

March 13, 2023

Analytical and Measuring Instrument Business Briefing

Shimadzu Corporation

Yoshiaki Mase, Senior Managing Executive Officer and

Analytical and Measuring Instrument Division General Manager

Agenda

I. Overview of AMI Business

- 1) Performance Trends
- 2) Percentage of Sales
- 3) Product Portfolio

II. Growth Strategy for AMI Business

- 1) Growth Strategy Overview
- 2) Healthcare Strategy
- 3) GX (Green Transformation) strategy
- 4) Product Strategy
- 5) Strategy in North America

III. Introduction of Shimadzu Tokyo Innovation Plaza

General Manager, Mase

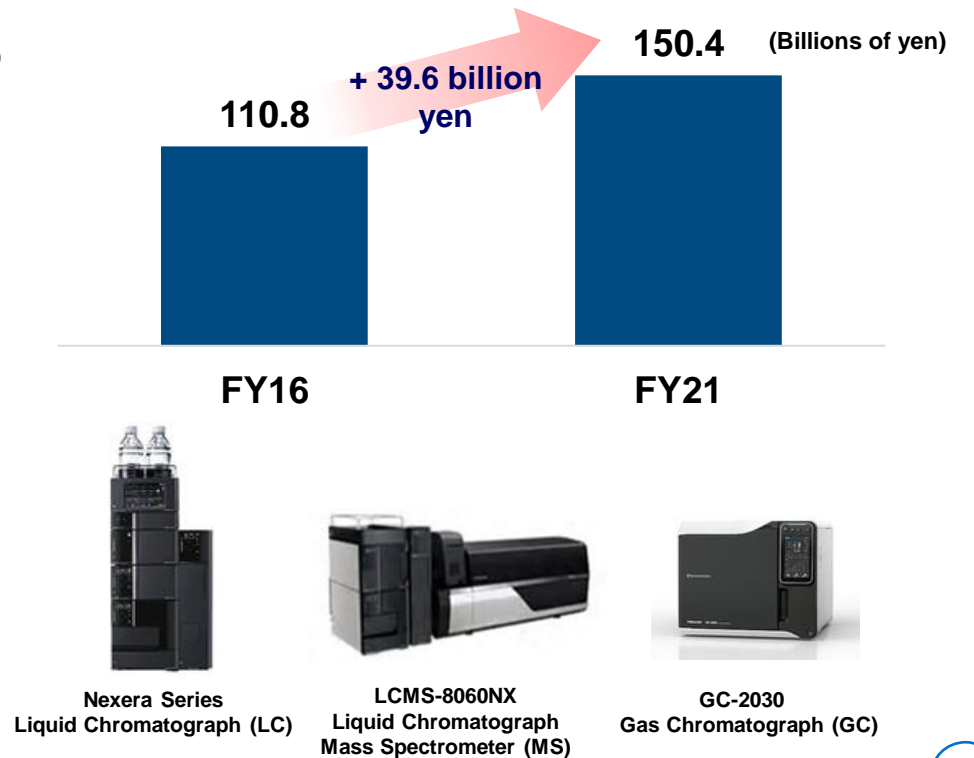
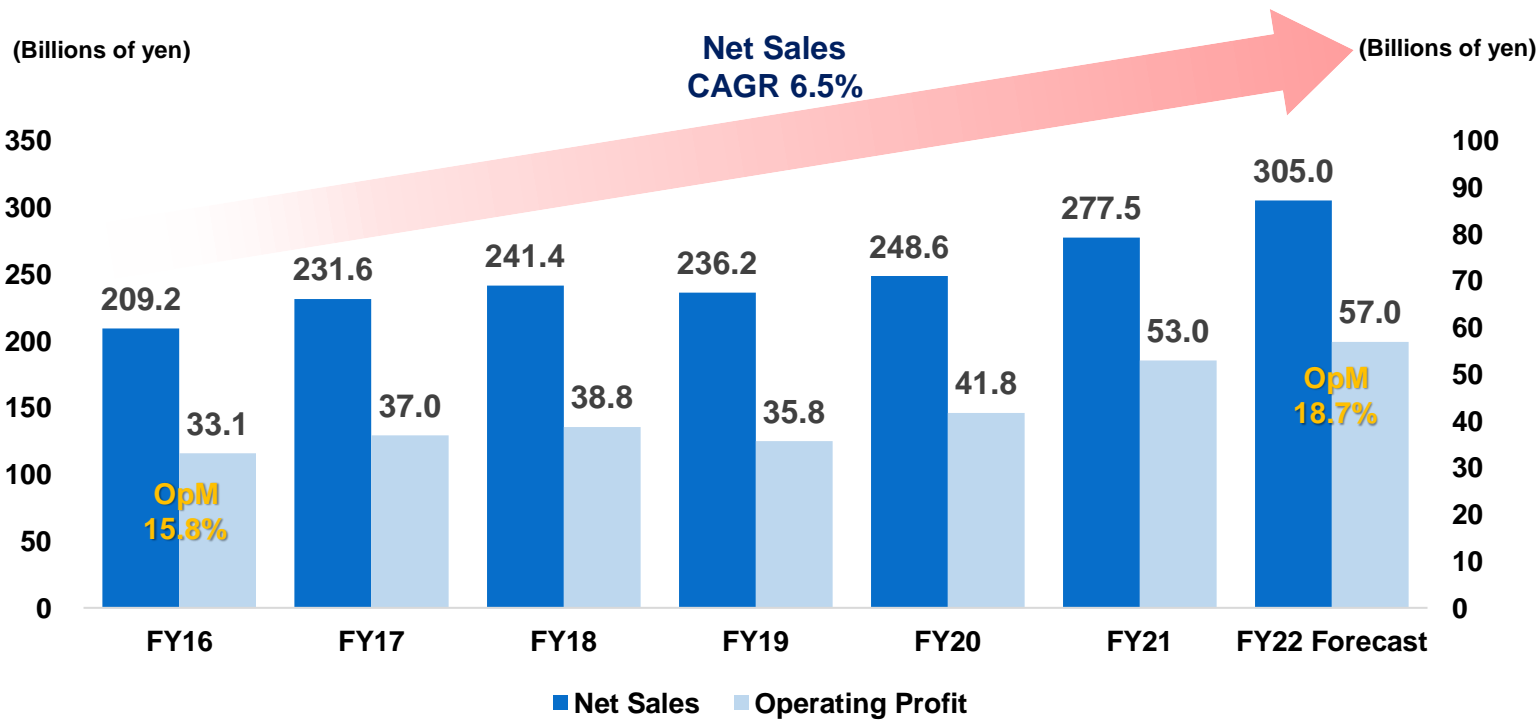
Deputy General Manager, Matoba
Deputy General Manager, Nakai
Deputy General Manager, Tomita
Deputy General Manager, Okazaki
Deputy General Manager, Okazaki

I Overview of AMI Business

1) Performance Trends

- Sales CAGR of **6.5%** in FY 2016 to FY 2022 (forecast), higher than the analysis equipment market average of 4.5%
- Operating profit margin for measuring instruments is expected to **significantly improve to 18.7%**, an improvement of 2.9%pt, driven by high-profit, key models (LC, MS, and GC)

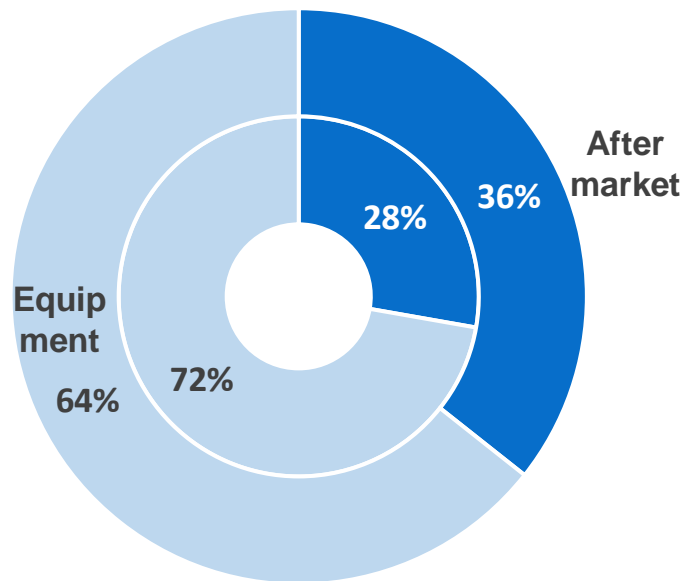
Sales of Key Models (LC, MS, and GC)



