency .	Mid- to long-term Middle	Promote the development of energy-saving and miniaturized products, circular economy products that make use of energy-saving and resource-saving technologies, and extending the shelf life of diagnostic reagents .
Reputation Capital			
Climate change Natural capital	Initiatives on climate change and natural capital and information disclosure will increase evaluation and expectations in financial markets.	Short- to mid-term Low	Disclosure of environmental information based on TCFD and TNFD compliance, as well as the Sysmex Sustainability Data Book, etc.
Resilience			
Climate change Natural capital	A stable supply of products and services in the event of a natural disaster improves customer trust.	Mid- to long-term Middle	Implement a global supply system and backup system through multiple raw material procurement measures.

*1 Blue text: Added

*2 short-term: 1 year, mid-term: ~3 years, long-term: ~10 years

Activities that lead to the maintenance of natural capital (freshwater and soil)

SBTN AR3T Classification*	Maintenance of water resources	Maintenance of soil function
Avoid	—	- Review of materials and forms related to containers and packaging - Application of FSC-certified paper to reagent cosmetic boxes - Digitization of product-related information such as package inserts and display values
Reduce	- Expansion and distributed production of concentrated reagent products - Reduction of water consumption in the production process	- Zero product loss (recycling of unused products) - Extending the shelf life of reagents
Restore • Regenerate	—	- Development of horizontally recyclable reagent containers - Conversion of waste resources into valuable materials in production and development processes
Transform	Development of environmentally friendly technologies and green impact products	

* SBTN AR3T : Act – Science Based Targets Network

▶ For details of each initiative, see “Resource Circulation in Product Lifecycle”

▶ For evaluation of the impacts of business sites in priority regions, see “Involvement with Biodiversity”

Management of Risks and Impacts

As part of the Company’s risk management structure, the Internal Control Committee is organized under the Managing Board meeting and chaired by the President, with the Environmental Management Committee positioned as one of its subordinate bodies. The Environmental Management Committee reviews environmental risks and opportunities, including those related to climate change, twice a year and allocates necessary initiatives to relevant departments. The committee also monitors the progress of these initiatives.

From a mid- to long-term perspective, the Environmental Management Committee identifies significant environmental risks with potentially high impacts on business once every few years and implements countermeasures. The results are reported at the management meetings, chaired by the President, and are incorporated into the companywide risk evaluation led by the Internal Control Committee.

▶ Risk Management

Metrics & Targets

Sysmex has set forth Sysmex Eco-Vision 2033 and sustainability targets to promote the non-financial goals defined in the “Declaration of Achieving Carbon Neutrality by 2040”* and in the long-term corporate strategy, which runs through the fiscal 2033.

With respect to natural capital, indicators and targets are determined in line with the TNFD recommendations, reflecting the results of the evaluations conducted through the LEAP approach. These are integrated into the Company’s overall non-financial targets and centrally managed together with other environmental goals.

Specifically, Sysmex has established the following: reduction of greenhouse gas emissions as a climate change-related target; reduction of water consumption per unit of reagent production volume at major reagent production sites as a natural capital-related target; elimination of product loss (keeping the disposal rate of unused Sysmex products below 0.1%); and complete substitution with recycled or environmentally friendly materials. Sysmex will continue advancing initiatives across all stages of the product lifecycle—from R&D through production, logistics, and disposal.

* Targeting net zero greenhouse gas emissions from Group business sites by 2040 (Scope 1 and Scope 2).

▶ See Status of Sustainability Targets “Reducing Environmental Impact”

▶ Environmental Performance Data

Environmental Management System

Group Environmental Management System

► “1. Governance” of Information Disclosure Based on TCFD • TNFD

Status of ISO 14001 Certification

Sysmex is working toward the acquisition of ISO 14001, the international standard for environmental management systems, by the Group's principal affiliated companies.

As of March 31, 2025, 20 Group companies had acquired ISO 14001 certification, and these companies account for approximately 70% of the net sales of the Group.

By centralizing the environmental activities of certain Group companies, we are working to ascertain the state of progress on activities and issues as well as reinforcing management activities, and three companies (Sysmex Corporation, Sysmex RA, and Sysmex Medica), accounting for nine locations, have obtained integrated certification. As a result, we are now able to systematically share information related to environmental management.

List of ISO14001 Certified Locations

Region	Company
Japan	Sysmex Corporation, Sysmex Medica, Sysmex RA
Americas	Sysmex America, Sysmex Reagents America, Sysmex Brazil
EMEA*	Sysmex Europe, Sysmex Deutschland, Sysmex France, Sysmex Espana,Sysmex UK, Sysmex Belgium, Sysmex Nederland, Sysmex Nordic, Sysmex Hungaria
China	Sysmex Wuxi, Jinan Sysmex
AP	Sysmex Asia Pacific, Sysmex India, Sysmex Australia

* EMEA: Europe, the Middle East, and Africa



► For details, refer to ID 0910589004 on www.tuv.com/japan/en/
 The applicable scope of activities and website vary according to the standard.

Conducting Environmental Auditing

In line with environmental management system requirements, we perform regular internal and external environmental audits at locations that have obtained ISO 14001 certification. In fiscal 2024, there were zero cases of nonconformities in both internal environmental audits and external environmental audits at our domestic Group locations with integrated certification.

Environmental Education

Conducting Environmental Education and Training

Sysmex conducts general education for all employees to foster an awareness of the impact of the Group’s environmental activities and individual operations. We conduct specialized training to raise operational knowledge for individuals designated by their divisions as personnel responsible for environmental management system promotion. We also conduct specialized and emergency response training for each division, as necessary.

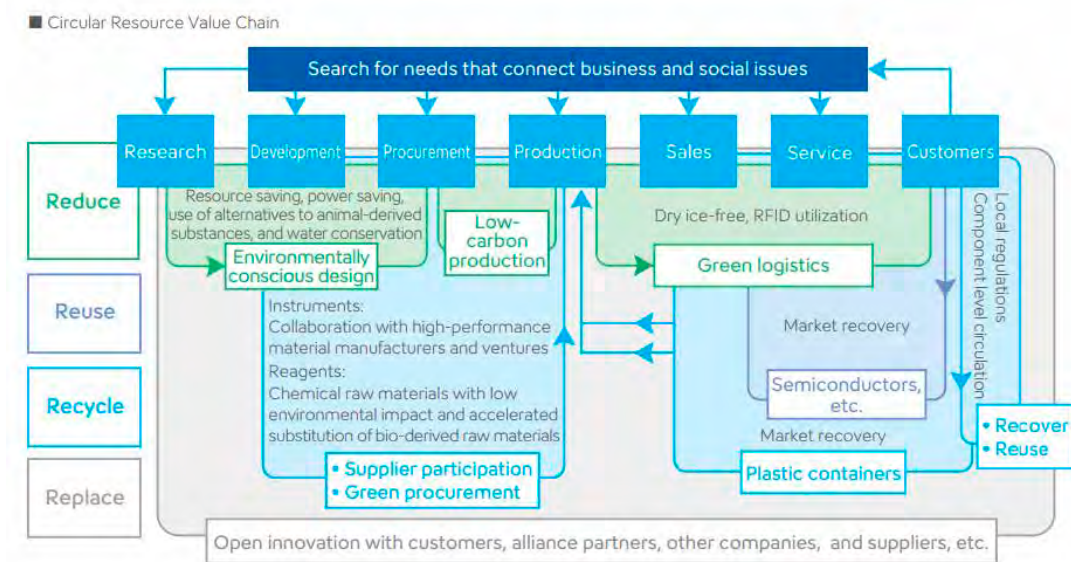
In fiscal 2024, we provided general environmental e-learning training for all employees at our business offices with integrated ISO certification. We also held seminars on laws and regulations for staff members in charge of business offices and those in the product lifecycle departments.

Environment

Resource Circulation in Product Lifecycle

Product Lifecycle and Initiatives at Each Stage

Sysmex undertakes a variety of initiatives at all stages of its business activities to reduce environmental impact throughout product lifecycles, with a focus on dependencies and impacts. From fiscal 2023, in addition to our activities to date, we are promoting activities to realize a circular resource value chain based on our Eco-social Strategy, which has been outlined as one of our core strategies in the long-term corporate strategy.



Environmentally Conscious Research and Development

Energy Saving and Miniaturization of Products

Sysmex's product lifecycle management regulation specifies environmental considerations at each stage of the lifecycle. Following this guideline, we develop products that help reduce energy use and waste for our customers, such as energy-efficient analyzers and concentrated reagents.

Compared to previous products with similar functions, the sample transportation system modules for the hematology analyzer released in 2021 are smaller in width by 15% and use 40% less electricity.

Our fully automated urine particle analyzer launched in 2022 is 30% smaller and uses 10% less of the required cleaning solution per measurement than conventional units. It also consumes 30% less electricity, realizing an eco-friendly design.

Internal Program “Environmental academy” to Promote Green Innovation

Starting in fiscal 2024, Sysmex launched an internal program “Environmental academy.” In this program, leaders mainly from the R&D divisions engage in discussions to realize environmentally conscious product design. From fiscal 2025, the program will be expanded to include major divisions in the value chain, positioning environmental impact reduction as a key factor in new product development and model changes, thereby promoting green innovation through the practice of the Eco-social Strategy.

► Status of Sustainability Targets

Downsizing
height – 24cm, depth – 28cm
Footprint
30% reduction
Electricity consumption
30% reduction
Cleaning solution
10% reduction
* Comparison with previous instruments



Development of Non-Animal-Derived Products (Biodiversity Considerations)

To reduce the use of natural resources, Sysmex Corporation has established a method of producing animal-derived proteins that can be deployed for diagnostic agents. The technique uses silkworms or cultured cells. In the past, producing these substances consumed a great deal of energy. However, as silkworms can be raised indoors and only need to be fed artificial food in containers, we can ensure a stable supply and quality of the substances. We are also able to save energy and reduce carbon dioxide emissions, water consumption, and waste.

We use genetically modified proteins produced from silkworms as ingredients for a reagent for hemostasis tests launched in fiscal 2017. This reagent, which uses genetically modified proteins as ingredients, is the first in Japan to obtain manufacturing and marketing approval.

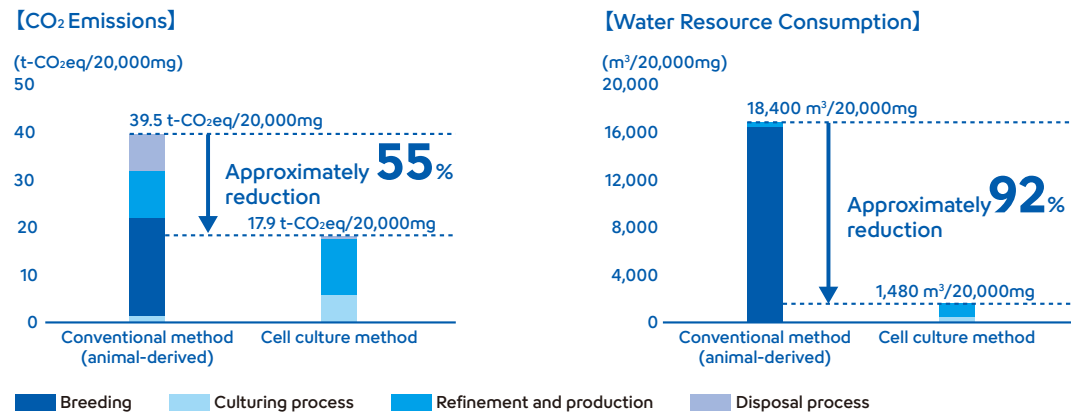
Furthermore, for other reagents, we are considering the development and application of new raw materials utilizing gene-recombinant technology, and are working to expand our product lineup with consideration for biodiversity.

To quantify the environmental impact of the change in the production method, we conducted a lifecycle assessment jointly with Professor Norihiro Itsubo of Tokyo City University (currently of Waseda University). The assessment confirmed that the new process reduces carbon dioxide emissions by more than 50 percent compared with conventional methods.



Production of ingredients using silkworms

Environmental Impact of Switching from Conventional Method to Cell Culture Method



Environmentally Conscious Procurement

Promoting Green Procurement

Sysmex has established Green Procurement Standards, which set out the Company’s fundamental stance on environmental considerations in procurement activities. We promote the procurement of raw materials and parts that have a low environmental impact. We are expanding our business with suppliers who act to protect the environment. We also conduct annual CSR surveys of each supplier to confirm that they have environmental management policies in place, as well as targets and plans for CO₂ reduction and energy conservation.

At the procurement policy briefing in 2023, we introduced our Eco-social Strategy. We also requested collaboration from suppliers in reducing CO₂ emissions and implementing various environmentally friendly measures, and recognized suppliers that achieved progress in environmental initiatives.

In working to reduce Scope 3 emissions, we have set engagement targets to encourage suppliers to obtain SBTi certification or establish equivalent targets, and Sysmex has also received certification from SBTi.

Toward achieving these engagement targets, in fiscal 2024, we held a study session for suppliers to share the importance of obtaining SBTi certification, setting reduction targets, as well as best practices in reduction initiatives. Approximately 130 suppliers participated in this session.

- ▶ [Procurement Policy](#)
- ▶ [Green Procurement Standards](#)
- ▶ [Supply Chain Management](#)

Chemical Substance Management of Products

Sysmex complies with regulations governing chemical substances in each country and region, including RoHS Directives that restrict the use of certain hazardous substances in electrical and electronic products, and the Stockholm Convention (POPs Convention), which internationally regulates persistent organic pollutants.

To comply with these regulations, we have set standards to manage the chemical substances in our products. This includes managing environmentally hazardous substances in the components, devices, and reagent solutions that make up the products we produce and sell.

- ▶ [Containing Prohibited Substances \(Products\)](#)
- ▶ [Containing Substances Scheduled to be Prohibited \(Products\)](#)
- ▶ [Containing Controlled Substances \(Products\)](#)
- ▶ [Containing Prohibited Substances \(Chemicals\)](#)
- ▶ [Containing Substances Scheduled to be Prohibited \(Chemicals\)](#)
- ▶ [Containing Controlled Substances \(Chemicals\)](#)

Environmental Consideration in Product Transportation, Sales, and Services

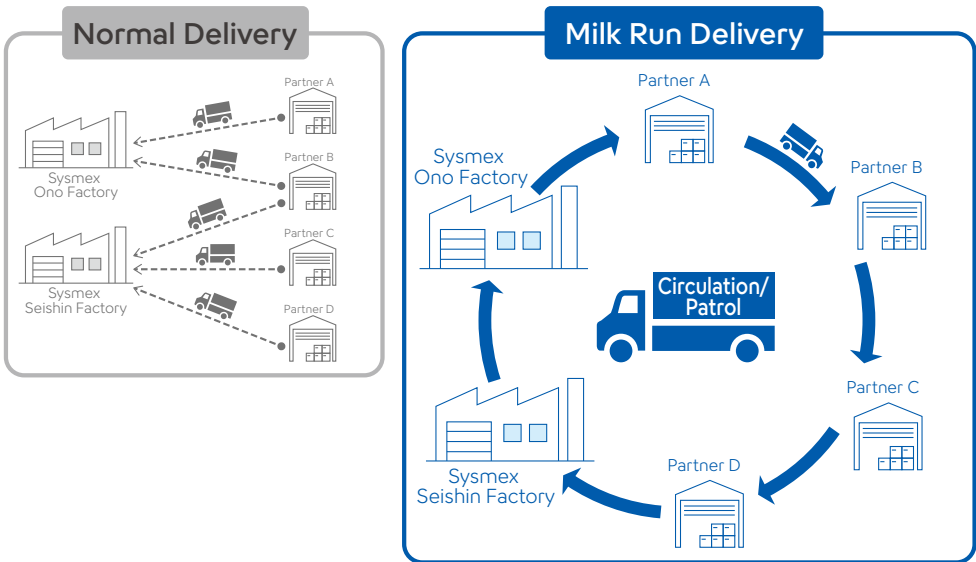
CO₂ Reduction Through Modal Shifts and Manufacturing Transfer

Sysmex is working to reduce CO₂ emissions in distribution by shifting to transportation methods with lower environmental impact. Specifically, we are promoting modal shifts from air to sea transport and from truck to rail transport.

We are also engaged in joint transportation with companies from other industries and in considering efficient global transportation routes. Furthermore, by transferring production facilities for reagent products, we are shortening transportation distances between facilities and thereby reducing CO₂ emissions associated with logistics.

For the transportation of reagent raw materials and instrument components, we have introduced the “milk run method” (a system in which a single vehicle makes scheduled rounds to multiple business partners for collection and delivery), thereby reducing CO₂ emissions through improved vehicle operation efficiency.

Progress is also being made in transferring production facilities. At Sysmex Wuxi, in addition to reagent products, we have achieved in-house production of reagent containers with complex structures that were previously outsourced, in collaboration with local suppliers and following several years of development.



CO₂ Reduction with Dry-Ice-Free and Consolidated Cargo Transportation

Sysmex previously transported reagents for gene testing and quality control materials for clinical chemistry testing, which require strict quality and temperature control, using dry ice. However, this posed issues such as environmental burden from CO₂ emissions, as well as risk of frostbite due to ultralow temperatures, and carbon gas poisoning.

In 2021, together with Yamato Transport Co., Ltd., we developed a consolidated cargo transportation system at an ultra-low temperature of -70°C for reagents for gene testing that was dry-ice-free. Furthermore, in 2022, we achieved completely dry-ice-free transportation of quality control materials for clinical chemistry testing in cooperation with Toho Pharmaceutical Co., Ltd. In 2024, we expanded this initiative to other distributors, delivering to over 200 customer facilities dry-ice-free, thereby contributing to CO₂ emission reductions and improved safety.

Saving Resources by Reviewing Distribution Packaging

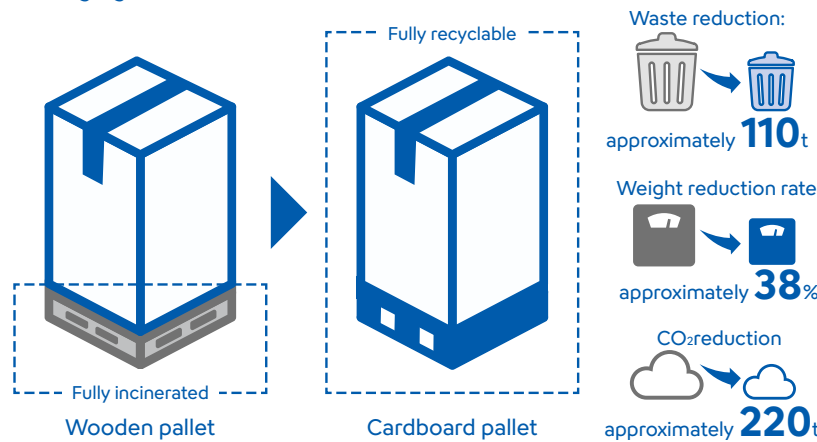
Sysmex promotes resource conservation by reviewing distribution packaging with the aim of balancing environmental protection and business growth. For example, by switching from wooden pallets used under the outer boxes of instrument products to environmentally friendly cardboard pallets, we have reduced waste and cut CO₂ emissions during transportation through weight reduction. Conventional wooden pallets had to be incinerated in their entirety because separating the wood and cardboard was burdensome. However, switching to cardboard pallets has made recycling possible. From fiscal 2022 to fiscal 2024, this initiative reduced waste by approximately 110 tons and CO₂ emissions by approximately 220 tons, making a significant contribution to transportation efficiency and reducing environmental impact. These results contribute to achieving the goals of our Eco-Vision and represent an important step toward a sustainable future.

In addition, for overseas transportation of bio-diagnostic reagent, we are reducing waste by promoting the reuse of refrigerants. In transportation from Japan to China, reuse was implemented, and in fiscal 2024, we achieved a reduction of 5.7 tons of waste.

Recycling of containers and packing and utilization of environment compliance materials

Sysmex is continuing initiatives to substitute all materials used in product containers and packaging with recyclable and environmentally friendly alternatives. For product containers, we have switched to reagent boxes made from FSC-certified materials, while for packaging, we have introduced cardboard containing recycled paper and replaced vinyl cushioning materials for parts with paper-based cushioning. As a result of these efforts, the usage rate of environmentally friendly materials for containers and packaging reached 62% in fiscal 2024, exceeding the Mid-Term Plan target of 60%. For fiscal 2025, we have raised the target to 65% and will continue promoting these initiatives.

Group companies are also advancing environmentally friendly product packaging. At Oxford Gene Technology Inc., the “Green packaging project” was launched, realizing a new product package that reduces plastic usage by approximately 97% compared with previous packaging.



Initiatives at Group Companies: Collaboration with Distribution Partners Considering the Environment

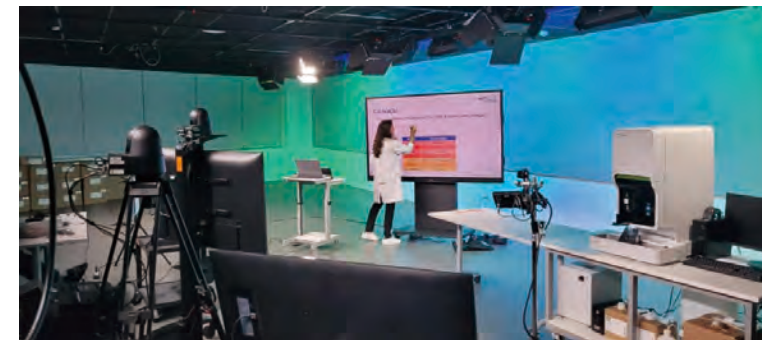
In its selection criteria for distribution partners, Sysmex Europe includes a certified environment management system and the use of green distribution. HITADO, a Sysmex Group company, selects distribution partners who proactively use renewable energy and electric vehicles, while Sysmex Malaysia uses reusable vacuum insulation boxes for product transportation requiring thermal management, reducing CO₂ emissions by saving electricity and generating less polystyrene box waste. In addition, Sysmex Turkey stores products in external warehouses with solar panels installed and undertakes other initiatives to reduce environmental impact in collaboration with its partners.

Company	Initiatives
Sysmex Reagents America	- Replace ingredient transportation boxes with reusable containers - Work with business partners to change packaging for raw materials to recyclable containers
Sysmex Europe Other affiliates in the EMEA region	- Select logistics partners that actively use renewable energy and electric vehicles - Store products in external warehouses equipped with solar panels - Consider consolidation and combination of shipment/transportation to reduce the frequency of transportation - Use recyclable vegetable fiber for reagent containers - Consider the use of alternatives to polystyrene foam boxes for cold storage - Replace polystyrene foam cushioning materials with paper scrap - Replace plastic packing tapes with paper-based tapes - Reuse packages and cushioning materials
Sysmex Malaysia	Use reusable vacuum-insulated boxes for transporting temperature-controlled products
Sysmex Australia	Utilize reusable insulated containers which enable management at the recommended cooling temperature when transporting products requiring thermal control

Environmental Consideration in Product Training

Sysmex is working to reduce CO₂ emissions associated with participant travel by developing and expanding environments that allow user training on instrument operation and maintenance, as well as scientific seminars, to be conducted online in regions around the world. In addition to e-learning, which enables customers to acquire skills anytime and anywhere at their convenience, we also provide highly immersive virtual training through fully equipped online studios, making it possible to deliver standardized, high-quality product training even in regions far from training centers.

Furthermore, Sysmex offers training programs in virtual environments for the Company’s and distributors’ technical service staff and application support staff to acquire specialized product skills. By increasing the ratio of training provided online, we are promoting both high customer satisfaction and the reduction of CO₂ emissions.



► Enhancing Customer Satisfaction

Environmental Considerations in the Use and Disposal of Products

Industry-First to Obtain Certification for Closed-loop Recycling of Reagent Containers under the Plastic Resource Circulation Act

In January 2025, Sysmex became the first in the industry¹ to begin closed-loop recycling² of plastic reagent containers. While this had previously been considered difficult in the healthcare industry due to quality requirements, Sysmex has made this possible by securing recycled resins that meet medical-grade standards, thereby realizing the re-materialization of used plastic reagent containers. This initiative will contribute to reduce virgin resin consumption for container materials (by approximately 30%) and lowers CO₂ emissions associated with disposal of used containers (by around 15 tons annually)³.

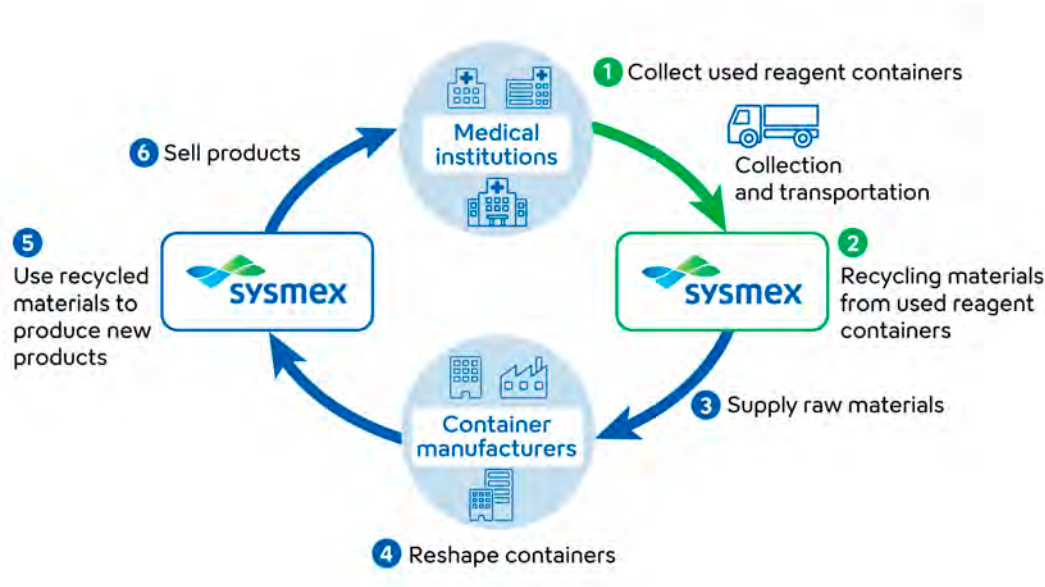
Furthermore, in June 2025, Sysmex has obtained certification for its business plan for “collection and recycling by manufacturers and retailers” under the Act on Promotion of Resource Circulation for Plastics (“Plastic Resource Circulation Act”).

This certification will exempt us from obtaining a license from each local government to collect industrial waste when the company collects used plastic reagent containers from medical institutions nationwide. Thus, our business plan to recycle used plastics (five tons per year) will be accelerated. It will also become possible to expand the range of items that are made by closed-loop recycling, which will contribute to reducing costs. Going forward, we will continue to strive to realize a sustainable, circular resource society.

*1 Sysmex research

*2 A recycling method in which used products are re-used as raw materials to manufacture the same type of products again

*3 This is an estimate by Sysmex, based on the information from the manufacturer, that 500g of CO₂ is generated when 160g of a similar plastic container is incinerated, multiplied by the amount of used containers generated by our company.



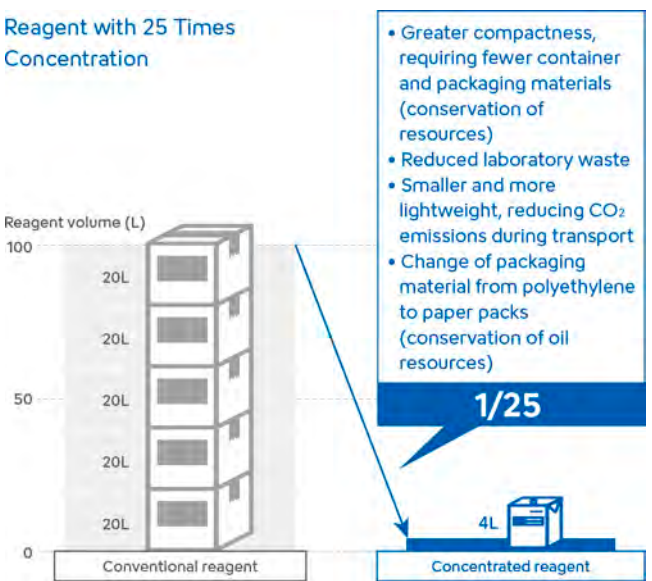
Saving Resources by Recycling Parts

Since 2023, Sysmex has been selling maintenance parts from analyzers as valuable materials instead of disposing of them. Beginning in 2024, we have also been selling analyzers that were damaged during transportation and could not be marketed as valuable materials. As a result of these efforts, we reduced waste* by 10.3 tons in fiscal 2024.

* Calculated by assuming all waste as plastic and using the industrial waste conversion factor set forth by the Ministry of the Environment

Reducing environmental impact and improving usability through concentrated reagents

For some analysis devices in the hematology field, Sysmex provides reagents that are 25 times more concentrated than traditional ones. Employing these concentrated reagents contributes significantly to improving usability by reducing the frequency of reagent replacement in laboratories and saving warehouse space. Additionally, concentrated reagents enable us to care for the environment by not only reducing the amount of disposed containers and packing materials but also reducing CO₂ emissions during transportation. Lastly, we have set a concentrated agent penetration rate as a sustainability target and will work on initiatives to reduce the environmental impact.



Enhancing Safety and Environmental Considerations Through Methanol-Free Staining Solution and Compatible Instruments

Sysmex has initiated a new program to harmonize healthcare workplace safety and environmental sustainability. Evaluations of blood cell morphology in blood testing have been made using methanol-containing staining solutions to prepare blood smear samples. However, medical institutions have encountered significant challenges, including the health risks to medical professionals from methanol toxicity, rising costs associated with regulatory compliance, and environmental burdens posed by hazardous substances.

To resolve these issues, Sysmex has launched a methanol-free staining solution and corresponding instruments,* providing a solution that supports safe and secure laboratory operations. This will reduce the health risks associated with the use of methanol and will also reduce the costs and risks associated with its transportation and storage, thus contributing to improved operational efficiency at medical institutions. Furthermore, reducing harmful substances will lead to reduction of environmental impacts.

We remain committed to integrating solutions that harmonize healthcare safety with environmental responsibility across our products and services, thereby strengthening stakeholder trust and enhancing corporate value.

* The initial release is scheduled for selected regions in Europe and the United States, with subsequent expansion to additional markets.

Environment

Reduction in Environmental Burden through Business Activities

Involvement with Biodiversity

Sysmex considers it essential to address “natural capital,” including water, forests, and soil, alongside climate change countermeasures, and pursues an integrated approach to these challenges. In 2025, based on the recommendations of the TNFD, we identified freshwater and soil as natural capital most relevant to our business activities in terms of dependencies and impacts. Considering our resource usage and production scale, we selected three sites in Japan for an environmental impact assessment. We evaluated the effects on nearby areas and assessed Sysmex’s actions and their effectiveness in using resources properly. The assessment found no significant environmental impacts on the surrounding areas. In the future, we plan to gradually increase the number of sites we assess.

Impact Assessment of Three Sites in Japan

Site	Main dependencies and influences		Impact on the community
Technopark	Fresh water	Use of groundwater	No adverse effects on the surrounding area, such as land subsidence, have been confirmed due to its use. Establish a continuous monitoring system for proper management of water resources and reduction of water consumption, such as reporting to Kobe City once every two months.
Ono factory	Fresh water	Use and discharge of water resources	Compared to the amount of water distributed by the municipality, the impact on the community is limited. The annual usage and emissions tend to decrease.
	Soil	Use of plastic containers	Compared to the total production of plastic materials in Japan, the amount used is extremely small, and the impact on the environment is limited. Further reduction in consumption is expected through horizontal recycling and substitution of environmentally friendly materials.
i-Square	Soil	Use and disposal of metals (Iron)	Compared to the total amount of iron produced in Japan, the impact on the environment is limited as a very small amount of iron production. With a recycling rate of 96% and the conversion of waste into valuable materials, we are making effective use of resources at a high level.

► [Click here for disclosures based on the TCFD and TNFD recommendations](#)

Initiatives to Reduce Greenhouse Gas Emissions

Efforts to Reduce Greenhouse Gas Emissions at Business Sites

Sysmex is working on energy conservation through the introduction of equipment such as highly efficient air conditioning systems, LED lighting, and motion sensors, as well as demand-control systems for measuring and monitoring the amount of electricity needed to reduce direct and indirect greenhouse gas emissions from our business sites.

In fiscal 2023, all electricity used by major domestic facilities, including reagent production factories and R&D centers, was switched to renewable energy sources. Sysmex RA, one of the Group’s key factories, received Net Zero Energy Building (ZEB¹) certification under the Building-Housing Energy-efficiency Labeling System (BELS²) for its new facility, which is scheduled to begin operations in April 2025.

Sysmex Europe’s reagent production factory has introduced ice thermal storage air conditioning systems³, in addition to having solar panels installed, covering approximately 35% of energy requirements for reagent production. In addition, Sysmex business locations in EMEA⁴ and the Americas have been increasing their usage of electricity derived from renewable energy.

Sysmex America has formed a cross-departmental Green Team to promote environmental activities with a view to obtaining LEED certification⁵ for its head office. It has also installed charging ports for electric vehicles, improved LED lighting, and installed solar panels, continuing to undertake various initiatives to acquire certification.

- *1 ZEB (Net Zero Energy Building): A building that aims to achieve a net zero annual volume of primary energy consumed and generated by installing highly efficient facilities systems to realize significant energy savings (energy conservation) while still maintaining the quality of the indoor environment and introducing renewable energy (energy creation)
- *2 BELS (Building-Housing Energy-efficiency Labeling System): A system to label energy saving efforts of buildings in accordance with the Act on the Improvement of Energy Consumption Performance of Buildings (Buildings Energy Efficiency Act)
- *3 Thermal energy storage technology using ice
- *4 Europe, the Middle East, and Africa
- *5 LEED evaluates the environmental performance of a building from the viewpoints of environmental burden reduction and the health of its users. Evaluation items include the efficiency of water usage, optimization of energy use, conservation of resource materials, and building air quality.



New Factory (Sysmex RA)



Major Initiatives at Each Business Site

Initiative	Company	Details
Increase the efficiency of equipment and facilities	Sysmex Corporation	- Switch to highly efficient air conditioning and LED lighting - Increase productivity through a production optimization initiative
	Sysmex CNA	Use LEDs for all lighting
	Sysmex America	Use LEDs for all lighting
	Sysmex Europe	- Use LEDs for lighting in major reagent-filling rooms - Introduce motion sensors
	Sysmex Asia Pacific	- Use LEDs for lighting in factories and warehouses - Introduce a control panel that puts the equipment to sleep to save energy when the air compressor is not in use
	Sysmex India	Use LEDs for lighting in factories
	Jinan Sysmex	- Use natural gas boilers (switching from oil boilers) - Switch from gas boilers to air-source heat pumps for indoor heating during the winter and to heat raw water
	Sysmex Wuxi	Save energy with restrictions to air conditioning temperature settings
Introduce renewable energy	Sysmex Corporation	- Install solar panels - Save energy by bringing in natural light (i-Square) and use electricity from renewable energy sources
	Sysmex America Sysmex Reagents America	- Use electricity from renewable energy sources - Switch to 100% carbon-neutral natural gas
	Sysmex Europe	- Install solar panels - Use electricity from renewable energy sources (all electricity)
	Sysmex UK	Install solar panels
	Jinan Sysmex	Install solar panels
Raise employee awareness	Sysmex Europe	Provide incentives for using trains for business trips, establish an in-house website for car sharing, and provide bikes for commuting
	Sysmex Malaysia	Provide incentives to employees who use hybrid vehicles for commuting
	Sysmex India	Ensure that all personal vehicles used by employees to commute are PUC certified*
	Sysmex Brazil	Switch to biofuel for company vehicles

* Acronym for “Pollution Under Control,” which certifies that vehicle emissions are below pollution regulation standards.