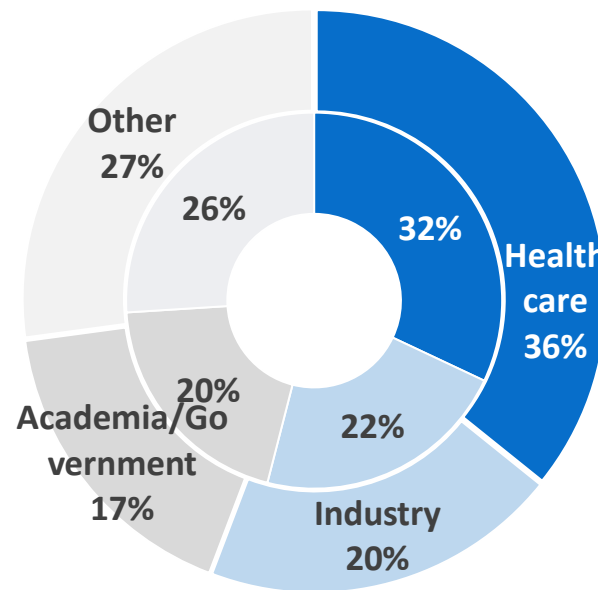
2) Percentage of Sales

- Aftermarket ratio improved 8pt to **36%** in FY 2016 to FY 2021 by promoting consumables development
- By market, **Healthcare** grew. By region, **overseas sales ratio increased**

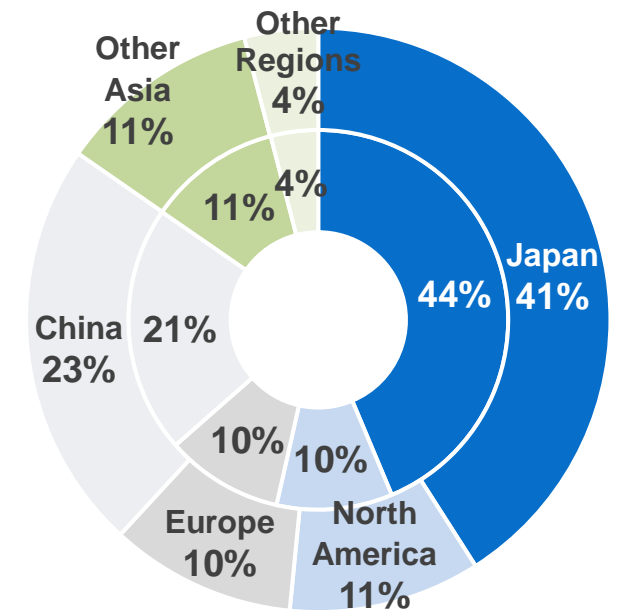
Aftermarket Ratio



Ratio by Market



Ratio by Region



*Pie chart outer rings indicate FY 2021 results and inner rings indicate FY 2016 results

3) Product Portfolio

LC-2050/2060
Integrated High-Performance Liquid Chromatograph

Nexera XS inert
Ultra High-Performance Liquid Chromatograph

LCMS-9050
Mass Spectrometer

LCMS-8060NX
Mass Spectrometer

LCMS-2050
Compact SQMS

CLAM-2040
Fully Automated Sample Preparation Module for LCMS

MALDI-8030
Dual-Polarity Benchtop Linear MALDI-TOF Mass Spectrometer

E484A
Primer/Probe Set for COVID-19 Variant (Omicron) Detection

Nexis GC-2030
Gas Chromatograph

AIRsight
Infrared Raman Microscope

AA -7800 Series
Atomic Absorption Spectrophotometer

Xseeker 8000
Microfocus X-ray CT System

AXIS ULTRA2
Photoelectron Spectrometer

AUTOGRAPH AGX-V2 Series
Precision Universal Testing Machine

IRXross
Fourier Transform Infrared Spectrophotometer

TOC-1000e
On-Line TOC Analyzer for Purified Water

SPM-Nanoa
Scanning Probe Microscope/ Atomic Force Microscope

AP225W-AD
Electronic Balance

Amyloid MS CL
Amyloid for Measuring Amyloid Peptides in the blood

LCMS-2050
Compact SQMS

ICPMS-2030
ICP Mass Spectrometer

II Growth Strategy for AMI Business

1 Growth Strategy Overview

1) Policy and Business Areas of the New Mid-term Plan

Basic Policy

Strengthen relationships with global partners and **co-create a sustainable society** focusing on **healthcare and GX (Green Transformation)**, the areas of creating social value.

Business Areas

Field	Business areas	Issues for Achieving a Sustainable Society	Our Company's Initiatives
Wellbeing of Mankind	Healthcare	<ul style="list-style-type: none"> Overcoming diseases such as cancer, lifestyle-related diseases, infectious diseases, neurological and mental diseases Efforts to increase healthy life expectancy as global population ages 	<ul style="list-style-type: none"> Pharmaceutical market: Expand business with focused investment on nucleic acid field and North America Clinical market: Expand business by focusing clinical diagnostics, microbiological testing, and cell related Supporting the provision of functional foods and other products that contribute to human health through collaboration with partners
Wellbeing of the Earth	GX(Green)	<ul style="list-style-type: none"> Realization of a sustainable society through the spread of new energy sources such as hydrogen and bio-manufacturing Measures to address environmental pollution and regulations, such as new issues such as microplastics and PFAS 	<ul style="list-style-type: none"> Supporting R&D toward a sustainable society and providing total measuring solutions in the supply chain Contributing to the creation of new industries such as bio-manufacturing and hydrogen Development and global standardization of measurement methods for new environmental pollution regulations

2) Basic Strategy

Strategic Area	Item	Main Measures
Field Strategy	Healthcare (Pharmaceutical, Food, and Clinical)	<ul style="list-style-type: none"> Focusing on nucleic acids and gaining market share of western pharmaceuticals in small molecules Increase market share and brand by working on functional foods and alternative proteins Business development focused on clinical diagnostics, microbiological testing, and cell-related business, and system establishment to acquire the Pharmaceutical and Medical Device Act
	GX (Green)	<ul style="list-style-type: none"> Building new standard measuring methods by strengthening relationships with regulatory setters such as NEDO Global business expansion by both application and new product strategy Providing total measuring solutions for new industries such as bio-manufacturing and hydrogen energy
Development Strategy	Key Businesses (LC, MS)	<ul style="list-style-type: none"> For LC, launch new products and promote collaboration with column vendors For MS, launch new products of LCMS, GCMS and increase competitiveness through software applications
	Strengthening Business	<ul style="list-style-type: none"> Meeting automation needs and enhancing pre-processing, including robots Introducing new testing machines for EV market and microplastic analysis equipment
Regional strategy	North America	<ul style="list-style-type: none"> Establishing a development base in the North America, developing advanced technologies, and acquiring a clinical business base Promotion of application, sales and service strategies
	*Other Areas	<ul style="list-style-type: none"> Developing green markets in Europe and food markets in Asia Targeting high-end customers in China and strengthening software in India Expand global business such as by strengthening global sales base
Strategy by function	*Manufacturing And Service	<ul style="list-style-type: none"> Response to preferential treatment for domestic products in China and supply chain issues Building foundation such as quality platform and simplified installation
	Application Development (Solutions COE: Solutions Center of Excellence)	<ul style="list-style-type: none"> Providing solutions by market-in based at Shimadzu Tokyo Innovation Plaza Strengthen collaboration with industry partners to develop business models for social implementation

*Omitted from this PPT.