Decreasing CO₂ Emissions from Company Vehicles

In order to control fuel consumption and reduce CO₂ emissions for the approximately 400 company vehicles in Japan, Sysmex Corporation has installed telematics services in the form of drive recorders in each vehicle to enable visualization of driving quality, such as each car’s eco-drive status and compliance with laws. It also conducts eco-driving training for all employees to improve the environmental awareness of each driver. With these activities being evaluated highly, Sysmex received a certificate of excellence in the fiscal 2024 Eco-Driving Activity Contest sponsored by the Foundation for Promoting Personal Mobility and Ecological Transportation. It has also promoted the replacement of its company vehicles with those that have greater fuel efficiency. By the end of fiscal 2024,

approximately 60% of all our vehicles were replaced with hybrid or fuel-efficient vehicles.

We are also promoting the introduction of environmentally friendly vehicles and fuels across its global operations. Sysmex Brazil uses biofuels derived from sugarcane for its company cars and is expanding the use of electric vehicles for deliveries from its own warehouses to customers. Sysmex UK has eliminated diesel vehicles and replaced all company vehicles with hybrid models.

Using Water Resources Efficiently

Reducing Water Consumption

Sysmex uses water as a raw material in reagent production. Both tap water and groundwater are used. Recognizing that reducing water use is an important issue, Sysmex has set targets for decreasing water use in our Eco-Vision 2033, and it is making efforts to improve the efficiency of water use at reagent production sites.

At the Ono Factory, a reagent production factory, Sysmex has successfully reduced the number of line cleanings by increasing the number of consecutive production runs for the same product, after thoroughly confirming there would be no impact on product quality. In addition, by reviewing production processes, we have developed technology to recover and commercialize the reagents without discarding remaining liquid in the piping. These initiatives have contributed to reducing water use and lowering environmental impact from waste liquid.

Major Initiatives at Each Business Office

Company	Initiatives
Sysmex Corporation	- Reduce water consumption by improving production efficiency at diagnostic reagent production factories - At Technopark, draw water from wells for use in greenery and toilets, with usage amounts monitored appropriately
Sysmex Asia Pacific	- Improve its ultrapure water plant to recycle RO water (purified water), utilizing times when the plant is not in operation - Reduce water consumption by monitoring efficiency of purified water production equipment - Reduce consumption of water used to wash production facilities after reagent production
Sysmex India	- Recycle water generated in the production process for use as irrigation water - Install at the new factory a zero liquid discharge system* that aims to eliminate water discharge outside the factory site
Sysmex Brazil	- Recycle water generated in the production process for use as domestic water - Modify cleaning system for purified water production equipment that operates 24 hours a day to operate only on weekdays
Sysmex Wuxi	- Set a target for reducing water consumption, assign an officer dedicated to environmental, health, and safety issues, and conduct periodic environmental, health, and safety inspections - Review and optimize processes and cycles for water use in production to enhance efficiency and reduce consumption

* A system that purifies and reuses wastewater from factories through multiple treatment methods, thereby eliminating wastewater discharge outside the factory premises.



New Production Base in India

Wastewater Management and Processing

Sysmex prioritizes the protection of water quality. We have created our own emission standards that we use to manage the wastewater from development centers and factories that use chemical substances, ensuring that waterways and groundwater are not affected.

Major Initiatives at Each Business Office

Company	Initiative
Sysmex Corporation	• Introduce a system to set off an alarm in the event that BOD (Biochemical Oxygen Demand) standards are exceeded at the Ono Factory, a diagnostic reagent production plant, preventing waste fluid containing organic matter from spilling out
Sysmex RA	• Introduce waste fluid processing equipment, making infectious waste fluid harmless by heat sterilization, and discharge the harmless fluid directly into the sewage system
Sysmex America	• Introduce a wastewater processing system to remove boron-containing substances from waste fluid generated during reagent production
Sysmex Asia Pacific	• Introduce a wastewater processing system to purify waste fluid generated during reagent production before discharging it to the sewage system
Jinan Sysmex	• Commission third-party institutions to appropriately process recyclable waste, such as waste drums and waste paper generated during the production process

Promoting Digital Data

Sysmex works to reduce its use of paper by utilizing personal computers, tablets, and smartphones to send and receive data. These efforts have reduced paper use and waste. Our manufacturing facilities are also working to switch to electronic production records and manuals, promoting our paperless initiative.

Major Initiatives at Each Business Office

Company	Initiative
Sysmex America	• Switching the reagent waste processing method from landfill to energy-from-waste treatment (During the three years from 2023 to 2025, 50 to 100 tons of waste is expected to be recycled.)
Sysmex Brasil	• Reuse polystyrene foam and refrigerants used in import packaging in collaboration with partner companies
Sysmex Medica	• Switched 100% of copier paper from plain paper to environmentally friendly paper
Sysmex Asia Pacific	• Replace aluminum foil used for weighing drums with reusable materials • Recycle containers made from chemical ingredients that were previously discarded
Sysmex Malaysia	• Recycle or donate to charities cardboard boxes and plastic materials
Sysmex Jinan	• Replace sludge filter press equipment and conduct QC activities to lower the water content of the sludge and reduce emissions of harmful substances

► Status of Sustainability Targets

Managing Harmful Substances

Managing Chemical Substances

Sysmex uses chemical substances in its R&D and manufacturing processes. In addition to preventing losses or leaks, we strive to manage chemical substances appropriately to prevent damage to the health of our employees working onsite.

► Chemical Substance Management of Products

Managing and Processing Harmful Substances

As a precaution against the danger of infection by biological substances, we strictly control the locations in which such substances are stored and used. These substances are carefully segregated from general waste for proper disposal. For other harmful substances, we work to prevent aerial drift, dispersion, and groundwater permeation through countermeasures that address both facilities and management methods. In these ways, we endeavor to keep emissions below standard statutory levels.

Managing and Processing Atmospheric Emissions

In response to the Fluorocarbons Emission Control Law, each Group company in Japan established a response manual, identifying and appropriately using fluorocarbon-containing instruments owned or managed by it, conducting inspections, and monitoring calculated amount of leaked fluorocarbons.

Managing and Recycling Waste

Reducing Waste and Promoting a Stable Recycling Rate

Sysmex carries out initiatives to reduce waste and increase recycling rates. At our research and development base, Technopark, we introduced polystyrene foam melting machines and large shredders for confidential paper in fiscal 2023. With this equipment, we can convert all used polystyrene foam generated from the office into recycled plastic materials and sell them as valuable resources. We also process the shredded wastepaper from large shredders to be reused as toilet paper. By doing this, we can significantly reduce the volume of waste.

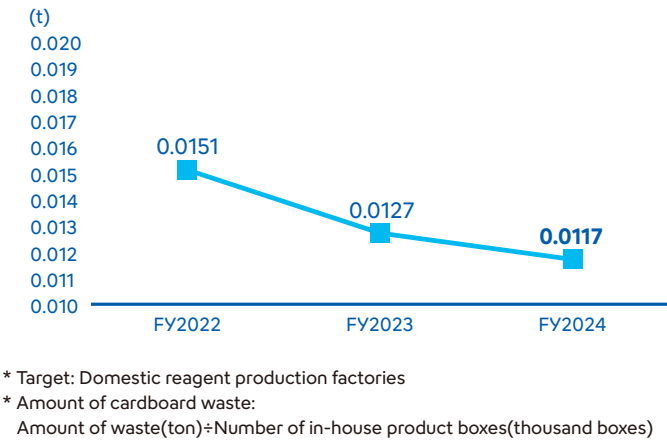
In addition, we began selling as valuable resources our own and metal scrap from unneeded freezers and refrigerators, resulting in approximately 56 tons of recycled resources in fiscal 2024.

In its domestic reagent production factories, Sysmex promotes environmental initiatives in collaboration with its business partners and has successfully reduced the waste of packing materials for delivery by reusing cardboard, reviewing excessive packaging, and changing the practice of over-packaging.

At our domestic instrument production factories, i-Square and Kakogawa Factory, we conducted trial separation of mixed plastic waste and sold approximately 10 tons as valuable resources in fiscal 2024. Furthermore, at Kakogawa Factory, food waste from its in-house canteen is reduced using a specialized garbage disposal system that converts food waste into organic fertilizer for farmers. The factory purchases agricultural produce grown by the farmers who use this fertilizer, contributing to the realization of a circular economy.

► Regarding the reduction of waste through the recycling of packing materials and parts, etc., please see “Environmental Consideration in Product Transportation, Sales, and Services.”

Amount of cardboard waste





Governance

Compliance 93

Compliance Management 93

Compliance Promotion Initiatives 95

Risk Management 98

Risk Management 98

Response to Risks Related to Business Continuity 109

Enhancing Information Security 110

Respect for Human Rights 112

Respect for Human Rights 112

● Materiality

Strengthening Governance

● Background

Strengthening corporate governance is indispensable for achieving sustainable growth and enhancing corporate value over the medium to long term. At Sysmex, in addition to reinforcing our management foundation through the establishment of compliance and risk management structure, we consider constructive dialogue and collaboration with diverse stakeholders to be one of the key management issues that drive the enhancement of corporate value.

● Policies

We regard the strengthening of corporate governance as one of our key management issues. By enhancing the soundness and transparency of management, and by increasing both the speed and efficiency of decision-making, we aim to maximize corporate value for the entire Group.

- ▶ Corporate Governance
- ▶ Compliance/Risk Management Policy

● Structure

To reinforce the supervisory and oversight functions of the Board of Directors and to further enhance the transparency and objectivity of management, Sysmex has adopted the structure of a company with an Audit and Supervisory Committee. To accelerate decision-making in business execution and respond promptly to changes in the business environment, we have also introduced an executive officer system. Furthermore, Sysmex has established the Internal Control Committee to oversee risk management activities and the Compliance Committee to oversee compliance.

- ▶ Sysmex Report (Corporate Governance)

Governance

Compliance

Compliance Management

Group Policy

Pursuing Open and Aboveboard Business Activities

Based on our Group’s corporate philosophy, the Sysmex Way, and our Shared Values, we define compliance as “the conduct of open and aboveboard business activities based on the observance of laws and regulations and high ethical standards”. In accordance with this definition, we have established a Global Compliance Code, in which conformance rules and behavioral guidelines for all Group executives and employees are detailed. This code, written in Japanese, was translated into many languages so all Group executives and employees would be able to understand and adhere to it.

► [Full text of the Global Compliance Code](#)

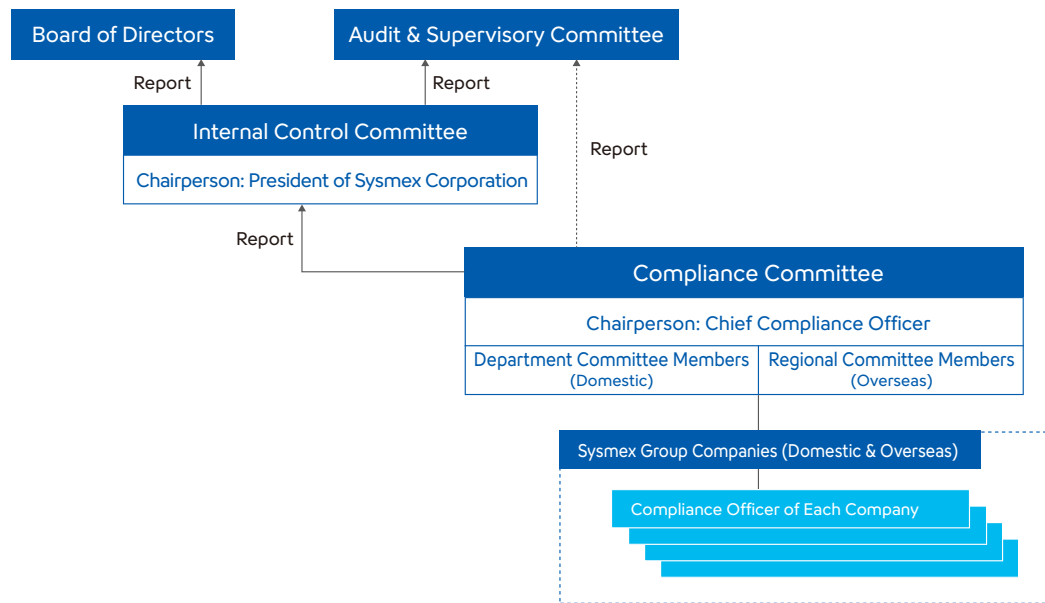
Compliance Promotion Structure

Sysmex considers compliance violations to be the most serious type of risk that could damage the trust that society places in us. Under the Group-wide risk management structure, we have established a Compliance Committee as an umbrella organization to promote and enhance compliance.

The chairperson of the Compliance Committee works to ensure compliance throughout the Group as the Group Compliance Officer. Under the Group-wide policy, each Group company, both in Japan and overseas, has appointed its own compliance officer to uphold compliance. The Compliance Committee monitors Group-wide compliance promotion activities and their progress. We also conduct an annual internal audit of compliance based on risk assessment results. In fiscal 2024, we audited our compliance with the Labor Standards Act, and other laws and regulations. Furthermore, our compliance promotion structure is annually assessed by a third party as part of our internal controls.

In the event of a major or potential compliance violation that would significantly affect the Group or a Group company, the compliance officer of the relevant company will immediately notify the Group Compliance Officer. After receiving this report, the Group Compliance Officer will proceed to report on the event to the Internal Control Committee, chaired by the President, and members of the Managing Board and Audit & Supervisory Committee. We will also disclose information on events that require it in accordance with information disclosure regulations.

There were 19 ethics incidents in fiscal 2024, but no serious violations.



Whistleblowing System

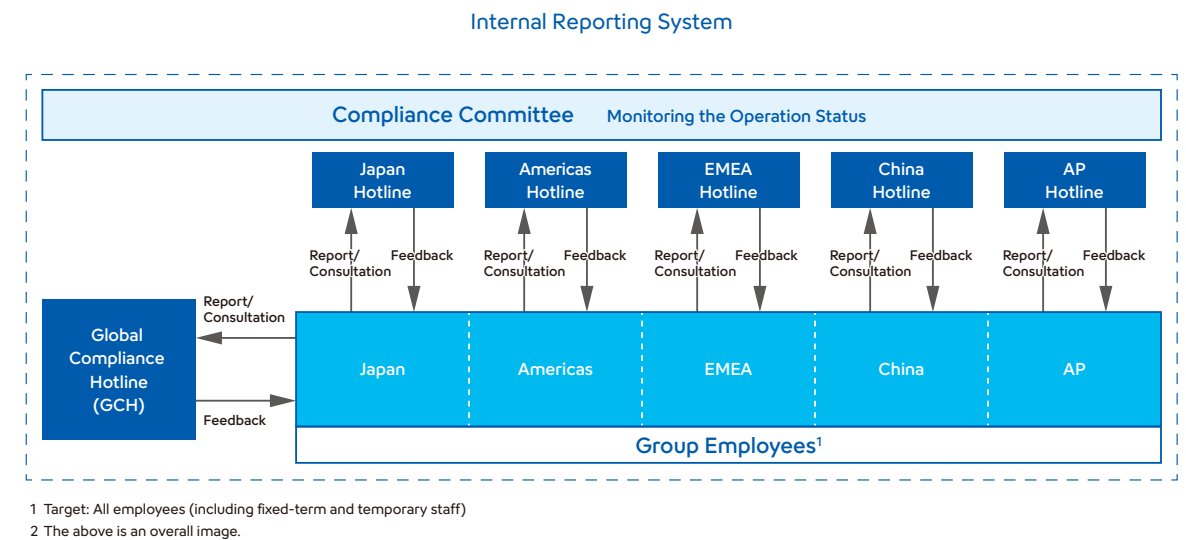
Sysmex has built a global system whereby all the employees of the Group can consult or report on compliance issues, including bribery and human rights abuses. Specifically, in addition to the whistleblowing hotlines placed and administrated by the Compliance Officer of each regional headquarter to accept any reports and consultations from Group employees in each region, the Group Compliance Officer established the Global Compliance Hotline (GCH), through which all Group employees can directly consult with or report to Sysmex Corporation headquarters. These whistleblowing hotlines are operated by the independent external service providers. In the Japan region, consultations and reporting on compliance issues related to the management team can be handled by the Audit and Supervisory Committee members who serve as a whistleblowing hotline.

When accepting a report or consultation regarding a potential compliance violation, the Legal Affairs Department normally takes the lead in investigating the facts. If a compliance violation is confirmed, corrective measures are promptly taken, and preventive measures against recurrence are implemented.

Employees seeking consultation or making reports can remain anonymous through any of these whistleblowing channels. Information received through these channels is handled confidentially. Sysmex prohibits dismissal or any other disadvantageous treatment in any way of individuals for consulting or reporting. If an executive or employee of a Group company violates this principle, disciplinary action will be taken in accordance with the internal rules of the respective Group company and the laws and regulations of the respective country and/or region.

We promote the early detection of compliance violations by disseminating information about such systems to all the Group employees via the intranet and through training.

In addition, the Compliance Committee monitors the operational status of the whistleblowing system. In fiscal 2024, a total of 17 reports were received through the whistleblowing system, from Japan and overseas.



Compliance Education

Providing Education on Compliance

Sysmex views employee education and awareness activities as the foundation of promoting and ensuring compliance, and regularly offers training. During new employee and rank-based training, we take the opportunity to foster an understanding of the Global Compliance Code.

In fiscal 2024, we conducted multilingual global compliance training for all Group employees in accordance with the compliance education policy shared within the Group. This ensures that employees thoroughly understand and consider the importance of compliance, the Global Compliance Code, appropriate responses when a compliance violation is discovered, and other necessary matters.

- [Education regarding Fair Marketing Activities](#)
- [Education and Training on Respect for Human Rights](#)
- [Diversity Education](#)

Governance

Compliance Promotion Initiatives

Anti-Corruption

In accordance with the spirit of the UN Global Compact, Sysmex undertakes thorough efforts to prevent bribery, in line with Principle 10, which states: “Businesses should work against corruption in all its forms, including extortion and bribery.”

For risk assessments conducted periodically by the Internal Control Committee, compliance violations, including acts of corruption, are recognized as risks, and we are working to reduce them. Per the Corruption and Bribery section of the Global Compliance Code, giving or offering bribes or providing inappropriate entertainment or gifts to public officials, customers, or business partners, or any other practices that may appear to be corrupt, and accepting entertainment, gifts or other things from business partners that go beyond moderation are clearly prohibited. Additionally, the Global Anti-Bribery Regulations applicable to all Group companies cover topics such as specific banned activities (including bribes, facilitation payments, inappropriate entertainment, gifts, benefits, or donations), due diligence for mergers and acquisitions, the provision of education, and management systems. In these ways, we promote initiatives for Group-wide compliance. If a violation of the Global Anti-Bribery Regulations is identified, we promptly implement appropriate corrective measures and preventive measures against recurrence. Disciplinary action is taken against the relevant Group executive or employee in accordance with the internal rules of each Group company and the laws and regulations of the respective country and/or region.

The Managing Board monitors the compliance status and periodically receives reports from the Internal Control Committee regarding initiatives based on the Global Compliance Code and Global Anti-Bribery Regulations.

- ▶ [Global Compliance Code](#)
- ▶ [Anti-Bribery Regulations \(Summary\)](#)

Transparency in Relationships with Medical Institutions

Sysmex has increased opportunities for collaboration with medical professionals and other professionals at medical institutions at every stage of its operations through research and development, production, sales, services and support. Transactions with them must be conducted with high ethical standards. The “Transparency in Relationships with Medical Professionals and Medical Institutions” Chapter of the Global Compliance Code stipulates that appropriate relationships with medical professionals and medical institutions must be established and maintained, and transparency in these relationships must be ensured. Additionally, the Global Regulations on Ethical and Transparent Interactions with Healthcare Professionals and Healthcare Organizations provide for topics such as specific banned activities, collaboration with Group Companies, provision of education, and management systems. We promote initiatives to ensure compliance Group-wide.

In Japan, Sysmex Corporation, a member of the Japan Association of Clinical Reagents Industries, concurs with the philosophy outlined in the association’s “Guidelines on Transparency of Relationships between Corporate Activities and Medical Institutions” and discloses information regarding funding to medical institutions.

Countries other than Japan have implemented laws that require companies to ensure transparency in their relations with medical institutions (“Sunshine Acts”) and regulations for the medical device industry. In compliance with these laws and regulations, the Sysmex Group reports to government authorities on funding to medical institutions and industry organizations in relevant countries and regions, as follows:

- ▶ [Japan](#)
- ▶ [U.S.](#)
- ▶ [France](#)
- ▶ [Belgium](#)
- ▶ [Netherlands](#)
- ▶ [Portugal](#)
- ▶ [Europe](#)
- ▶ [UAE](#)
- ▶ [Global Regulations on Ethical and Transparent Interactions with Healthcare Professionals and Healthcare Organizations \(Summary\)](#)
- ▶ [Japan Association of Clinical Reagents Industries “Guidelines on Transparency of Relationships between Corporate Activities and Medical Institutions” \(Japanese\)](#)

Research Ethics

Implementation of Appropriate Research and Development Activities

In the “Appropriate Research and Development Activities” Chapter of the Global Compliance Code, Sysmex stipulates that it must be engaged in appropriate research and development activities while protecting the dignity and human rights of test subjects and complying with relevant laws, regulations, and ethical guidelines in the relevant countries and regions. In accordance with these stipulations, Sysmex conducts R&D activities with high ethical standards. Sysmex has established the “Group Ethics Regulations on Clinical Research and Development” and a Research Ethics Examination Committee, which includes outside members, including legal and scientific experts, to review research content. The list of committee members and deliberation results are disclosed on our website to ensure transparency.

- ▶ [Global Compliance Code](#)
- ▶ [Group Ethics Regulations on Clinical Research and Development](#)
- ▶ [Responses to and Reporting of Unfair Practices in Research \(Japanese\)](#)

Policy on Animal Testing and the Use of Genetically Modified Organisms (GMOs)

In compliance with the laws and regulations of each country and region, Sysmex gives priority to considering alternative methods, limits the number of animals used in experiments to the minimum necessary, and takes sufficient measures to reduce animal suffering. We also ensure strict adherence to relevant national and regional laws and regulations in the use of genetically modified organisms (GMOs) and implement measures to prevent their release in order to avoid adverse effects on biodiversity. All animal experiments are conducted in line with internal regulations that conform to relevant laws and public guidelines. Our Testing Control Committee rigorously considers testing plans to ensure regulatory conformance.

Applicable laws and guidelines include:

- the Act on Welfare and Management of Animals (Ministry of the Environment)
- the Standards Relating to the Care and Keeping and Reducing Pain of Laboratory Animals (Ministry of the Environment)
- the Fundamental Guidelines for Proper Conduct of Animal Experiments and Related Activities in Academic Research Institutions under the jurisdiction of the Ministry of Health, Labour and Welfare (MHLW)
- the Guidelines for Proper Conduct of Animal Experiments (Science Council of Japan)
- the Act on the Conservation and Sustainable Use of Biological Diversity through Regulations on the Use of Living Modified Organisms
- the Act on the Prevention of Infectious Diseases and Medical Care for Patients with Infectious Diseases
- the WHO Laboratory Biosafety Manual, 4th edition (2020).

- ▶ [Global Compliance Code](#)
- ▶ [Development of Non-Animal-Derived Products \(Biodiversity Considerations\)](#)

Fair Marketing Activities

In order to regulate our global promotional activities, we have included an ethics code for marketing in the “Anti-monopoly and Anti-competitive Behavior” Chapter of the Global Compliance Code. We have also established Global Regulations for Compliance with Competition Laws. Additionally, we provide guidance on competition laws in our global compliance training.

For activities in Japan, we have formulated the Sysmex Promotion Code. In fiscal 2024, we held training sessions using case studies regarding the promotion code for sales divisions at 65 departments and also conducted compliance training for general employees.

We were also under investigation by the Japan Fair Trade Commission (JFTC) beginning in June 2024 on suspicion of violating the Antimonopoly Act. In February 2025, this investigation was completed after the JFTC certified our commitment plan submitted by us under the provisions of the Antimonopoly Act. While the JFTC’s approval of the commitment plan does not constitute an acknowledgement that we violated the provisions of the Antimonopoly Act, given the fact that we were suspected of such a violation, we will further strengthen our compliance activities, and make every effort to prevent any recurrence of a similar situation in addition to carrying out the commitment plan that was certified.

- ▶ [Global Compliance Code](#)
- ▶ [Sysmex Promotion Code](#)

Tax Policy

Sysmex has established a “Tax Strategy” in the Global Compliance Code approved by the President with the aim of increasing tax-related transparency. We will appropriately pay taxes according to the spirit of the law and contribute to the economic development of each country and region where we pay taxes. In transactions with foreign affiliates, we appropriately calculate transfer prices and pay taxes in the relevant countries in accordance with the OECD Transfer Pricing Guidelines and the transfer pricing laws of such countries. We will not transfer created value to lower tax jurisdictions, such as tax havens, only to gain a tax advantage or engage in inappropriate tax planning that is not consistent with our business purposes by abusing a tax system that lacks substance.

In addition, we disclose Group payments of taxes in our securities reports and other documents, as well as the reasons for any discrepancies from relevant statutory tax rates.

The Internal Control Committee, chaired by the President, is our governance body responsible for monitoring sustainability risks and opportunities, including tax risks. Important matters related to such risks and opportunities are reported to and, if necessary, discussed by the Managing Board.

- ▶ [Global Compliance Code](#)
- ▶ [Sysmex Report \(Operating Results and Financial Analysis\)](#)
- ▶ [Securities Report](#)

Tax Strategy in the United Kingdom

- ▶ [UK Tax Strategy](#)

Respect for Intellectual Property

In the “Intellectual Property” Chapter of the Global Compliance Code, Sysmex stipulates that all the officers and employees of the Group must respect the intellectual property of third parties as much as the Group’s intellectual property, and handle such intellectual property appropriately. We ensure that all the officers and employees are well informed of this rule and strictly comply with it. When developing new products, Intellectual Property, R&D, and Business Development Department members conduct and discuss global patent reviews for each new project.

- ▶ [Global Compliance Code](#)
- ▶ [Intellectual Property \(Japanese\)](#)

Promotion of Security Trade Control

In the “Security Trade” Chapter of the Global Compliance Code, Sysmex stipulates that it will comply with the export laws and regulations of individual countries and regions and will not be engaged in transactions likely to impede the maintenance of international peace and safety. Sysmex has established the Security Trade Control Committee, which is under the direct control of the President, to prevent illegal exports. It has also assigned people at overseas regional headquarters to oversee security trade control, bolstering our global operational structure. In addition, it provides annual basic e-learning for all employees, as well as lectures on the latest world affairs and laws and regulations, as well as a variety of other types of training, to raise awareness of security trade control.

- ▶ [Global Compliance Code](#)

Governance

Risk Management

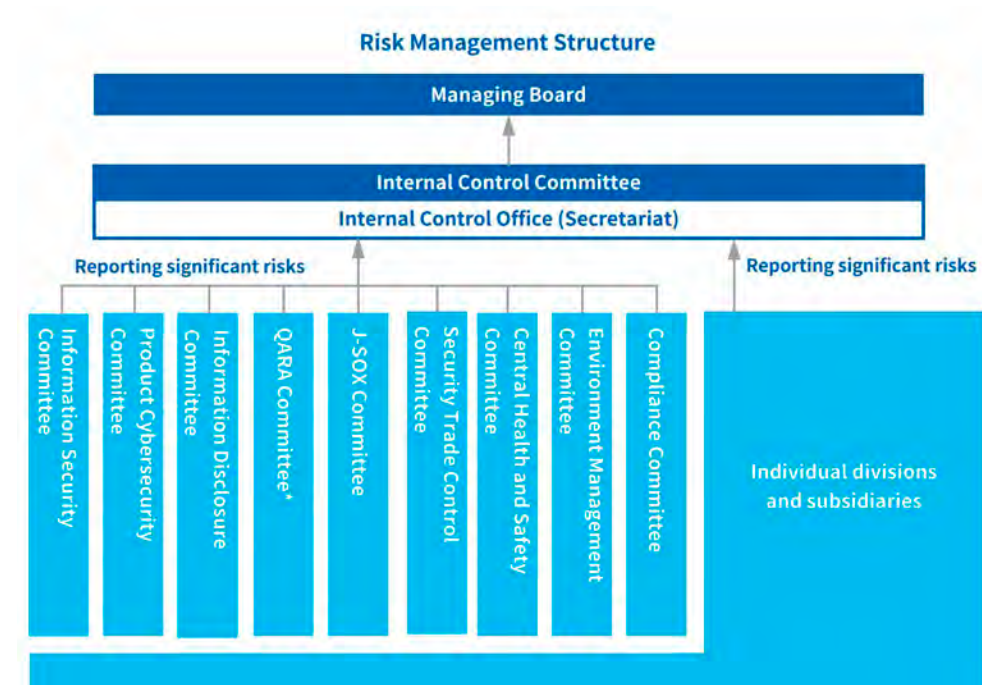
Risk Management

Risk Management Structure

Promoting Risk Management by Establishing a Dedicated Committee

Sysmex established the Internal Control Committee to supervise the Group’s risk management as a whole. The Internal Control Office, an organization independent of business divisions and under the President’s direct control, functions as the Committee’s secretariat. Chaired by the President, the Committee consists of the Chairperson, relevant executive officers, and full-time Audit and Supervisory Committee members. There are also outside members of the Managing Board who serve as observers.

The Committee analyzes and assesses the levels of risks involved in such areas as fair trade, compliance (including corruption and business ethics), human resources, occupational health and safety, the environment, and accounting and finance (including tax payments), from such viewpoints as possible impacts and likelihoods. By annually assessing such risks, the Committee identifies those significantly affecting the Group’s operations and implements necessary countermeasures. In addition, relevant committees, including the Compliance Committee as well as individual divisions and subsidiaries, manage operational risks and periodically report on them to the Managing Board. When a major risk that has a significant impact on the Group’s business arises, they also report it to the Managing Board to discuss how to respond, following the PDCA cycle. The Internal Audit Office is conducting an internal audit related to risk management. Furthermore, our risk management structure is annually assessed by a third party as part of our internal controls. Additionally, as part of efforts to strengthen the risk culture, response plans for identified risks are incorporated into each division’s execution plan and are linked to employee compensation.



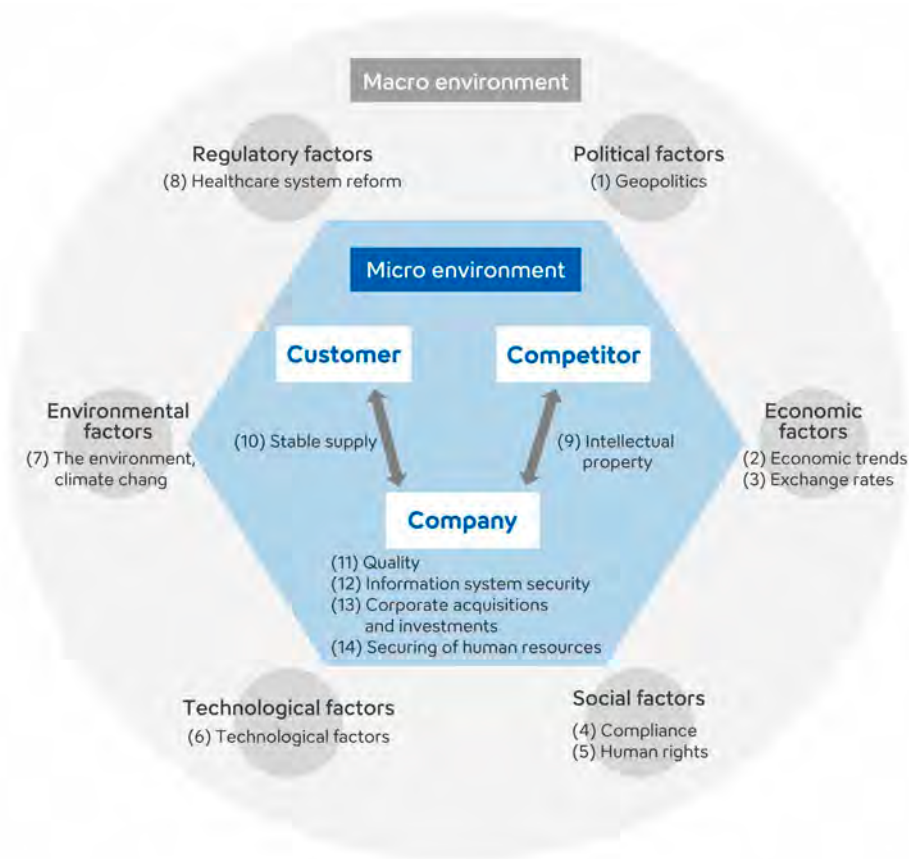
* We have established a new QARA Committee to further strengthen global quality assurance and regulatory affairs. The Quality Management System Committee, which was listed in last year, will continue its activities as a subordinate body under the QARA Committee.

- ▶ [Corporate Governance](#)

Governance

Operating Risks

We believe that 14 items related to the Sysmex Group’s operational and accounting conditions could have a significant impact on investors’ decisions. Below, we have classified these items as macro-environmental risks and micro-environmental risks. Forward-looking statements contained in this document are based on the judgment of the Sysmex Group and are not all-inclusive; the Group may be affected by risks other than those described herein.



1. Geopolitics

Threats and opportunities

<Threats> Impact on operations of rising geopolitical tensions

The Sysmex Group engages in global manufacturing, sales and service, R&D and other activities, and we have locations around the world. Increased geopolitical tensions, such as inter-country conflicts and trade friction, could lead to stricter import/export regulations or further protection of local industries in the countries where the Sysmex Group has its bases of operations or in neighboring regions, which may restrict its sales, procurement, and other business activities.

Disputes between countries could limit the business activities as described above, as well as affecting the safety of employees and others.

<Opportunities> Enhance reliability through an ongoing supply of products and services

Promoting the local production of reagents on a global scale and reinforcing our stable supply system could enhance our reliability and competitiveness from the customer perspective. In addition, having bases of operations in various regions allows us to accurately ascertain local needs and provide products and services that closely meet these needs.

Responses

The Sysmex Group uses its global network to continuously monitor the situation in each country and region. Amid rising geopolitical concerns, we are reinforcing our monitoring framework to enable the early acquisition of relevant information. In countries that are working to protect domestic industries, we may be required to engage in the local production and procurement of parts and raw materials, and we strive to remain abreast of the latest information. Meanwhile, we are working to transition to local production, particularly of reagents. In India, we have completed the construction of a new production facility—our Group’s first to offer manufacturing capabilities for both diagnostic reagents and instruments—in response to policies such as Make in India. We are also progressively expanding local procurement of raw materials within India to strengthen the Group’s overall supply capabilities.

Furthermore, we are implementing measures to ensure uninterrupted supply of our products—essential for humanitarian aid and medical care—even in the event of geopolitical conflict or other emergencies. These efforts prioritize the protection of human life and comply with export/import regulations related to national security.

We will continue to respond appropriately to the ever-changing global situation, taking into consideration its impact on the Group’s business.

2. Economic trends

Threats and opportunities

<Threats> Decline in sales opportunities due to deteriorating economic conditions

The Sysmex Group operates primarily in the healthcare sector, which is relatively stable. However, if a global economic downturn causes governments to tighten their healthcare finances or medical institutions to reduce their budgets, capital investment could decline, affecting our operating results and financial position.

In addition, rapid inflation, surging energy prices, and export/import regulations—including tariffs—have led to sharp changes in the economic environment. These factors may significantly increase costs related to raw materials and cross-border trade, potentially impacting our business performance.