2 Healthcare Strategy

Pharmaceutical Strategy by Classification

- The pharmaceutical market as a growth market, small molecules growing globally, large molecules growing in Europe and Asia, and nucleic acid drugs growing in Europe and America
- Building competitive advantage by focused investment in medium-molecular nucleic acid drugs and upfront investment in North America in cell and gene therapy

Classification	2020 to 2026 CAGR*	Market Environment	Our Company's Strategy
Small Molecules	3.5%	<ul style="list-style-type: none"> • More generic manufacturers, CROs and CDMOs • Continuous production and real-time release testing are trending 	<ul style="list-style-type: none"> • Increasing the market share of LC and LCMS with preparative LC and supercritical fluid chromatograph (SFC) as core products
Large Molecules (Antibodies)	6.1%	<ul style="list-style-type: none"> • Expansion in Europe, China, India and South Korea • Biosimilars are limited due to the complexity of the process • More CROs and CDMOs 	<ul style="list-style-type: none"> • Sales expansion of sugar chain analysis pre-treatment system and MS product development
Medium Molecules (Nucleic Acid)	16.6%	<ul style="list-style-type: none"> • Growing rapidly, mainly in Europe and America • More CDMOs 	<ul style="list-style-type: none"> • Expand business by increasing lineups to include customers using competitors' products with our preparative purification products
Cell Therapy Gene Therapy	36.3% 27.1%	<ul style="list-style-type: none"> • Growth markets in Europe and North America • Regulation in progress 	<ul style="list-style-type: none"> • Promote acquisition of cutting-edge technologies in North America • Enter the therapy market from the media business and search for LCMS applications

*Source: the Ministry of Economy, Trade and Industry: Enhancing Bio CMO/CDMO

Initiatives for the Food Field

- Increase market share in the food industry through initiatives in the functional food field, such as collaboration with NARO.
- Promoting market creation and standardization in new markets such as the alternative protein industry
- Providing a total solution of pre-processing + analysis + data analysis
- Standardization - Strengthen application development and human resource development in standardization efforts

Current Initiatives

- Databases such as method packages are our company's strength
- Mainly providing pesticide residues, mycotoxins, food deception and microbial identification
- Enhance digital marketing while expanding LCMS and GCMS applications
- Strengthen standardisation strategies in the food sector

Future Initiatives

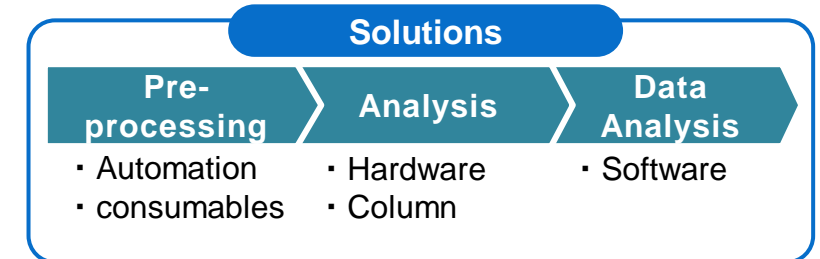
Functional Food

- Development of new methods with NARO
- Standardization of Methods
- Collaborative development with customers in testing labs
- Contributing to the realization of a healthy and long-lived society
 - Provision of functional foods
 - Empirical validation in a cohort



Acquisition of Products and Technologies

- Competitively advanced solution offerings in the food sector



Participation in New Field Start-up

- Initiatives toward the alternative protein industry
- New market development and regulatory trend research

Initiatives for Standardization

- Rapid application development
- Human resources development
- Starting in Japan and expanding to Asia

Basic Strategy of Clinical Business

- Focusing on the three areas of **Clinical Diagnostics, Microbiological Testing, and Cell Related Business**
- With the use of **NISSUI PHARMACEUTICALS (Shimadzu Diagnostics from April 2023)** and **proprietary technologies, accelerate growth in this business with an eye toward M&A and other opportunities**

Clinical Business


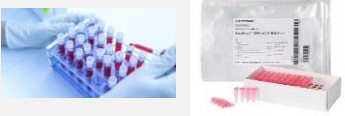




Business Growth in Focused Areas

Clinical Diagnostics

Microbiological Testing

Cell Related

Building Business Foundation

Area	Strategy		
<p>① Clinical Diagnostics</p>	<p>Platform</p> 	<p>Consumables (Reagents)</p> 	<ul style="list-style-type: none"> ● Build a platform, expand sales of systems, and expand recurring business ● Synergy between Nissui and Alsachim
<p>② Microbiological Testing (Clinical)</p>	<p>Platform</p> 	<p>Consumables (Reagents)</p> 	<ul style="list-style-type: none"> ● One-stop delivery of products related to microbial testing ● Utilizing product technology of both Shimadzu and NISSUI Pharma
<p>③ Cell Related Business</p>	<p>Contract Services</p> 	<p>Consumables and Analysis System</p> 	<ul style="list-style-type: none"> ● Expansion of commercial products (synergy between Analytical & Measuring technology and NISSUI's culture medium technology) ● Launch of contract services
<p>Building Business Foundation</p>	<p>Aim for a local production and consumption system to manufacture and sell reagents and to comply with the pharmaceutical manufacturers act in each region</p>		

Regional Strategies (1) Clinical Diagnosis

- Build platforms in three areas: LCMS, immunoassay and genetic testing
- Synergies with Alsachim and Development of clinical laboratory systems, including consumables (reagents), and expansion of recalling business through with NISSUI PHARMACEUTICALS

Ideal Business Model

Hospitals/Laboratories: Laboratory Automation System (LAS) / Laboratory Information System (LIS)

LCMS Platform

CLAM (Automatic LCMS Pretreatment System) + LCMS

Features:

Approved LCMS for clinical use (First in Japan)

Strengths

Component analysis technology (Mass Spectrometry)



Immunoassay Platform

Amyloid MS CL, microbial identification

Features:

The world's first test (amyloid β) compliant with PMD Act
Characteristic database (microbes)

Strengths

Accurate proprietary diagnostic formula (amyloid β)
Inspection lineup (microorganisms)



Genetic Testing Platform

AutoAmp (fully automated PCR test equipment)

Features:

No sample processing required (AutoAmp)

Strengths

Institutional measurement (Test results available promptly)



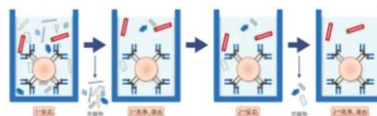
Instruments

Consumables (Reagents)

- 1) Biochemical test
- 2) TDM (IVDR* supported)

*IVDR = In Vitro Diagnostics Regulation

- 1) Amyloid β blood test kit



- 2) Microorganism identification test kit

- 1) Testing for infectious diseases (mainly IVDR* compliant)
- 2) Disease-related genetic testing