<Opportunities> Increased investment in healthcare infrastructure due to favorable economic conditions

When the global economy is strong, increased investment in medical infrastructure and other factors may provide additional sales opportunities for the Sysmex Group’s products.

In particular, in emerging markets that are slated for population and economic growth, the need for improved medical standards is increasing, and further market expansion can be expected.

Responses

Amid rising uncertainty, the Sysmex Group will continue to gather information globally and in a timely manner on changes in market conditions across countries and regions, and respond accordingly. We are also working to standardize and streamline testing by providing solutions that help medical institutions improve profitability through the use of robotics, AI, and other technologies. Furthermore, in emerging markets where economic and population growth is expected to spur investment in medical infrastructure, we are contributing to Universal Health Coverage* by developing and introducing products that meet a wide variety of market needs and improving access to and quality of healthcare. In particular, we have positioned India, which has high growth potential, as one of our key markets, and we are accelerating the development and launch of our products to expand our market share in the country. The entire Group will continue working to create further added value.

* A condition in which all people have access to affordable and proper services to improve their health, prevent or treat illnesses, and recover

3. Fluctuations in exchange rates

Threats and opportunities

<Threats> Negative impact on consolidated results, including decreases in overseas sales and assets due to yen appreciation

<Opportunities> Positive impact on consolidated results, including increases in overseas sales and assets due to yen depreciation

The Sysmex Group sells to customers in other countries and regions through its overseas affiliates and distributors. Overseas sales account for a high proportion of consolidated net sales: 86.5% in the fiscal year ended March 31, 2024 and 86.7% in the fiscal year ended March 31, 2025. The line items in the local-currency financial statements of overseas affiliates are affected by fluctuations in exchange rates when converted into yen, thereby affecting the Sysmex Group’s operating results and financial statements. Yen appreciation could have an adverse effect on operating results. Conversely, yen depreciation causes SG&A and other expenses at overseas affiliates to increase in yen terms, but higher sales tend to overshadow these increases, which can have a positive impact on consolidated operating results.

In the fiscal year ended March 31, 2025, a ¥1 change in exchange rates had the following impacts on net sales and operating profit.

	Net sales	Operating profit
USD	¥748 million	¥95 million
EUR	¥561 million	¥39 million
CNY	¥5,491 million	¥4,050 million

Responses

The Group hedges its foreign currency-denominated receivables and payables, including foreign currency-denominated trade receivables, loans to affiliated companies, and borrowings, mainly by entering into forward exchange rate contracts.

We are also taking measures to mitigate the impact of currency fluctuations by globally diversifying our production sites, particularly for diagnostic reagents.

4. Compliance

Threats and Opportunities

<Threats> Loss of social trust due to compliance violations

The Sysmex Group operates globally, and the applicable laws and regulations are diverse and wide-ranging. Any legal violations or misconduct may result not only in the loss of social trust but also in potential litigation or liability. Furthermore, significant and unforeseen changes in regulations or delays or deficiencies in responding to their application could affect our business activities.

Beyond legal compliance, deviations from social norms or unethical behavior may also compromise the sense of trust and security among internal and external stakeholders.

<Opportunities> Strengthening stakeholder trust through compliance adherence

The Sysmex Group regards compliance as a critical element of sustainable corporate management. Through Group-wide efforts to uphold compliance, we expect to further strengthen trust from stakeholders both inside and outside the Company. These initiatives also contribute to fostering a healthy corporate culture, which can enhance employee engagement and ultimately improve productivity.

Responses

The Sysmex Group defines compliance as “the conduct of open and aboveboard business activities based on observance of laws and regulations and high ethical standards,” in alignment with our Group’s corporate philosophy, the “Sysmex Way,” and our “Shared Values.” Recognizing compliance violations as one of the most serious risks that can undermine social credibility, we have established a Compliance Committee under our Group-wide risk management system. This committee serves as the central body to promote and strengthen compliance initiatives.

We have also formulated a Global Compliance Code that outlines particularly important rules and behavioral guidelines to be followed by all officers and employees throughout the Group.

In addition, we have established a global system that enables all officers and employees to seek consultation or report concerns related to compliance—including bribery and human rights violations. Education and awareness-raising activities are positioned as the foundation of our compliance promotion efforts, and we are committed to providing ongoing training across the entire Group.

Regarding the investigation by the Japan Fair Trade Commission (JFTC), which began in June 2024 on suspicion of violations of the Antimonopoly Act, the matter has been concluded through the commitment procedure prescribed by the act. The JFTC has approved the commitment plan submitted by Sysmex, and the investigation is now closed. Please note that the JFTC’s approval of the commitment plan does not constitute a finding that Sysmex violated the Antimonopoly Act. We will ensure full implementation of the plan and further strengthen our compliance efforts, including strict adherence to the Antimonopoly Act.

5. Human rights

Threats and opportunities

<Threats> Loss of public trust due to inadequate response to human rights

Respect for human rights is one of the most important elements of our corporate activities, and we are undertaking a number of measures in this regard in various countries. If the Sysmex Group’s efforts to respect human rights are inadequate or tardy, and human rights violations such as discrimination based on race, gender, or other factors, or if forced labor or child labor occur, we could experience a deterioration of trust among our business partners, investors, and other stakeholders.

<Opportunities> Improving reliability through appropriate human rights measures

Promoting fair and sustainable corporate management and responding appropriately to human rights, such as by fostering DE&I* that creates and embraces a comfortable working environment for diverse human resources, and eliminating discrimination in the supply chain, may lead to increased reliability among stakeholders and ultimately to the creation of competitive advantage.

* Diversity, equity, and inclusion

Responses

The Sysmex Group has announced a global compliance code that outlines its commitment to respecting human rights and eliminating discrimination, and is committed to creating a corporate management and work environment that respects the human rights of all stakeholders. In addition, our human rights policy stipulates the implementation of human rights due diligence and promotes efforts to prevent and mitigate negative impacts on human rights, not only within the Group but also with external partners involved in the supply chain. We have established preventive frameworks to ensure that our business activities do not contribute to or become complicit in human rights violations, including the prohibition of forced labor and child labor, and the elimination of discrimination based on gender, disability, race, beliefs, and other attributes.

In addition, we operate internal reporting channels both in Japan and overseas to receive human rights-related consultations and reports from stakeholders—both inside and outside the Company—on issues such as discrimination and harassment. Information received through these channels is handled appropriately, and measures are in place to protect whistleblowers from any disadvantage. We have also established systems to implement necessary corrective and remedial actions. Furthermore, we provide training to prevent harassment and disseminate accurate labor-related information to prevent human rights infringements.

6. Technological innovation

Threats and opportunities

<Threats> Decline in competitive advantage due to delayed response to technological innovation

In recent years, technological innovation has accelerated the emergence of new technologies—including AI and robotics—in the healthcare field, presenting the potential for significant changes to existing business models. Operating in this environment, delays by the Sysmex Group’s in responding to this situation may reduce its competitive advantage.

<Opportunities> Enhanced added value through innovation

The creation and active use of innovative technologies will facilitate further innovation and the provision of high-value-added products and services that improve the efficiency of healthcare, including laboratory operations.

In addition, we have the potential to expand sales opportunities by adapting quickly to changes in business models that accompany the spread of innovative technologies.

Responses

Guided by the Group’s corporate philosophy, the “Sysmex Way,” and our “Shared Values,” the Sysmex Group is committed to creating innovation through various technological developments and providing products and services that help address social challenges. The Group continues to invest aggressively in the development of new technologies and is committed to open innovation that effectively creates new clinical value by integrating the Group’s technologies with those of universities, research institutions, and other companies. We have established R&D sites around the world to facilitate these activities and are working to contribute not only to the conventional *in vitro* diagnostics but also to personalized medicine and preventive medicine.

We are engaged in research and development that contributes to the early detection of disease and enhances the value of diagnostics in treatment. This includes the sale of a reagent that enables testing for the accumulation of Aβ in the brain—a substance associated with Alzheimer’s disease. In addition, our subsidiary, Sysmex Astrego AB, was awarded the prestigious “Longitude Prize on AMR,” the largest science award in the UK, in recognition of its contribution to addressing antimicrobial resistance (AMR), a global health challenge, through the development of a system for the rapid detection of antimicrobial susceptibility. We have launched sales of this system in Europe.

We will continue to contribute to extending healthy life expectancies and aim for sustainable growth by working to solve medical issues through the creation of new technologies and innovations.

7. Climate change and other environmental factors

Threats and opportunities

<Threats> Impact on business due to inadequate environmental response or natural disasters

The sustainability of the global environment has become an urgent issue, and environmental regulations are being tightened in Europe, the United States, and other countries. Violations of or delays in responding to regulatory or other requirements by the Sysmex Group may result in penalties, bidding restrictions, or other actions.

In addition, natural disasters caused by climate change may affect the supply of products to customers around the world and the safety of our employees.

<Opportunities> Improving reliability and competitive advantage by addressing environmental issues

By obtaining information on environmental laws and regulations in each country as appropriate, and by proactively responding to such laws and regulations, we can improve the reliability of our products among stakeholders and expand sales opportunities.

In addition, providing added value on the eco-social front, such as environmentally friendly product development and production activities, and establishing a competitive advantage in this area, may contribute to business growth.

Responses

The Sysmex Group has established an Environmental Management Committee as an organization to promote environmental management. The Group is committed to the realization of a circular-oriented society and aims to provide sustainable value to the environment and society both by resolving social issues and by achieving business growth through the Group’s products and services.

We have formulated the Sysmex Eco-Vision 2033 and are working to reduce environmental impact through environmentally conscious products and services that consider CO₂ emissions, water usage, and biodiversity. Initiatives include the industry’s first adoption of horizontally recycled containers¹, promotion of concentrated reagents, implementation of dry ice-free transport, and development of products using non-animal-derived raw materials. We also support the recommendations of the TCFD² and are committed to enhancing our disclosures based on its framework. Furthermore, we have set a goal to achieve carbon neutrality by 2040³ and have obtained certification from the Science Based Targets initiative (SBTi)⁴, accelerating our efforts to address environmental challenges.

*1 A recycling method in which used products are processed into raw materials to manufacture the same type of product again

*2 Task Force on Climate-related Financial Disclosures

*3 Carbon neutral: Targeting Scope 1 and Scope 2

*4 Science Based Targets initiative (An international initiative that addresses environmental crises based on climate science)

8. Healthcare system reform

Threats and opportunities

<Threats> Decreased sales opportunities due to inadequate or delayed response to healthcare system reforms

The marketing of the Sysmex Group’s instruments and reagent products generally requires regulatory approval, but the requirements for obtaining such approval are becoming increasingly complex and sophisticated in each country. This trend may increase the cost of compliance, and delays in responding to such requirements may result in lost opportunities to acquire markets, including an impact on new product launches.

In addition, if individual countries review their insurance coverage systems or reduce health insurance compensation, sales opportunities for the Group’s products could decrease.

<Opportunities> Improved competitive advantage through rapid response to regulations and needs

In the healthcare industry, compliance with increasingly strict regulatory requirements, including the IVDR* in Europe, may create barriers for new entrants and reinforce the Sysmex Group’s competitive advantage. In addition, we could see an increase in sales opportunities if the budgets of medical institutions grow due to improved healthcare finances in various countries. Furthermore, demand is expected to grow due to the expansion of healthcare systems in emerging markets and increased investment in medical infrastructure.

* *In Vitro* Diagnostic Medical Devices Regulation

Responses

We strive to remain abreast of the latest regulatory information by participating in industry associations in various countries, and we work to obtain and maintain regulatory approvals in a timely and accurate manner by utilizing the Sysmex Group’s global network. We are promoting the development of new diagnostic technologies that contribute to personalized healthcare, based on an accurate understanding of increasingly diverse and sophisticated needs amid changing environments in various countries and regions. Leveraging our comprehensive strengths across IVD instruments, diagnostic reagents, IT, and service and support, we are committed to addressing healthcare challenges such as improving medical workflows, enabling earlier disease detection, and expanding access to healthcare in emerging markets. Going forward, we will continue to closely monitor regulatory reforms and local requirements in each country to ensure the stable delivery of our products to customers worldwide.

9. Intellectual property

Threats and opportunities

<Threats> Impact on business due to infringement or violation of intellectual property rights

The Sysmex Group applies for patents, trademarks, and design rights on a global basis, but such rights may not be granted in some or any countries. Furthermore, if counterfeit products that infringe on the intellectual property rights of the Sysmex Group are distributed, the reliability of test results may not be ensured, and medical institutions and patients may be affected.

In addition, disputes over intellectual property rights may arise, such as lawsuits for infringement of intellectual property rights of third parties or demands for payment of royalties, despite the legitimacy of the Sysmex Group claims.

<Opportunities> Provide unique products and services by acquiring intellectual property rights

The appropriate protection of the intellectual property rights held by the Sysmex Group should strengthen its independence and competitiveness and enhance its brand image.

The Sysmex Group also has the potential to further accelerate innovation through the appropriate use of third-party licenses as well as intellectual property rights owned by the Sysmex Group.

Responses

The Sysmex Group has established a basic policy on intellectual property activities under which we respect the intellectual property rights of both our company and third parties. We actively seek to secure rights for valuable intellectual property created through all our business activities and respond appropriately to third-party intellectual property rights, with the aim of establishing a globally competitive advantage. Through internal training, employees are made aware of the importance of respecting the intellectual property rights of the Sysmex Group and third parties in the conduct of business. Furthermore, we have established an award system to motivate employees to acquire intellectual property rights.

As part of our efforts to address infringements of the Sysmex Group’s intellectual property rights, we are securing intellectual property rights globally and taking firm action to eliminate counterfeit products, thereby ensuring that customers can use our products with confidence. To protect key brands, we are actively securing trademark rights worldwide—including in emerging markets and developing countries. In particular, we have filed trademark applications for our corporate logo in 195 countries and regions. As a result, approximately 81% of our total intellectual property rights are now held outside Japan.

10. Stable supply

Threats and opportunities

<Threats> Impact on product supply due to interruptions or delays in procurement or production

The Sysmex Group supplies IVD instruments and reagents, which are essential for medical institutions to perform daily testing, to customers all over the world. Although we make every effort to ensure an uninterrupted supply of products to our customers, stable product supply may be disrupted in the event of difficulties in procuring parts or raw materials, owing to sudden changes in market conditions or the suspension of suppliers’ operations, or in the event of a major natural disaster, fire, or other serious accident or pandemic at supply chain locations including production plants and warehouses, or if distribution routes are blocked due to interstate conflict or trade friction.

<Opportunities> Provide peace of mind and improve reliability through efforts to ensure a stable supply of products and services

In the event of a natural disaster, serious accident, or other contingency, our ability to provide a stable supply of products necessary for testing and avoid interruptions in medical operations, and the establishment of a system to prepare for such contingencies may help us earn trust in our ability to continue supplying products in emergencies and further enhance our brand image.

Responses

The Sysmex Group is committed to the stable supply of products and services on a global basis, in line with its social mission of supporting medical care by providing accurate test results and ensuring confidence through the delivery of high-quality products around the world. In addition to securing inventories of parts and raw materials and purchasing from multiple suppliers, we are working to enhance prevention and recovery measures to address large-scale disasters such as earthquakes, windstorms, and floods at our factories and warehouses. Reagents account for 61.7% of the Sysmex Group’s sales (fiscal year ended March 31, 2025). For reagents, we secure inventory quantities that take into consideration the period required to ensure business continuity. In addition, we produce reagents at multiple locations. In particular, we have established a mutual supply network among major bases to ensure a stable supply of reagents in our mainstay hematology field.

In addition, the Sysmex Group as a whole has a business continuity plan in place, and through daily training we prepare to restore operations quickly in the event of an emergency so that medical institutions can continue their testing operations.

Furthermore, we have established procurement policies and guidelines with the aim of building a company that grows together with its business partners. We will continue strengthening our efforts to ensure that customers can use our products with confidence.

11. Quality

Threats and opportunities

<Threats> Reduced reliability due to poor quality of products and services

The products the Group manufactures and procures must be high-quality and safe. If the products we manufacture or procure are found to be of poor quality, this could result in delays or errors in testing at medical institutions, which could affect customers and patients. This could reduce trust in our products and of the Sysmex Group as a whole, and may also affect operating results.

<Opportunities> Improvement of reliability and competitive advantage through quality improvement

By further improving quality through the development and operation of a quality control system that complies with the laws and regulations of each country and international standards, we have the potential to win the trust of customers and expand sales opportunities.

Since our founding, the corporate philosophy of the Sysmex Group, has called on us to instill confidence in our customers through reliable quality. The brand image we have built up to date could help to maintain and enhance our corporate value and competitive advantage.

Responses

The Sysmex Group is committed to group-wide management to maintain quality in compliance with the laws and regulations of each country and international standards. We have established a quality policy to monitor and improve the quality and safety of our products and services. In addition, all of our production bases have acquired ISO 9001 or ISO 13485 certification, the international standards for quality management systems. Furthermore, we collect and analyze information on product reliability and safety from a wide range of domestic and overseas sources, and utilize this information to improve product quality.

We have also established a new QARA Committee to promote quality assurance and regulatory compliance on a global scale. Going forward, we will further strengthen these efforts to help improve the quality of healthcare worldwide and deliver peace of mind to our customers through the high-quality products and services of the Sysmex Group.

12. Information system security

Threats and opportunities

<Threats> Impact on customers and business due to cyber-attacks

The Sysmex Group’s products are equipped with network-based service capabilities. In the unlikely event that the Group’s products are compromised by cyberattacks targeting medical institutions, testing operations could be suspended, and third parties could gain unauthorized access to personal information.

Within the Company, we are also implementing various information systems to improve operational efficiency, with much of our business-related information now managed and operated via networks. In the event of system outages or leaks of confidential information due to failures in these systems or networks or cyberattacks, or in the event of the provision of false information or infringement of third-party rights due to the misuse of generative AI and other technologies that the Sysmex Group has been promoting in recent years, the efficiency and reliability of its operations may be impaired.

<Opportunities> Improved reliability of products and services by strengthening security support

By enhancing the security of our products and services, we can further enhance the trust customers place in our products and provide our customers with network-based services that they can use with confidence.

In addition, through the promotion of DX, including security enhancement, and the appropriate use of generative AI, we can expect to further improve business efficiency and productivity by strengthening information collaboration within the Group while managing information appropriately.

Responses

The Sysmex Group is promoting cybersecurity measures for its products and services, led by the Product Cybersecurity Committee, in order to reliably ensure confidence among customers and patients. In line with these efforts, we have established a Product Security Policy and set up a PSIRT¹ to design and manufacture products in accordance with the security policy and to manage after-sales vulnerabilities in cooperation with product security managers in each region.

Furthermore, we recognize that protecting the information assets of our customers and business partners is a testament to trust and quality. To that end, we have established an Information Security Policy and, under the leadership of the Information Security Committee, are working to maintain and enhance the confidentiality, integrity, and availability of information assets. In addition, to minimize the operational impact of information system or network line failures, computer viruses, or external intrusions into information systems, we are working to tighten information management by introducing mechanisms to detect unauthorized communications and isolate malware, conducting 24-hour monitoring, establishing a CSIRT², and developing security measures such as joining external organizations to quickly obtain information in case of emergencies or major incidents, as well as developing systems related to business continuity.

In addition, we are promoting efforts to inform employees of the rules for the use of AI technologies in general, taking security into consideration, and to accelerate innovation through proactive use of AI technologies.

*1 Product Security Incident Response Team

*2 Computer Security Incident Response Team

13. Corporate acquisitions and investments

Threats and opportunities

<Threats> Delays in achieving strategic objectives due to insufficient return on investment

The Sysmex Group is working to expand its R&D, production, and other bases. At the same time, the Group aims to accelerate growth through proactive investment in IT infrastructure and leading-edge technologies, as well as through acquisitions and capital tie-ups. Amid these initiatives, changes in the business environment or exposure to unpredictable risks could prevent the full realization of the expected impacts and affect the achievement of our strategic goals.

<Opportunities> Accelerate business by maximizing investment effectiveness

Making proactive investments based on our management strategy from a long-term and global perspective, and generating greater-than-anticipated synergies, may enable us to accelerate the pace of achieving our strategic objectives.

Responses

The Sysmex Group aims to maximize the effectiveness of its investments by strengthening its systems for reviewing and making decisions on investments and monitoring PMI*. Investment decisions are made after thorough advance investigation and deliberation at management meetings as to the purpose, impacts, and potential risks of such investments. Even after making a decision, we believe it is important to respond to changes and make course corrections flexibly. We are working to strengthen the investment management process through regular monitoring.

We will continue to accelerate the growth of the Sysmex Group by making appropriate decisions, actively taking risks on investments necessary for business growth, and continuing to provide high-value-added products and services by expanding our business and acquiring new technologies.

* Post-merger integration

14. Securing of human resources

Threats and opportunities

<Threats> Decline in competitiveness due to intensifying competition for human resources and outflow of human resources

Global competition for human resources is intensifying, and an inability to secure the human resources needed to promote business may affect operating results.

In addition, inadequate assurance of health and safety in the workplace environment can damage the mental and physical health of employees and lead to low morale and prompt an exodus of human resources.

<Opportunities> Strengthen management foundation by realizing attractive workplaces

Under the “Sysmex Way,” the corporate philosophy for the Sysmex Group, we are committed to creating a workplace environment where diverse talent can feel secure and fully demonstrate their abilities. By building and maintaining a truly attractive human resources system and corporate culture, we aim to enhance both employee engagement and value-added productivity—driving further corporate growth.

Responses

The Sysmex Group regards human resources as one of the most important management assets for achieving sustainable growth. Our Group corporate philosophy, the “Sysmex Way,” promises employees that Sysmex “ensure anshin by honoring a diversity of employees, respecting their personality, and providing 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.” In line with this principle, we are developing an environment that enables employees to pursue self-directed career development, including the provision of training programs tailored to individual career paths. As a foundation for supporting autonomous career building, we have introduced a job-based human resource system across the Group and are working to ensure its proper implementation. We are also promoting the introduction of attractive compensation systems, such as an employee stock ownership plan.

Furthermore, we are the first manufacturing company in Asia to acquire certification under ISO 30414, the international guideline for disclosure of information related to human capital. We will continue striving for transparent disclosure of human capital-related information and enhance our human resource system to facilitate the sustainable growth of our human resources and the Group.

Governance

Response to Risks Related to Business Continuity

Establishment of a Business Continuity Plan (BCP)

Sysmex has established Group-wide business continuity plans (BCPs) for each function, such as production and procurement, to ensure the continuity of critical operations and enable rapid recovery in the event of large-scale disasters—including earthquakes, storms, floods, new infectious diseases, and system failures.

Main BCP Approaches:

- Decentralization of main raw material procurement (selection of production locations based on the concept of local production for local consumption)
- Securing safety stock of important raw materials that are difficult to substitute
- Decentralization of product storage in accordance with storage function (instruments, maintenance parts, room temperature storage reagents, cold storage reagents, and hazardous reagents)
- Creation of mutual supply systems within the factories, and securing alternative routes for transportation of products
- Prioritization of important products for supply to medical institutions
- Introduction of a structure to share crisis information between the Company and raw material suppliers so the Company can promptly take measures against highly urgent risks such as a natural disaster, fire, or accident occurring on the supplier side
- Provision of rules and manuals for disaster response and conducting regular disaster drills
- Introduction of an employee safety confirmation system
- Installation of digital radios in each business office
- Provision of emergency supplies and items to support employees temporarily staying at business offices and returning home after a disaster
- Establishment of basic IT systems (assignment to an external data center and creation of a system infrastructure that is quickly transferable to a backup system in emergencies)

Stakeholder’s Voice

Ensuring that Medical Services and Testing Never Stop: Technical Services Supporting Frontline Healthcare Workers

A Sysmex employee responsible for technical services talks about the sense of mission he rediscovered through his experiences during the 2016 Kumamoto earthquakes, as well as his commitment to continue supporting frontline healthcare workers.



Matsuura Kenji, Sales & Marketing West/Japan

Click here for details:

► [Ensuring that Medical Services and Testing Never Stop: Technical Services Supporting Frontline Healthcare Workers](#)

Governance

Enhancing Information Security

Information, Cybersecurity Policy and Structure

Sysmex is working to strengthen Group-wide security governance by enhancing its security levels. To provide safer and more reliable services to our customers and business partners, we have formulated the Information Security Policy and disclosed the Group’s fundamental philosophy and policies.

Furthermore, under the supervision and management of the Information Security Officer, Senior Executive Officer Kensuke Iizuka, Sysmex has established the Global Information Security Committee. The committee plays a central role in formulating policies related to Group-wide information security, developing business continuity plans, and addressing day-to-day issues. By building a Group-wide information security management framework, Sysmex works to protect its information assets from various threats and ensure business continuity.

► [Information Security Policy](#)

Information and Cybersecurity Initiatives

Sysmex has established the Sysmex-Computer Security Incident Response Team (Sysmex-CSIRT) and strengthened its information and cybersecurity initiatives by utilizing a managed Security Operation Center (SOC). As a preventive measure, we use alerts from the SOC and threat intelligence provided by external organizations such as JPCERT/CC to prevent information leaks and data breaches. In the event of an incident, we have a framework in place for rapid detection and initial response to prevent the spread of damage and ensure early recovery of business operations.

To protect our IT assets, Sysmex has introduced Attack Surface Management (ASM), which enables continuous risk management of IT assets through ongoing processes to detect and evaluate vulnerabilities.

Regarding collaboration with external organizations, we have joined the Nippon CSIRT Association and Forum of Incident Response and Security Teams (FIRST) to share information regarding threats from emergencies and other significant incidents.

Other specific measures include rigorous management and regular review of access to information, regular updates to security patches, login restrictions using biometric authentication (facial and fingerprint recognition) for laptop computers and mobile devices on loan from the Company, and reviews of installed applications to ensure continuous operational and control measures. We have also installed endpoint detection and response (EDR) for PCs and server devices as part of our ransomware countermeasures (endpoint technology countermeasures). In addition, we have established a prompt escalation process to the information security supervisory department when incidents or suspicious events occur. In fiscal 2024, there was no significant breach.

Product Security Initiatives

Sysmex has established a Product Security Policy and set up the Product Cybersecurity Committee to promote stronger security measures for its analyzers, thereby ensuring customers can use our products with peace of mind. We continue to carry out these security enhancement activities on an ongoing basis.

In addition, we have established a Product Security Incident Response Team (PSIRT) to manage vulnerabilities in product design, manufacturing, and post-market phases. We also regard sensitive information (including individual, patient, and test subject information) obtained from our customers and those who have participated in research and development and experiments, as well as advanced, original technology regarding products and intellectual property, as important management assets and necessary measures are taken to prevent information leaks and internal fraud.

► [Product Security Policy](#)

Information and Cyber Security Education

At Sysmex, in addition to the e-learning program on information security and drills for targeted email attacks (BEC and phishing), we are also implementing initiatives to raise employee awareness of information security, such as seminars concerning how emails should be handled.

We recommend that Sysmex-CSIRT members obtain international qualifications (ISC2 CISSP, SANS GIAC, CompTIA) to reinforce our response to security incidents.

Acquiring Information Security Certification

Sysmex has obtained ISO 27001 certification for our Information Security Management System (ISMS) to enhance information security management.

- Sysmex Corporation (research involving personal information such as gene sequencing)
- Sysmex CNA (service and support divisions)
- Sysmex Europe (sales and service, IT services, etc.)
- Sysmex New Zealand
- Sysmex UK*
- Oxford Gene Technology*

* In addition to ISO 27001 certification, both Sysmex UK and Oxford Gene Technology have also obtained Cyber Essentials certification (certification system initiated in 2014 by the UK government to improve corporate cyber security). These entities undergo surveillance evaluation every six months.

Governance

Respect for Human Rights

Respect for Human Rights

Policies and Initiatives Related to Human Rights

Sysmex pursues delivering “confidence” to all its stakeholders through business activities under the Sysmex Way, the Group corporate philosophy, and our Shared Values. We believe that respect for human rights is fundamental to achieving “confidence,” and we emphasize respect for human rights and the elimination of discrimination in our Global Compliance Code. We have also established a Human Rights Policy to serve as a concrete guideline for respecting human rights. Based on this policy, we strive to build a corporate management framework and workplace environment that respect the human rights of all employees and various stakeholders. This code and policy are in keeping with the UN’s Guiding Principles on Business and Human Rights, as well as the spirit of the ILO’s Core Labor Standards, which define the minimum labor standards that must be preserved in the workplace.

To ensure that these principles are effectively put into practice, Sysmex has clarified its zero-tolerance policy regarding discrimination, harassment, forced labor, and child labor, and conducts various types of training to ensure employee awareness of these matters. We joined the UN Global Compact in 2011 and clarified our corporate stance in relation to the Compact’s Ten Principles regarding human rights, labor, the environment, and anti-corruption.

- ▶ [Human Rights Policy](#)
- ▶ [Global Compliance Code](#)
- ▶ [Anti-Slavery and Human Trafficking Policy](#)

Human Rights Due Diligence

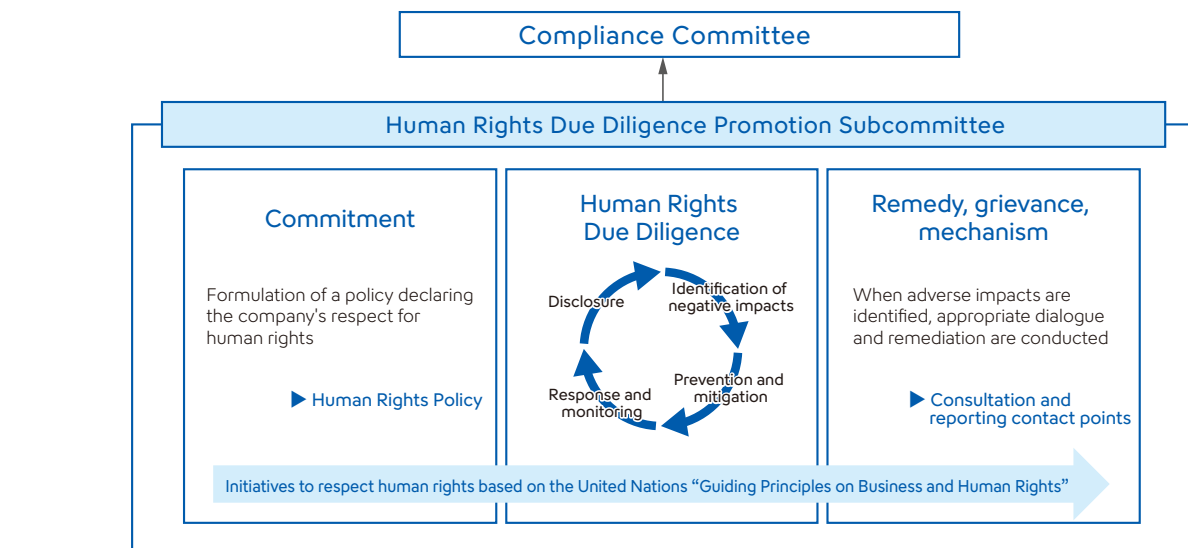
Sysmex stipulates the implementation of human rights due diligence (human rights DD) in its Human Rights Policy and Global Compliance Code. Under the Compliance Committee, which oversees Group compliance, we have established a Human Rights Due Diligence Promotion Subcommittee. This subcommittee works to identify and address the impacts of our business activities on human rights not only within the Company but also across the supply chain, and to prevent or mitigate any negative impacts.

In fiscal 2024, in cooperation with external experts, we conducted a prioritization based on the degree of business impact and country-specific human rights risks. We surveyed suppliers involved in the procurement and production processes of our core hematology business. Questionnaires were sent to approximately 400 key business partners in Japan and overseas to assess the status of their human rights management and to confirm whether any human rights violations were present, resulting in a response rate of 70%. Based on the survey results, we carried out risk mapping using severity and likelihood as indicators, and identified human rights risks that should be prioritized. While no serious risks were identified in this round of assessments, “occupational safety and health” and “harassment” were recognized as the highest-priority human rights risks. For certain business partners, we are conducting additional interviews to confirm details and engaging in dialogue to encourage improvements in their human rights initiatives.

Sysmex will continue to establish mechanisms to proactively identify and address potential human rights impacts, ensuring that its business activities and transactions with business partners do not contribute to or become involved in human rights violations.

Fiscal 2024 Surveyed Items

General Human Rights Management	• Policies and structure • Dissemination and understanding of the Human Rights Policy • Implementation of human rights due diligence • Access to remedy
Management by human rights issue	• Human rights in the workplace: Harassment, discrimination and unfair treatment in employment based on gender, disability, race, etc., forced labor, child labor, unfair wages, inappropriate working hours, occupational safety and health, violations of freedom of association and the right to collective bargaining • Management of transaction information: Leakage of personal information • Human rights in research and development: Respect for the will, life, and health of research participants • Human rights in local communities: Human rights violations related to the health and livelihood of local residents • Human rights in conflict-affected areas: Financing of armed groups, use of conflict minerals
Status of human rights violations	• Presence or absence of incidents related to the above human rights issues • Status of responses



► Strengthening Supply Chain Management

Grievance Mechanism Related to Human Rights

Sysmex receives consultation and reporting from suppliers, partners, customers, and members of the local community in order to recognize any adverse human rights impact caused by our business activities and to enable us to take immediate corrective action when necessary. We have a system in place to appropriately handle information received, protect anyone who consults with us or reports to us from being disadvantaged, and to take necessary corrective and remedial measures if an adverse human rights impact is identified.

► JaCER Report Form

* JaCER (Japan Center for Engagement and Remedy on Business and Human Rights) is an organization that accepts human rights complaints/reports through the "Engagement and Remedy Platform" and aims to support and promote the handling of complaints for its member companies from a professional standpoint.

Education and Training on Respect for Human Rights

Sysmex strives to prevent human rights abuses by conducting training with the purpose of preventing harassment and ensuring that employees have a correct knowledge of labor matters.

Fiscal 2024 Results

- Harassment and labor management training for newly appointed supervisors, new hires, existing leaders, and on a division basis.
- Unconscious bias¹ training (for all employees²)
- Training regarding sexual diversity (for all employees²)
- Management training to improve psychological safety (for supervisors, on a division basis)
- Psychological safety seminar conducted by an industrial physician (for all employees²)
- Global compliance training including the respect for human rights (for all employees)

*1 Seeing things in a biased way due to unconscious prejudices or preconceptions

*2 Scope: in Japan

► Compliance Education

Labor-Management Dialogue

Sysmex respects employee rights, such as the right to form a union and the right to collective bargaining, based on its participation in the UN Global Compact and support for the ILO's Core Labor Standards.

As of March 2025, 64% of Sysmex Corporation employees were members of the Sysmex Union, our in-house labor union. We conduct annual collective bargaining with the Sysmex Union. In fiscal 2024, in addition to regular meetings, labor and management met to discuss productivity improvement through optimization of working hours and streamlining operations; working environments having diverse employees and the personnel system; responses to working environment changes, and the promotion of a "healthy company". Such meetings are also held at Group companies. Labor unions have been formed at overseas Group companies including Jinan Sysmex, Sysmex Vietnam, and HYPHEN BioMed, and hold regular dialogues with respective Group companies. In addition, Sysmex CNA has formed an employee group consisting of departmental representatives for quarterly labor-management discussions on topics such as work environments, management of work hours, and the amount of paid leave days taken. Sysmex TMC also holds quarterly labor-management meetings.

External Evaluation

External Evaluation116

Evaluations and Results Related to Sustainability 116

External Evaluation

External Evaluation

Evaluations and Results Related to Sustainability

Selection for Sustainability Indices

A growing number of investors are evaluating companies’ sustainability not only from a financial perspective, but also from non-financial environmental, social, and governance (ESG) perspectives, with the goal of making responsible investments from a long-term viewpoint. Around the world, a number of sustainability indices are used to benchmark responsible investment. Sysmex has been selected for numerous sustainability indices and rankings.