*IVDR = In Vitro Diagnostics Regulation



NISSUI PHARMACEUTICALS



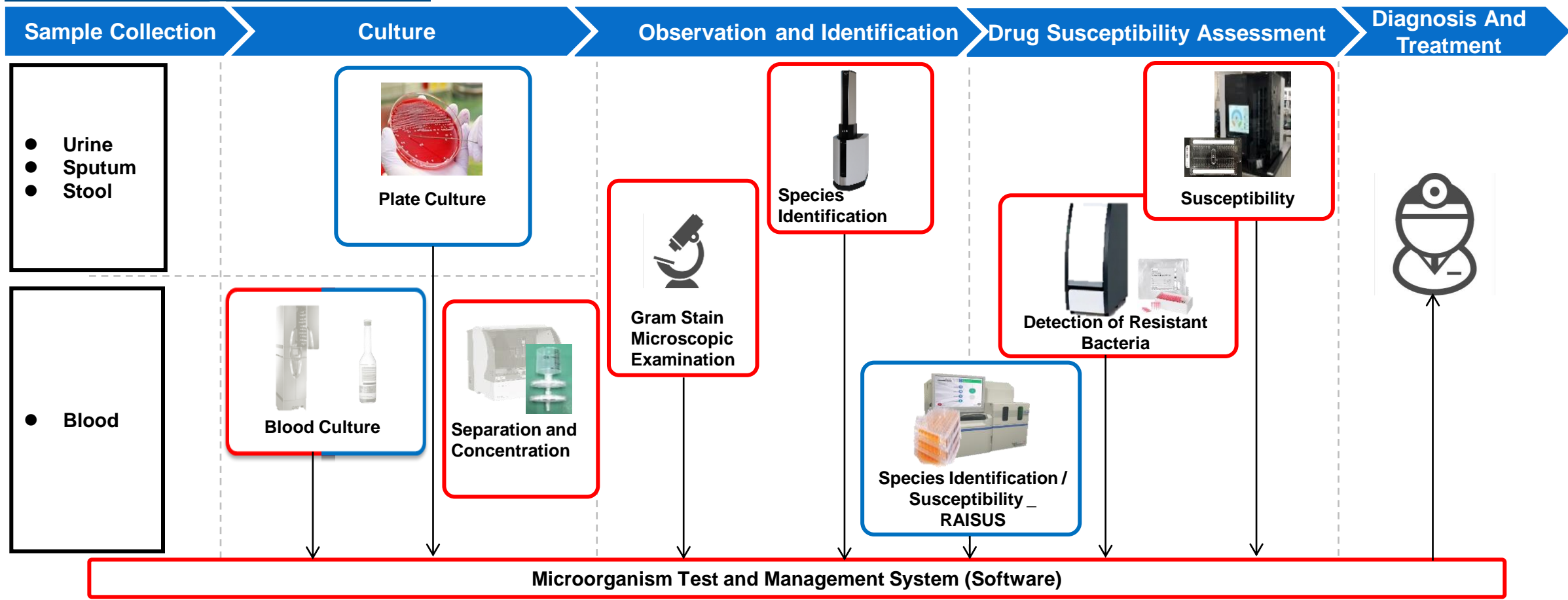
ALSACHIM
a Shimadzu Group Company

Regional Strategies (2) Microbiological Testing

 Our company Development
 NISSUI PHARMACEUTICALS PRODUCTS
 Information flow


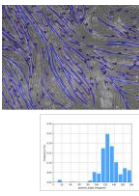


- Microbiological testing is a battery of tests to identify pathogens and select effective antibiotics.
- One-stop distribution of microbiological testing-related products throughout the entire Shimadzu Group in each process to improve testing workflows
- Using testing equipment as a platform to expand consumables to expand the recycling business

Ideal Business Model



Regional Strategies (3) Cell-related Business

- Enter the regenerative medicine/cell therapy market by utilizing our company's measuring and analysis technology and NISSUI's culture medium technology, and Shimadzu Techno Research/NISSUI's contract functions.
- Supporting pharmaceutical/venture companies to bridge from R&D to clinical application to advance global expansion

		R&D		Clinical Application	
Ideal Business Model	Medium Analysis	Image Analysis	Custom Media	Safety Test Kit	
		<p>LCMS AI optimization of culture conditions</p> 	<p>Cell Pocket</p> 		<p>Negative test</p> <ul style="list-style-type: none"> • Mycoplasma • Virus • Microorganisms <p>Pyrogen test</p>
Headquarters	Product sales	Product sales	Product sales	Product sales	
Shimadzu Techno Research	Fiduciary Services	Fiduciary Services			<p>LCMS</p> <p>Fiduciary Services</p>
NISSUI PHARMACEUTICALS	For Custom Media Fiduciary Services	<p>Based on LCMS data Customization</p> 	Product sales	<p>PCR</p> <p>Product sales Fiduciary Services</p>	

3 GX (Green) Strategy

GX Vision

Contributing to Society by Providing Solutions to New Measurement Needs

- Focus on four areas: bio-manufacturing, new/creating/storing energy, environment/regulation, and materials/next-generation mobility
- Expand business from both strategies of application and new product
- For standardization and regulatory response, strengthen relationships with NEDO in Japan, EPA* and ISO in overseas

GX 4 field

GX, Environment and Energy

Bio-manufacturing

- Biochemicals and biofuels

New/creating/storing energy

- Hydrogen/Ammonia
- Next-generation batteries
- renewable energy

Environment/Regulation

- CO₂ Absorbing Concrete
- PFAS
- Microplastics and greenhouse gases

Materials

Materials/Next-generation Mobility

- Development of new materials (lightweight materials, etc.)



Application Strategy

- Support sales activities using existing applications
 - **Promotion of development of new GX applications** and overseas expansion
- Made from CO₂
Bio-manufacturing

Environment/
Regulation

New/
Creating/
Storing Energy

Materials/
Next-generation
Mobility

New Product Strategy

- Standardization and regulation from the development stage
- **Introduce new products from lab scale** and scale up

Standardization, Regulatory Response Strategy

- Strengthening relationships with NEDO in Japan and EPA*, ISO and other standards accreditation bodies overseas

Standardizing and offering globally

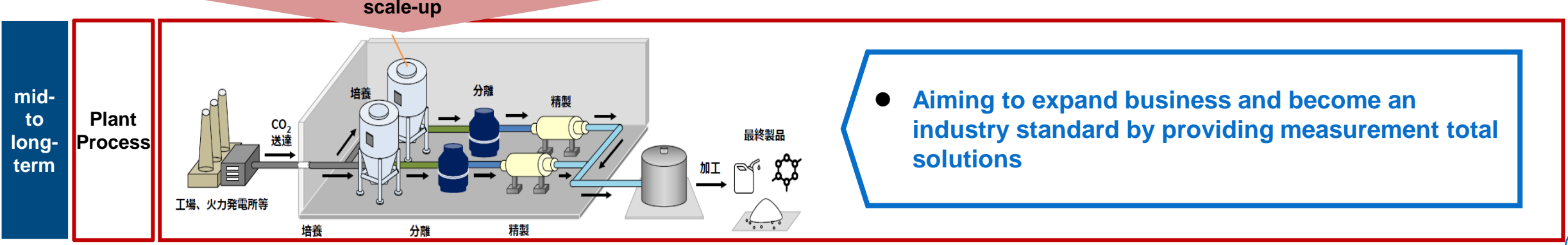
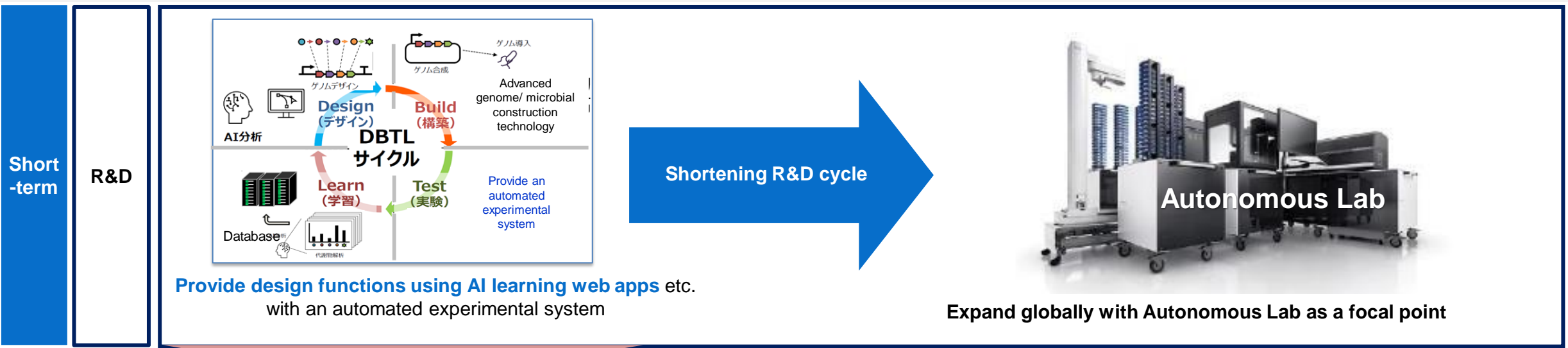


Providing total solutions, including sensors and consumables

*EPA = U.S. Environmental Protection Agency


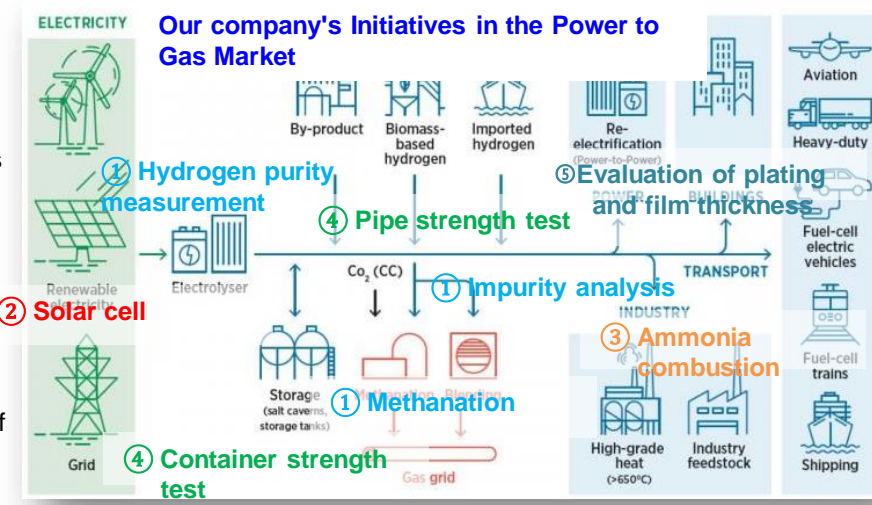




Initiatives in Bio-manufacturing Technology using CO₂ as Raw Material

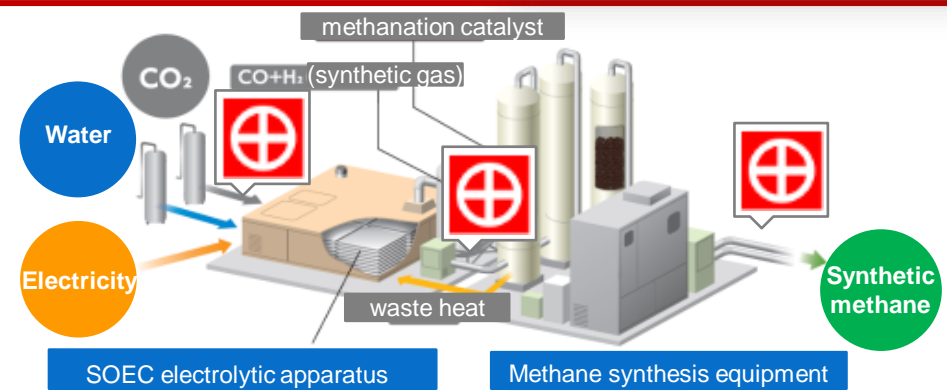
- Short-term: Building a development base for high-dimensional, multi-specimen, high-speed productivity evaluation system from the R&D stage to the plant stage. In R&D, shortening R&D cycles through automation and AI and standardizing analytical methods mainly by Autonomous Labs.
- Mid- to long-term: Providing total measuring solutions with Analyzers such as GC systems, process analysis technology, culture media, consumables, etc., in the plant process.



Initiatives for a Hydrogen Society

- Short-term: Leveraging the **strengths of our product lineup** to provide applications for the stages of hydrogen production, transportation, utilization, etc.
- Mid- to long-term: Proposing **on-site measuring solutions** such as System GC etc., for plants

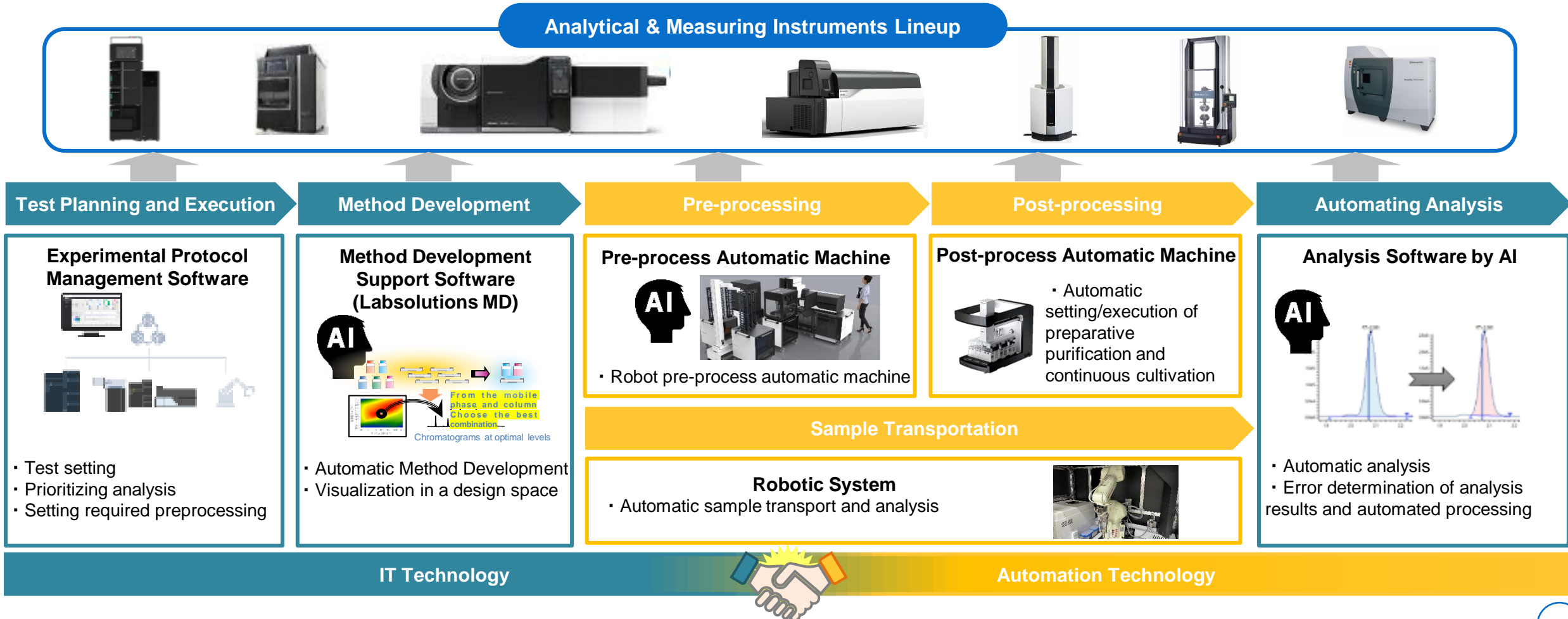
Short-term	R&D	<p>① GC system</p>  <ul style="list-style-type: none"> ● Fast sampling/analysis 	<p>Our company's Initiatives in the Power to Gas Market</p> 	<p>③ Gas analyser</p>  <ul style="list-style-type: none"> ● NOx monitor in exhaust gas 	<p>④ Material testing machine</p>  <ul style="list-style-type: none"> ● Hydrogen storage tank material evaluation
		<p>② High-end UVs</p>  <ul style="list-style-type: none"> ● Transmittance measurement of glass 		<p>⑤ X-ray fluorescence analyzer</p>  <ul style="list-style-type: none"> ● Catalytic measurement on film ● Plating film thickness evaluation 	

mid-to long-term	Plant Process		<ul style="list-style-type: none"> ● Proposing solutions for plants scaled up from the lab level ● Providing products needed for on-site measurement
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4 Product Strategy

Promotion of Development for Future Lab

- Across models, **IT and automation technology** will be a key part of supporting the entire customer field
- Using **AI technology** to help run labs struggling to develop experts, **not relying on individual expert's skills**



Liquid Chromatograph

	Looking Back	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Product Launch History	<ul style="list-style-type: none"> Extensive coverage of the entire market with a wide range of equipment Integrated LC i-series grew into flagship product Active use of pretreatment automation, etc. started Widespread product enhancement including preparative and supercritical fluid chromatographs 		i-Series (1st) Integrated LC & UHPLC-like 	Nexera UC High Performance Analysis SFC and SFE 	i-Series Plus (2nd) 	Nexera Prep 	Nexera UC Prep 	Nexera 40 Series 	i-Series (3rd)  HIC-ESP 	Nexera XS inert 	Nexera lite inert 
Strategy	<ul style="list-style-type: none"> Enhance preparative LC, analysis & preparative SFC with focus on Drug Discovery & Synthesis Division/CRO Enhance collaboration with column vendors Promote the Automatic Pretreatment Business with a Focus on the Clinical Market Easy-to-use LC systems such as chip LC 										

Mass Spectrometer

Product Launch History


Strategy

Looking Back	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
<ul style="list-style-type: none"> LCMS-TQ expanded its mid- to high-end models, while SQ released new products with a reduced footprint. Launched Q-TOF to areas with lower entry barriers Strengthened brand by upgrading products with a series of functional improvements 	LCMS-8050 	LCMS-8060 	LCMS-8045 	LCMS-9030 	LCMS-8060NX 	LCMS-9050 					
	GCMS-TQ8040 		GCMS-QP2020 	GCMS-TQ8050 	GCMS-QP2020NX GCMS-TQ8050NX/8040NX 						
										LCMS-2050 	

- Strengthen core products
- Build a business base in clinical fields such as amyloid MS
- In addition to automated pretreatment + LCMS, expand sales to the clinical field with middleware (new external collaboration) that connects with hospital informers and reagent kits
- Jointly develop software with customers for each field
- Enhance usage method packages