- **Dow Jones Best-in-Class World Index¹** (Fiscal 2016–)
- **Dow Jones Best-in-Class Asia Pacific Index²** (Fiscal 2012–)

An ESG investment index published by the S&P Dow Jones Indices in the U.S. This index evaluates corporate sustainability from the perspectives of “economy, environment, and society”, and is used to select companies expected to achieve long-term sustainable growth based on progressive, comprehensive initiatives.

The World Index covers listed companies worldwide. The Asia Pacific Index covers listed companies in the Asia-Pacific region.

*1 Renamed from the “Dow Jones Sustainability World Index” in February 2025.
*2 Renamed from the “Dow Jones Sustainability Asia Pacific Index” in February 2025.

- **FTSE4Good Index Series** (Fiscal 2008–)

An ESG investment index announced by FTSE Russell, of the London Stock Exchange Group of the United Kingdom. Companies deemed to be excellent are selected based on an evaluation of ESG information disclosed by such companies to the general public.

- **FTSE Blossom Japan Index** (Fiscal 2017–)

FTSE Russell of the United Kingdom selects Japanese companies based on superior responses related to ESG matters. The index uses FTSE4Good standards derived from international standards such as SDGs.

- **FTSE Blossom Japan Sector Relative Index** (Fiscal 2022–)

FTSE Russell of the United Kingdom selects Japanese companies with relatively superior ESG initiatives in each sector, utilizing the selection criteria for FTSE4Good. For companies with high emissions of greenhouse gases, it selects only those highly evaluated for contributing to a transition toward a low-carbon economy.

- **MSCI ESG Selection Indexes³** (Fiscal 2011–)
- **MSCI SRI Indexes** (Fiscal 2013–)

An ESG investment index developed by MSCI Inc. of the U.S.

Morgan Stanley Group. Companies are selected based on an evaluation that focuses on ESG issues considered important by various indices, based on the industry characteristics of the companies it evaluates.

*3 Renamed from the “MSCI ESG Leaders Indexes” in February 2025.

- **MSCI Nihonkabu ESG Select Leaders Index** (Fiscal 2024–)

An ESG investment index developed by MSCI, a U.S.-based company. This index selects companies with relatively high ESG ratings in individual sectors from among the constituent of the parent index, the MSCI Japan IMI Index.



2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

• **MSCI Japan Empowering Women Index (WIN)** (Fiscal 2017, 2019-)

An ESG investment index of MSCI of the United States. This index selects companies that excel in gender diversity from among the top 500 Japanese companies by market capitalization in various sectors.

2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)



• **S&P/JPX Carbon Efficient Index** (Fiscal 2018-)

This index, developed by the S&P Dow Jones Indices of the United States, determines investment weights for companies in the TOPIX (Tokyo Stock Price Index) universe, based on their level of environmental information disclosure and carbon efficiency (carbon emissions per unit of revenue).



• **Euronext Vigeo Eiris World 120 Index** (Fiscal 2018-)

This is a stock price index developed by Euronext, which operates several security exchanges in Europe, and Vigeo Eiris, an ESG research company. It lists the top 120 companies demonstrating superior ESG initiatives, selected from 1,500 major corporations in Europe, North America, and the Asia-Pacific region.

• **Morningstar Japan ex-REIT Gender Diversity Tilt Index** (Fiscal 2023-)

An index developed by an American company, Morningstar, Inc., to select companies based on evaluation of their initiatives for gender equality using the Equileap Gender Scorecard.



• **SOMPO Sustainability Index** (Fiscal 2018-)

This index was established by Sompo Asset Management Co., Ltd. The index selects approximately 300 companies that excel in environmental, social, and governance (ESG) initiatives.



• **iSTOXX MUTB Japan Platinum Career 150 Index** (Fiscal 2023-)

An index consisting of 150 Japanese companies that are actively and continuously engaged in employee career development. Mitsubishi UFJ Trust and Banking and STOXX (an affiliate of Deutsche Börse Group) select the companies based on platinum career scores and financial data.

• **TIME’s World’s Most Sustainable Companies of 2025**

The World’s Most Sustainable Companies of 2025, selected by TIME of the U.S. and Statista of Germany. The World’s Most Sustainable Companies of 2025 evaluates companies on more than 20 key performance indicators related to ESG, such as sustainability commitments and transparency, and selects the top 500 most sustainable companies.

• **Financial Times Asia-Pacific Climate Leaders 2025**

Selected jointly by the Financial Times of the UK and Statista, this ranking recognizes the top 350 companies in the Asia-Pacific region that have actively engaged in reducing greenhouse gas emissions. Companies are comprehensively evaluated based on multiple ESG-related indicators, including Scope 1 and 2 emission reductions, disclosure of Scope 3 information, and participation in international initiatives such as CDP and SBTi.

• **CDP Supplier Engagement Leader**

An evaluation conducted by the international environmental non-profit organization CDP which assesses corporate initiatives to address climate change within their supply chains. The evaluation covers governance, targets, Scope 3 emissions, and value chain engagement as reported in the climate change section of the CDP questionnaire. Companies receiving the highest evaluation are selected as “Supplier Engagement Leaders.”



* Climate Change: B, Water Security: A- (FY2024 score)

Evaluation and Certification Related to Human Capital



Received “Kurumin” - Next-generation Support Certification Logo (Fiscal 2011-)



Recognized as a “KENKO Investment for Health (White 500)” (Fiscal 2017-: Recognized as a Company Excelling in Health and Productivity Management)



Received Level-3 Eruboshi Certification as an Excellent Company Based on the Act on Promotion of Women’s Participation and Advancement in the Workplace (Fiscal 2016-)



Received the highest rating of GOLD in the Pride Index, for its efforts related to sexual and gender minorities (Fiscal 2022-)



Selected as a “Human Capital Management Excellence(Gold Award)” (Fiscal 2022-)



Selected as a “Next Nadeshiko: Companies Supporting Dual Careers and Co-parenting

Achievement in IR Activities

• **Integrated Report Award 2024 “Best Practice Award”**

At the “Integrated Report Award” conducted by Nikko Research Center, Sysmex Report 2024 received the “Best Practice Award” in recognition of its integrated report that meets investor needs.

Recognition and Awards from External Organizations

For Sustainability Activities

• **ISS ESG “Prime” status** (Fiscal 2019-)

Assessment of sustainability ratings provided by ISS ESG (ESG investment solutions unit of the U.S. company Institutional Shareholder Services, the world’s leading proxy advisory firm). Companies that are highly rated from ESG perspectives are recognized as “Prime”.



• **S&P Global Sustainability Yearbook 2025**

S&P Global based in the U.S. evaluates the sustainability initiatives of companies around the world from the perspectives of governance, economics, environment, and society, to select outstanding companies. Sysmex was selected among the top 1% of companies in the “Health Care Equipment & Supplies” sector.



• **Global 100 (100 most sustainable corporations in the world)** (selected for the sixth time in 2025)

The 100 Most Sustainable Corporations in the World, selected by the Canada-based Corporate Knights. The selections are announced during the World Economic Forum held in Davos, Switzerland.

Performance Data

Social Data

Human Capital

“Creating an Attractive Workplace” Based on the Status of Sustainability Targets

1. Ethics and Compliance

	Item	Unit	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024
Types and number of complaints made	Number of internal reports of incidents received	Cases	Group	21	26	17
Types and number of disciplinary actions	Number of unethical incidents	Cases	Group	9	15	19
Percentage of employees receiving ethics and compliance training*		%	Sysmex Corporation	90 or higher	90 or higher	90 or higher

* Global compliance training is provided to all employees

2. Cost

	Item	Unit	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024
Total labor cost*		million yen	Sysmex Corporation	32,697	34,360	36,568

* Total cost allocated by the Company for the workforce (including employees, executives, and temporary employees)

3. Diversity

	Item		Unit	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024
Age	60 or older		%	Sysmex Corporation	6.8	7.3	7.3
	50 to 59		%	Sysmex Corporation	23.2	23.8	25.1
	40 to 49		%	Sysmex Corporation	31.9	31.0	28.3
	30 to 39		%	Sysmex Corporation	26.9	25.8	25.8
	20 to 29		%	Sysmex Corporation	11.1	12.1	13.4
	15 to 19		%	Sysmex Corporation	0.1	0.1	0.1
Gender	14 or younger		%	Sysmex Corporation	0	0	0
	Percentage of female employees		%	Sysmex Corporation	42.2	41.8	41.8
	Percentage of male employees		%	Sysmex Corporation	57.8	58.2	58.2
People with disabilities	Percentage of employees with disabilities		%	Group companies in Japan	2.31	2.38	2.69
Function	Sales		%	Sysmex Corporation	13.3	13.6	14.2
	Service		%	Sysmex Corporation	6.9	6.9	6.8
	SCM		%	Sysmex Corporation	1.9	1.8	1.7
	R&D		%	Sysmex Corporation	32.7	33.4	36.0
	Business Development		%	Sysmex Corporation	8.3	8.3	8.3
	Corporate		%	Sysmex Corporation	11.1	11.1	11.2
	RA/QA		%	Sysmex Corporation	2.6	2.8	2.8
	Manufacturing		%	Sysmex Corporation	23.2	22.2	18.9
Nationality	Percentage of employees with Japanese citizenship		%	Sysmex Corporation	97.2	97.1	97.1
	Percentage of employees with foreign citizenship		%	Sysmex Corporation	2.8	2.9	2.9
Type of recruitment	Newly graduated recruits		%	Sysmex Corporation	49.1	48.8	49.0
	Mid-career hires		%	Sysmex Corporation	37.7	39.0	39.5
	Others (reemployed workers, employees on loan, employees whose status has been changed, and employees transferred to other Group companies)		%	Sysmex Corporation	13.2	12.1	11.4
Executives diversity	Percentage of female executives		%	Sysmex Corporation	8.3	8.3	8.3
	Percentage of executives with foreign citizenship		%	Sysmex Corporation	16.7	16.7	16.7
	Percentage of executives who joined as mid-career hires		%	Sysmex Corporation	54.2	54.2	54.2
Percentage of female/male new employees	Newly graduated recruits	Men	%	Sysmex Corporation	64.9	61.3	57.0
		Women	%	Sysmex Corporation	35.1	38.7	43.0
	Mid-career hires	Men	%	Sysmex Corporation	74.5	83.0	63.5
		Women	%	Sysmex Corporation	25.5	17.0	36.5
Female manager ratio*1			%	Sysmex Corporation	10.1	10.3	10.0
Female next-generation manager rate*2			%	Sysmex Corporation	23.7	24.8	25.2

Item			Unit	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024
Rate of mid-career hires in managerial posts			%	Sysmex Corporation	41.7	39.8	39.0
Salary comparison between men and women*3	All employees	Total annual salary	%	Sysmex Corporation	56.2	58.4	68.1
	Regular employees (employees in managerial posts and general employees)	Total annual salary	%	Sysmex Corporation	72.1	74.2	78.7
	Nonregular employees (contract and part-time employees)	Total annual salary	%	Sysmex Corporation	39.6	35.9	44.2
	Employees in managerial posts	Base salary	%	Sysmex Corporation	94.9	94.7	96.1
		Total annual salary	%	Sysmex Corporation	93.1	94.0	96.2
	General employees	Base salary	%	Sysmex Corporation	88.7	88.6	89.1
		Total annual salary	%	Sysmex Corporation	80.1	82.1	84.7

*1 Ratio of women at director level or above

*2 Ratio of women at subsection chief or leader level

*3 Proportion of women’s salary to men’s salary

4. Leadership

	Item	Unit	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024
Confidence in leadership	Percentage of positive responses to confidence in leadership in the corporate culture survey*	%	Sysmex Corporation	58	60	63

* Percentage having a confidence score in executives and managerial posts of 4 or 5

5. Organizational Culture

	Item	Unit	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024
Engagement	Percentage of positive responses to engagement in the corporate culture survey*1	%	Sysmex Corporation	57	65	68
	Percentage of positive responses to the Sysmex Way in the corporate culture survey*2	%	Sysmex Corporation	69	70	70
	Percentage of positive responses to well-being in the corporate culture survey*3	%	Sysmex Corporation	56	57	59
	Corporate culture survey response rate	%	Sysmex Corporation	92	92	91
Promotion of diverse working styles and “smart work”	Percentage of employees returning after childcare leave	%	Sysmex Corporation	100	99	99
	Percentage of men taking childcare leave	%	Sysmex Corporation	62	61	77

*1 Percentage having an engagement score of 4 or 5

*2 Percentage having a Sysmex Way score of 4 or 5

*3 Percentage having a well-being score of 4 or 5

6. Health, Safety, and Well-being

	Item	Unit	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024
Lost work day rate*1		—	Sysmex Corporation	0.06	0.07	0.06
Lost-time injuries frequency rate*2		—	Sysmex Corporation	0.75	0.44	0.42
Work-related deaths*3		people	Sysmex Corporation	0	0	0
Work-related injuries and illnesses		people	Sysmex Corporation	5	3	3
Rate of attendance of health and safety training*4		%	Sysmex Corporation	—	93.3	96.4
Total annual working hours*5		hours	Sysmex Corporation	2,020	2,010	2,009
Total workdays lost		days	Sysmex Corporation	377	443	399
Total actual number of working hours		hours	Sysmex Corporation	6,624,722	6,859,072	7,132,258
Employees taking childcare leaves	Women	people	Sysmex Corporation	31	43	29
	Men	people	Sysmex Corporation	49	53	62
Employees working shorter hours for childcare	Women	people	Sysmex Corporation	148	153	134
	Men	people	Sysmex Corporation	5	3	3
Percentage of employees returning after childcare leaves	Women	%	Sysmex Corporation	100	97	97
	Men	%	Sysmex Corporation	100	100	100
Employees taking accumulated paid leave		people	Sysmex Corporation	123	153	154
Children in in-house daycare center	Total during year	people	Sysmex Corporation	21	30	25
	At fiscal year-end	people	Sysmex Corporation	19	26	24
Reemployment of personnel leaving for reasons of childcare or nursing care	New registrants	people	Sysmex Corporation	0	1	0
	Employees reemployed	people	Sysmex Corporation	1	0	0
	Percentage of reemployment	%	Sysmex Corporation	0	0	0
Percentage of employees having regular health checkups		%	Sysmex Corporation	100	100	100
Percentage of employees having thorough examinations through regular health checkups (i.e., percentage of employees having secondary examinations)		%	Sysmex Corporation	39.4	53.2	52.5

Item	Unit	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024
Percentage of employees receiving specific health guidance (i.e., percentage of employees with high health risks receiving health guidance)	%	Sysmex Corporation	7.9	7.3	16.2
Percentage of employees taking sick leaves (mental or physical)* ⁶	%	Sysmex Corporation	2.5	1.4	3.0
*1 Hours lost due to work-related accidents (lost work day rate) = (Total hours lost due to injuries and illnesses during the period/total working hours expected for the period) × 1,000 hours *2 Incidence of work-related accidents (lost-time injuries frequency rate) = (number of work-related accidents during the period/total working hours of employees during the period) × 1 million hours *3 Work-related death rate = (number of fatal work-related accidents/total number of employees) × 100 *4 Rate of attendance of training for new appointees to those in managerial positions (i.e., health and safety training), rate of attending safety and health training *5 Total annual hours worked per employee *6 Excluding employees under maternity health management					

7. Productivity

	Item	Unit	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024
EBIT (Earnings Before Interest and Taxes), sales, and profit per employee	Value-added productivity* ¹	thousand yen	Sysmex Corporation	13.6	14.8	15.0
	Sales per employee* ²	million yen	Sysmex Corporation	58	60	63
EBIT, sales, and profit per employee	EBIT per employee* ³	million yen	Sysmex Corporation	14	11	15
	Operating profit per employee* ⁵	million yen	Sysmex Corporation	14	16	16
Rol of human capital	Added value	million yen	Sysmex Corporation	97,920	108,809	114,291
	Rate of increase or decrease in real human capital investment* ⁶	%	Sysmex Corporation	4.7	1.0	1.0
	Rol of human capital* ⁷	%	Sysmex Corporation	155.7	167.9	173.1

*1 Value-added productivity = Added value/average number of employees during the period × average total annual working hours per employee
* Sysmex monitors value-added productivity to quantitatively track value created by human capital.
*2 Sales per employee = Sales/average number of employees during the period
*3 EBIT per employee = Current net income before tax + interest paid - interest received/average number of employees during the period
*4 Operating profit per employee = operating profit/average number of employees during the period
*5 Added value = Operating profit + total labor cost + depreciation
*6 Rate of increase or decrease in real human capital investment = rate of increase in employees × labor share
* Sysmex monitors the rate of increase or decrease in real human capital investment to track real investment in human capital to balance the number of employees and their pay.
*7 Rol of human capital = Operating profit/labor cost
Labor cost = Prime cost + sales and administration cost

8. Employment, Transfer, and Turnover

Item		Unit	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024
Average days necessary for employment	Average days necessary for employment of newly graduated recruits	days	Sysmex Corporation	38	48	65
	Average days necessary for employment of mid-career hires	days	Sysmex Corporation	161	155	188
Days necessary to fill important positions		days	Sysmex Corporation	0	0	0
Percentage of internal appointments* ¹		%	Sysmex Corporation	66.6	67.5	76.1
Percentage of internal appointments to important positions	Percentage of internal appointments to GG4 or higher positions* ²	%	Sysmex Corporation	100	100	92.3
Turnover ratio		%	Sysmex Corporation	3.4	2.8	2.4
Self-turnover rate		%	Sysmex Corporation	2.6	2.4	1.8
Turnover		people	Sysmex Corporation	90	80	73
Newly graduated recruits* ³	Total	people	Sysmex Corporation	104	124	152
	Men	people	Sysmex Corporation	64	68	97
	Women	people	Sysmex Corporation	40	56	55
	Non-Japanese	people	Sysmex Corporation	13	15	12
Mid-career hires* ³	Total	people	Sysmex Corporation	109	102	92
	Men	people	Sysmex Corporation	81	86	70
	Women	people	Sysmex Corporation	28	16	22
	Non-Japanese	people	Sysmex Corporation	1	3	3
Promotions to regular employees	Total	people	Sysmex Corporation	31	31	41
	Contract employees	people	Sysmex Corporation	16	16	19
	Temporary employees	people	Sysmex Corporation	15	15	22
Number of interns accepted	Total	people	Sysmex Corporation	811	970	880
	Non-Japanese	people	Sysmex Corporation	5	3	38

*1 Proportion of internal appointments = (number of internally appointed employees/total number of appointed employees) × 100
Internal appointments (number of transferred employees) = Number of transferred employees = Number of employees transferred between divisions + number of employees transferred between functions + total number of employees promoted and demoted
* Counting employees internally transferred as appointments to necessary positions.
Total number of appointments = number of transferred employees + number of mid-career hires + number of newly graduated recruits
*2 GG4 or higher positions: Global key positions
(GG: Abbreviation for global grade, a globally unified grade)
*3 Recruitment Results: Number of new hires from May 1st of the current year to April 30th of the following year.