Gas Chromatograph

Product Launch History

Looking Back	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<ul style="list-style-type: none"> Expanded product lineup by introducing high-end models and mid-range products Strengthened auto samplers and other peripherals to expand sales in chemical and pharmaceutical markets 	Tracera (BID Detector) 	GC-2014S 	HS-10 		GC-2030 		SCD-2030 		AOC-30 	
					GC-2010Pro 			GC-2030 	HS-20NX 	













Strategy

- Strengthen core products
- Develop new markets by capturing the GX field
- Expand System GC globally

Testing Machine

Product Launch History

Strategy

Summary	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<ul style="list-style-type: none"> • Launch of middle-low end pull testing machine increased sales mainly in the Asian market • Expanded applications with the introduction of a high-end tensile testing machine with enhanced functions • Introduced an automated robotic machine system that combined multiple measurement modules 	<p>High Capacity AGSX TRAPEZIUMX</p> 	<p>Micro Vickers HMV-G 21</p> 	<p>Extensometer</p> 	<p>NJ-SERVO</p> 	<p>HITS-X</p> 	<p>Type 76 valve</p>  <p>Micro Vickers HMV-G 31</p> 	<p>AGX-V TRAPEZIUMX-V</p> 	<p>StrainView</p> 	<p>EMT-5kN</p> 	<p>LabSolution AG</p>  <p>New TCE</p> 

- Promote automation by combined system of testing machine and robot
- Enhance data integrity features to prevent data tampering
- Expand sales in the GX market with the introduction of large testing machine related to green power generation such as hydrogen and wind power

5 Strategy in North America

Strategy in North America

- Expend business in pharmaceutical and clinical fields, with North America leading the world. In the environmental field, **strengthen app development and increase GTA customers share.**
- **Pharmaceutical field:** Strengthen market awareness with our strength in **preparative purification system, develop technologies & products in line with market needs,** and launch competitive products.
- **Clinical field:** Establish a business base in the **three focused markets of clinical diagnostics, microbiological testing and cell-related business**

	Pharmaceutical	Clinical	Environment
Purpose	<ul style="list-style-type: none"> ● Establishing competitive advantage in nucleic acids ● Increase market share by preparative LC system in the small molecular field 	<ul style="list-style-type: none"> ● Building a business base in the markets of clinical diagnostics, microbial testing, cell-related business 	<ul style="list-style-type: none"> ● Creating leads and increasing market share among GTA* customers, who are heavy users of GCMS and LCMS
Target Customer	Large pharmaceutical companies, bio-ventures, CROs, CDMOs	Hospitals, clinics, bio-ventures, CROs, CDMOs	Testing lab (public and private)
Function	<ul style="list-style-type: none"> ● In addition to sales, expand development, manufacturing, and services to improve the supply chain 	<ul style="list-style-type: none"> ● Clinical diagnosis and microbiological testing: Sales of equipment/reagents, development of new markets and development of products ● Cell business: Aim to launch CDMO business from contract testing 	<ul style="list-style-type: none"> ● Marketing by sector, application development, and technical support for GTA customers
Strategy	<ul style="list-style-type: none"> ● Establishing development base in North America Product development of LC and MS targeting the pharmaceutical industry with local needs	<ul style="list-style-type: none"> ● System establishment to respond to FDA ● Establish a system to obtain FDA 	<ul style="list-style-type: none"> ● Initiatives for International standardization ● Developing apps to solve social issues ● Identify customer needs through collaboration with GTA customers

*GTA: Global Testing Account

Strengthening the North American Development Structure

- **Establishing Application Centers and Development Centers on the West and East Coasts, respectively. Together with Maryland, building a development structure at three sites**
- **The North American Development Center will pick up needs close to customers while working closely with innovation centers and development units and launching timely products**
- **For LC, enhancing preparative purification technology. For MS, developing cutting-edge technology products**

Phase 2

West Coast Development Center (Newly Establishing)

Collaborating with pharmaceutical and biotechnology companies and ventures to develop products that meet customer needs



Phase 3

East Coast Development Center (Newly Establishing)

- Collaborate with leading pharmaceutical upstream divisions and academia to develop MS equipped with cutting-edge technology

in Maryland Innovation Center (Expanded)

- Purpose: Promote joint research and development with important customers with advanced technologies
- Founded: 2015

Application Development Center

- Purpose: LCMS-centric application development and customer support for North American customer needs
- Founded: 2021

Phase 1

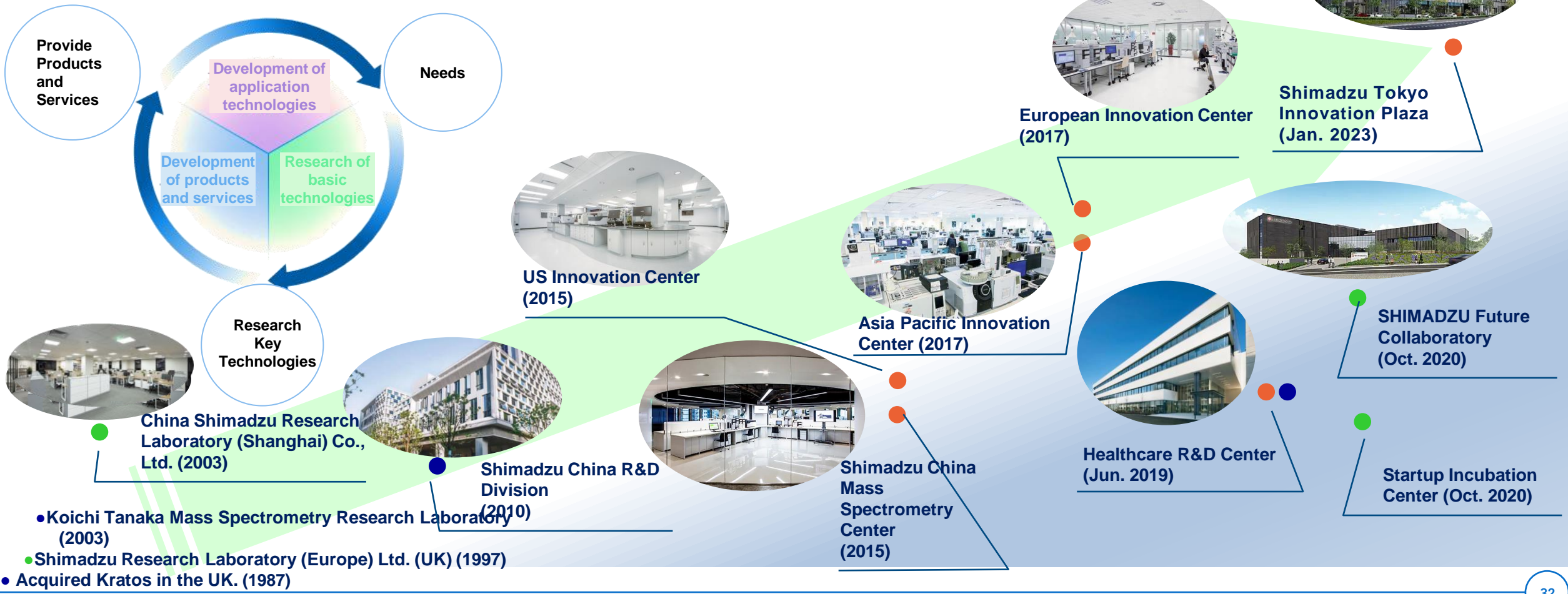


Introduction of Shimadzu Tokyo Innovation Plaza

Global R&D Base

- Expansion of application development functions to strengthen the global growth base
- Development of basic technologies to accelerate innovation and promote new business creation
- Promoting advanced technology development and commercialization through joint research and open innovation

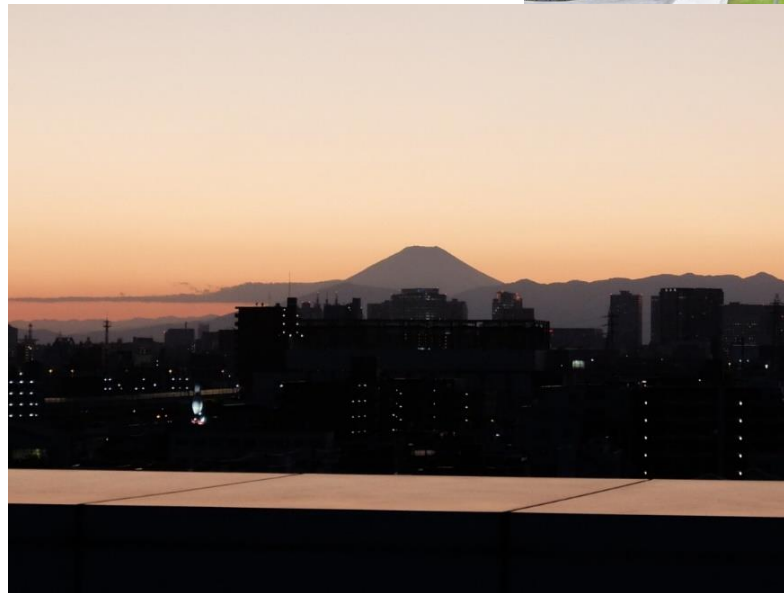
- Research of Basic Technologies
- Development of Products and Services
- Development of Application Technologies

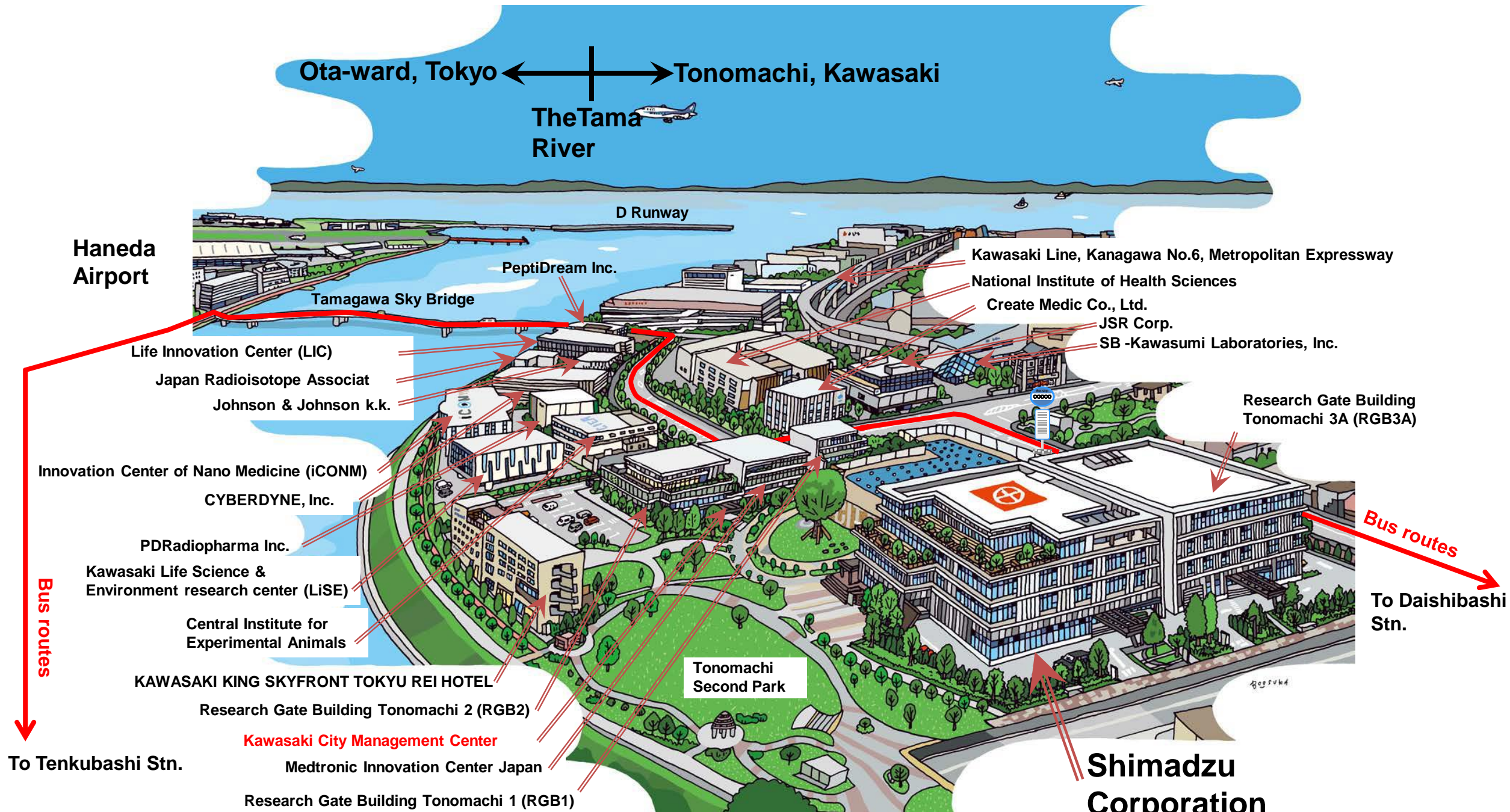


Shimadzu Tokyo Innovation Plaza

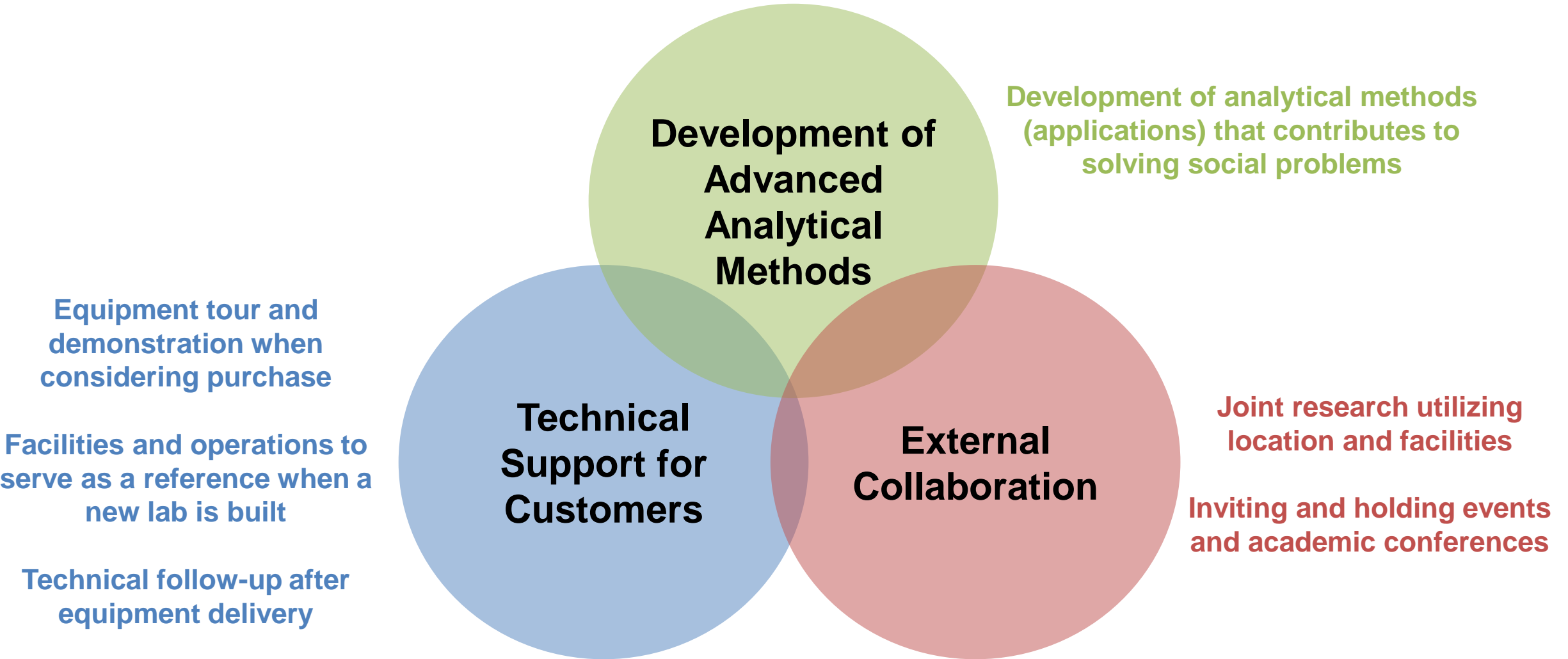
Concept: "Fascinating and Connected Innovation Plaza"

- **Name: Shimadzu Tokyo Innovation Plaza
(Tonomachi Works)**
- **Building: Four stories above ground**
- **Floor Area: 9,503 m²**
- **Staff Capacity: approximately 100**
- **Completion: October 2022**