9. Skills and Competence

	Item	Unit	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024
Total human resources development and training cost	Total human resources development and training cost	million yen	Sysmex Corporation	266	241	261
		million yen	Group	356	369	595
	Training cost per employee	thousand yen	Sysmex Corporation	92	83	82
		thousand yen	Group	50	45	51
	Training hours per employee	hours	Sysmex Corporation	42.8	55.3	53.4
		hours	Group	30.0	24.4	24.7

10. Workforce

Item			Unit	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024
Total number of employees*1			people	Sysmex Corporation	3,168	3,286	3,420
Total number of employees (full-time and part-time employees)	Full-time employees		people	Sysmex Corporation	2,822	2,946	3,085
	Part-time employees		people	Sysmex Corporation	346	340	335
Full-time equivalent (FTE)			FTE	Sysmex Corporation	3,079	3,198	3,331
Average age			years old	Sysmex Corporation	42.3	42.4	42.3
Average number of years of employment			years	Sysmex Corporation	12.6	12.7	12.7
Average annual salary			thousand yen	Sysmex Corporation	8,432	8,743	9,133
Number of Group employees	Japan	Men	people	—	2,323	2,426	2,520
		Women	people		1,750	1,787	1,855
		Total	people		4,073	4,213	4,375
	Americas	Men	people	—	934	972	989
		Women	people		574	621	626
		Total	people		1,508	1,593	1,615
	EMEA*2	Men	people	—	1,598	1,754	1,832
		Women	people		1,341	1,472	1,440
		Unaggregated	people		118	—	—
		Total	people		2,941	3,229	3,272
	China	Men	people	—	516	529	510
		Women	people		284	281	278
		Total	people		800	810	788
	Asia Pacific	Men	people	—	683	758	898
		Women	people		401	409	509
		Total	people		1,084	1,167	1,407
	Total*2	Men	people	—	6,054	6,439	6,749
		Women	people		4,350	4,570	4,708
		Total	people		10,522	11,012	11,457
Percentage of men and women in the Group	Japan	Men	%	—	57.0	57.6	57.6
		Women	%		43.0	42.4	42.4
	Americas	Men	%	—	61.9	61.0	61.2
		Women	%		38.1	39.0	38.8
	EMEA*3	Men	%	—	54.3	54.3	56.0
		Women	%		45.6	45.6	44.0
	China	Men	%	—	64.5	65.3	64.7
		Women	%		35.5	34.7	35.3
	Asia Pacific	Men	%	—	63.0	65.0	63.8
		Women	%		37.0	35.0	36.2
	Total*3	Men	%	—	60.1	60.6	58.9
Women		%	39.8		39.3	41.1	
Overseas employee ratio			%	Group	61.3	61.7	61.8

*1 Excluding temporary employees
*2 The total of male and female employees may not equal the total number of employees in fiscal year 2022 because the number of employees by gender is based on the aggregation of employees who reported their gender.
*3 The total of the percentages of male and female employees may not equal 100% in fiscal years 2022 and 2023 because the number of employees by gender is based on the aggregation of employees who reported their gender.

Performance Data

ISO 304141 Certification



Independent Auditors Report

To all the stakeholders of Sysmex Corporation

HC Produce Inc. has audited the data, statements, systems, and strategies for Human Capital reporting in the fiscal year of 2022 by Sysmex Corporation (Sysmex, non-consolidated) from June to July 2023.

HC Produce Inc. conducted conformance assessment audit in accordance with the Human Capital Reporting guideline of ISO 30414 with the validity until the October 16th, 2026. The audit includes interviews with Sysmex’s leadership and management teams of each metric, assessment of Sysmex’s data contents, guidelines and systems, assessment of Sysmex’s statements clarifying strategies and internal guidelines, and assessment of Sysmex’s external and internal reports for each metric of ISO 30414.

In our opinion, the data, statements, systems, and strategies referred to above fairly, in all material respects, the position of Sysmex as of 16th October 2023 results of their managements of Human Capital reporting, ended in conformance with ISO 30414.



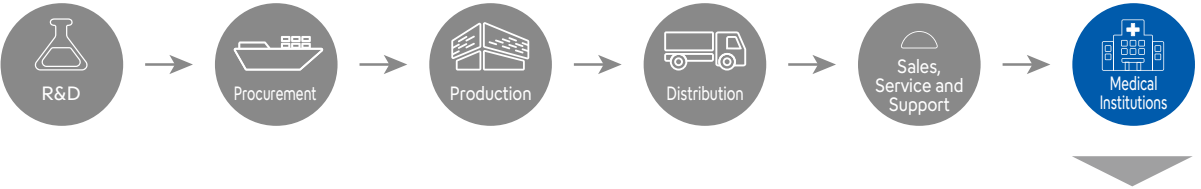
保坂 駿介
HC Produce Inc.
CEO Shunsuke Hosaka
October 16th 2023

Performance Data

Environmental Data

INPUT			
	Fiscal 2022	Fiscal 2023	Fiscal 2024
 Electricity (MWh)	54,466	52,965	55,218
 City gas (thousand m³)	1,585	1,415	1,416
 LPG (t)	17	15	11
 LNG (t)	0	0	0
 Heavy oil (kL)	0	0	0
 Kerosene (kL)	1	1	1
 Diesel oil (kL)	19	19	19
 Gasoline for fleet in Japan (kL)	3,116	3,432	3,674
 Diesel for fleet in Japan (kL)	1,200	1,172	782
 Water use volume (thousand m³)	501	542	558
 Office paper (t)	34	22	23
 PRTR (t)	0	0	0

Sysmex’s Business Activities



OUTPUT			
	Fiscal 2022	Fiscal 2023	Fiscal 2024
 Greenhouse gas emissions (Scope 1) (t-CO ₂)	13,986	13,925	13,449
 Greenhouse gas emissions (Scope 2) (t-CO ₂)	15,200	6,706	6,183
 Greenhouse gas emissions (Scope 3) (t-CO ₂)	587,575	564,191	581,743
 Waste emissions (t)	3,682	2,832	3,040
 Recycling rate (%)	80	80	81
 Wastewater volume (thousand m³)	303	254	292
 PRTR (t)	0	0	0

Item	Content			Unit	Fiscal 2020	
INPUT	Energy consumption	Consumption of non-renewable energy	Electricity (non-renewable)	MWh	42,287	
			City gas	1,000 m³	1,212	
			LPG	t	16	
			LNG	t	0	
			Heavy oil	kL	0	
			Kerosene	kL	1	
			Diesel oil	kL	13	
		Consumption of renewable energy	Electricity (renewable)	MWh	5,871	
		Consumption of other non-renewable energy	Gasoline (fleet)	kL	518	
			Diesel oil (fleet)		10	
		Total consumption (non-renewable energy)			MWh	137,723
		Total consumption			GJ	516,936
	Water use volume	Groundwater	1,000 m³	86		
		Purchased water		366		
		Total volume		452		
Amount of office paper used			t	30		
PRTR input			t	0		
OUTPUT	Greenhouse gas emissions Scope 1	CO ₂ emissions of energy consumption from stationary combustion sources		t-CO ₂	2,807	
		CO ₂ emissions from fleet			1,227	
		Total emissions			4,034	
	Greenhouse gas emissions Scope 2	Total emissions		t-CO ₂	15,476	
	Scopes 1 + 2	Total emissions		t-CO ₂	19,510	
	Greenhouse gas emissions Scope 3	Total emissions		t-CO ₂	—	
	Waste emissions	Total emissions		t	2,529	
		Total emissions (excluding sales offices in Japan)		t	2,411	
		Waste used for material recycling			1,711	
		Recycled waste (including energy recovery)			1,884	
		Total amount of waste disposal			527	
		Material recycling rate		%	71	
		Recycling rate (including energy recovery)			78	
	Wastewater volume	Total emissions		1,000 m³	270	
	PRTR output	Emissions		t	0	
		Transfers			0	
	Compliance	Violations of environmental regulations (e.g., air and water pollution)	Total amount of large fines		100 million yen	
Number of sanctions other than fines			Cases			
Significant spills and losses of chemical substances		Total number of cases		Cases		
		Total leakage volume		t		

*1 Coverage is calculated based on the number of employees.

*2 The boundary of GHG emissions for entities consolidated under the financial control criterion.

*3 Conversion factors and emission factors are based on the “Act on Promotion of Global Warming Countermeasures”.

*4 Japan: Adjusted emission factors from the list of emission factors for each electric power company released in accordance with the “Act on Promotion of Global Warming Countermeasures” (For submission in 2025)
Other countries: 2021 emission factors from the IEA Emission Factors 2023, IEA

Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2024 Coverage*1	Calculation Method and Other Note
42,970	45,778	16,787	15,574	99%*2	—
1,238	1,585	1,415	1,416		—
19	17	15	11		—
0	0	0	0		—
0	0	0	0		—
1	1	1	1		—
0	19	19	19		—
6,085	8,688	36,178	39,644		—
502	3,116	3,432	3,674		—
8	1,200	1,172	782		—
139,661	188,850	153,747	153,265		
524,686	711,139	683,731	694,470		Total consumption = Σ (consumption by energy type × conversion factor*3)
96	90	103	130	83%	—
391	410	439	428		—
487	501	542	558		—
28	34	22	23	27%	—
0	0	0	0	38%	The amount of PRTR substances handled at business sites that handle chemicals in Japan
2,836	3,649	2,994	2,987	99%*2	Emissions = Σ (fuel consumption × CO ₂ emission factor*3)
1,187	10,337	10,931	10,462		
4,023	13,986	13,925	13,449		Emissions = Σ (purchased electricity consumption × CO ₂ emission factor*4) + Σ (purchased steam consumption × CO ₂ emission factor*3)
15,901	15,200	6,706	6,183		
19,924	29,186	20,632	19,632		—
—	587,575	564,191	581,743	—	—
2,796	3,682	2,832	3,040	90%	Waste emissions = general waste emissions + industrial waste emissions
2,689	3,537	2,690	2,941	84%	—
1,929	2,445	1,777	1,880		Amount of waste converted into valuables as a result of a third-party process. Includes waste converted into fuel (such as RPF)
2,130	2,838	2,145	2,368		Amount of waste reused, used for material recycling, or used for energy recovery (thermal recycling)
559	699	545	572		Total amount of waste disposal = total emissions - recycled waste (including energy recovery)
72	69	66	64		—
79	80	80	81		—
273	303	254	292	83%	—
0	0	0	0	38%	Amount of PRTR emitted from business sites that handle chemicals in Japan
0	0	0	0		Amount of PRTR transferred from business sites that handle chemicals in Japan
0	0	0	0	100%	
0	0	0	0		
0	0	0	0		
0	0	0	0		

Scope3	FY2022 (t-CO ₂)	FY2023 (t-CO ₂)	FY2024 (t-CO ₂)
Category 1: Purchased goods and services	202,046	190,948	219,743
Category 2: Capital goods	103,273	124,569	118,261
Category 3: Fuel- and energy-related activities (not included in scope 1 or scope 2)	9,734	7,699	7,851
Category 4: Upstream transportation and distribution	87,270	69,164	72,326
Category 5: Waste generated in operations	4,588	5,648	5,774
Category 6: Business travel	1,084	1,197	1,245
Category 7: Employee commuting	2,352	2,595	2,699
Category 8: Upstream leased assets	0	0	0
Category 9: Downstream transportation and distribution	6,911	6,916	7,233
Category 10: Processing of sold products	0	0	0
Category 11: Use of sold products	154,796	139,649	130,042
Category 12: End-of-life treatment of sold products	15,491	15,795	16,558
Category 13: Downstream leased assets	0	0	0
Category 14: Franchises	0	0	0
Category 15: Investments	31	10	11
Total emissions	587,575	564,191	581,743

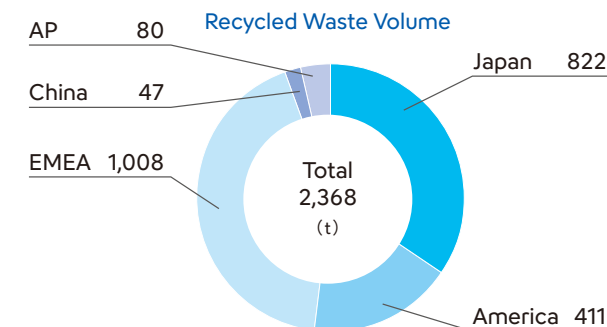
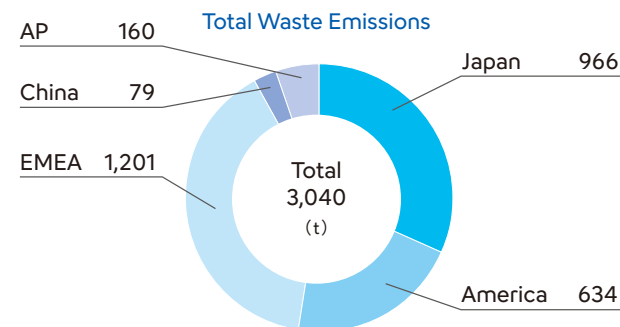
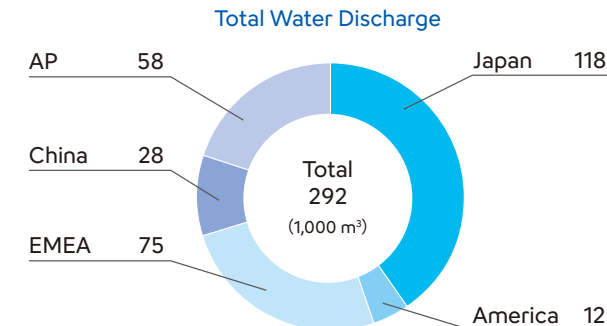
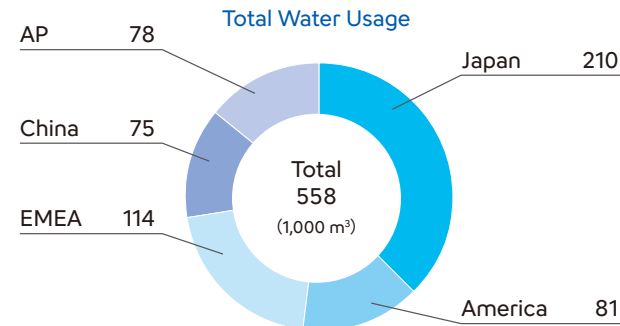
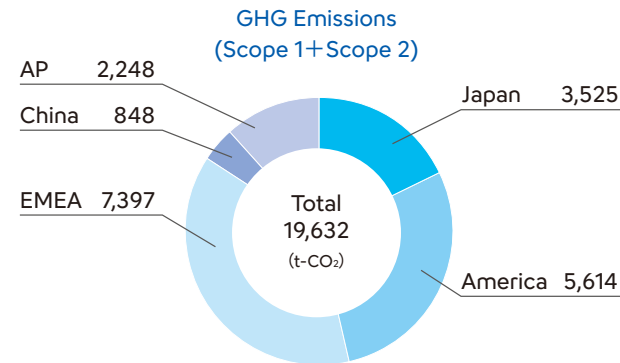
Global Core Indicators

Quantitative assessment of natural capital as recommended by TNFD

Indicator number	Factors of natural change	Measurement details	Unit	FY2024
—	Climate change	GHG Emissions Scope 1	t-CO ₂	13,449
		GHG Emissions Scope 2	t-CO ₂	6,183
		GHG Emissions Scope 3	t-CO ₂	581,743
C1.0	Land use change	Total area managed by the Sysmex group (status of major facilities described in the annual securities report)	m ²	401,621
C2.1	Pollution	Water Drainage	1,000 m ³	292
C2.2		Total Waste Emissions	t	3,040
C2.3		Recycling of containers and packaging materials and utilization rate of environmentally friendly materials	%	62
C2.4		PRTR emissions at domestic chemical sites	t	0
C3.0	Resource Use /Replenishment	Water withdrawals in water-stressed areas	1,000 m ³	97

Environmental Performance Data by Business Region

Quantitative assessment of dependency and impact



Performance Data

Independent Practitioner's Assurance





Appendix to Independent Assurance Report

GHG Emissions, Environmental and Social Performance Data

Table 1 GHG Emissions Data

Item			Quantity	Unit
Scope 1			13,449	t-CO2e
Scope 2 (Market-based)			6,183	t-CO2e
Scope 3	Category 2	Capital goods	118,261	t-CO2e

Table2 Environmental Performance Data

Item		Figure	Unit
Water withdrawals		558	thousand m ³
Domestic industrial Wastes Emissions		468	t
Energy consumption		694,470	GJ

Table3 Social Performance Data

Item		Figure	Unit
Female managers ratio (SYSMEX CORPORATION)		10.0	%



SOCOTEC Certification Japan: This appendix is a valid document as an appendix to the independent assurance report issued to SYSMEX CORPORATION on July 31, 2025.

APPENDIX 1 / 1