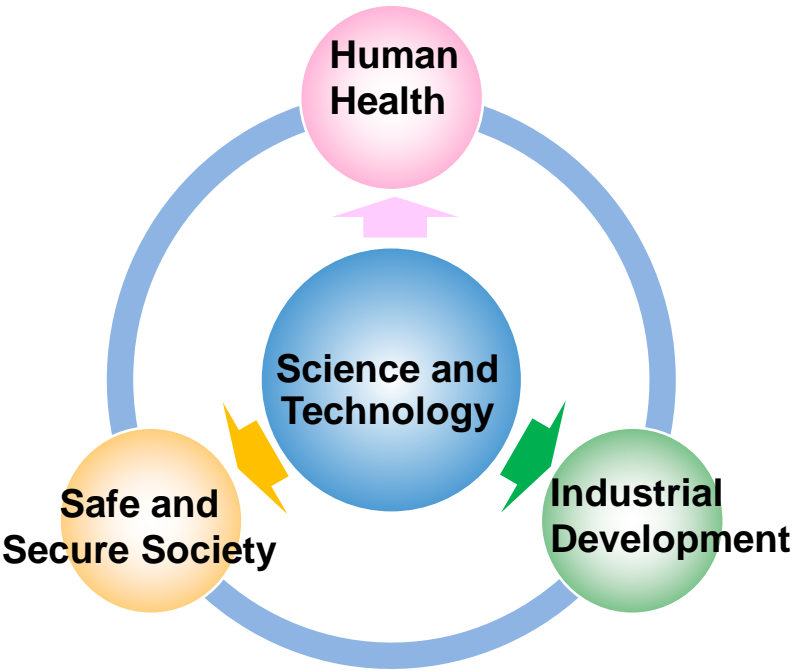




Purpose of Shimadzu Tokyo Innovation Plaza



Application Development - Focus Areas -



Human Health

Extension of healthy life expectancy, provision of appropriate medical care, etc.

Safe and Secure Society

Conservation of the natural environment, food safety, diagnosis of aging infrastructure, etc.

Industrial Development

Supporting new materials development, saving energy and reducing weight of transport aircraft, etc.

Key Growth Areas	Key Themes
Healthcare	Medical, Life Sciences, Pharmaceuticals, Food Safety/Functional Foods
Infrastructure	Various Infrastructure Inspections, R&D and Manufacturing Facilities
Materials	New Materials, Functional Materials, Composite Materials
Environment/Energy	Environmental Measurement/Regulatory Compliance, Renewable/Hydrogen Energy

Technical Support for Customers - Fascinating Labs -

1) Advanced Labs to Support Customers

Open laboratories seen from the hallway present advanced experimental environments and ways of working.

Head Office/Sanjo Works

- Measured data 1.75mg/L
- Date and time of measurement: 10:00, June 22

Seta Works
Otsu City, Shiga Prefecture

- Measured data 5mg/L
- Date and time of measurement: 11:00, June 22


Shimadzu Tokyo Innovation Plaza
Kawasaki City, Kanagawa Prefecture

- Measured data x.xmg/L
- Date and time of measurement: 11:00, June 22

Hadano Works
Hadano City, Kanagawa Prefecture

- Measured data 0.15mg/L
- Date and time of measurement: 12:00, June 22

Total Organic Carbon (TOC) Online Measurement



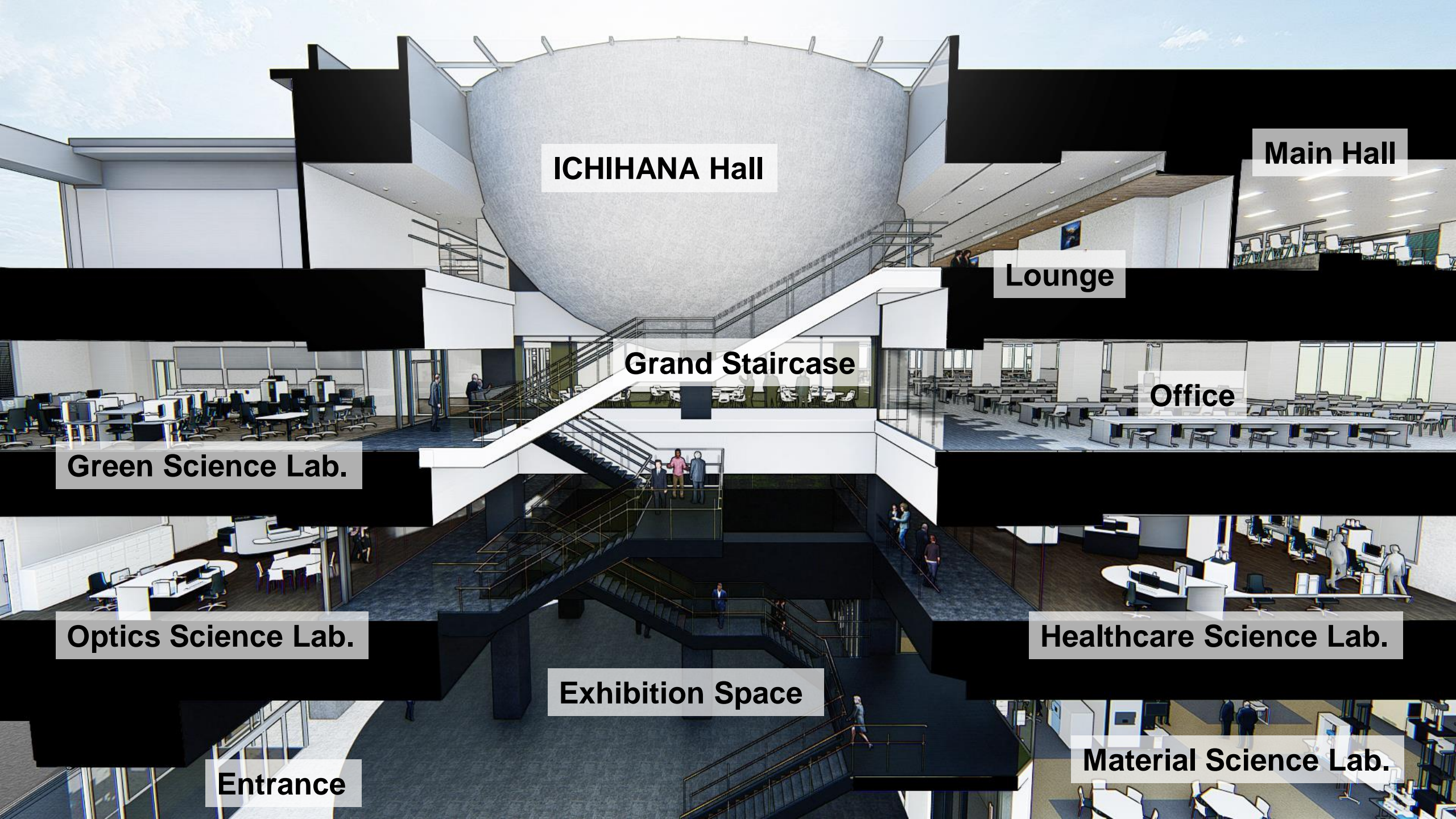


- Fascinating Labs -

2) Latest Lab Total system

The TOC constantly monitors experimental effluent to ensure that it is below regulatory limits before releasing it, and automates the management, monitoring and ordering of gas and reagent storage.

Monitoring of experimental effluent using our company analytical instruments



ICHIHANA Hall

Main Hall

Lounge

Grand Staircase

Office

Green Science Lab.

Optics Science Lab.

Healthcare Science Lab.

Exhibition Space

Material Science Lab.

Entrance

III. Introduction of Shimadzu Tokyo Innovation Plaza

For holding international conferences and symposiums

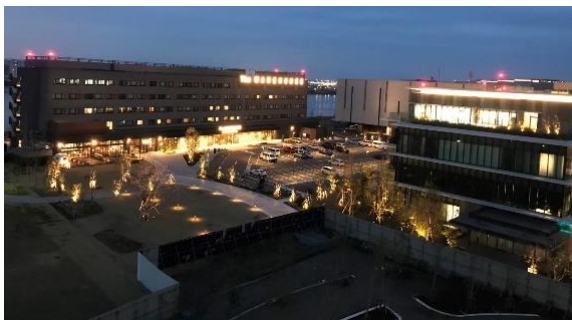
Outside Collaboration: Cultivating a Network of Researchers



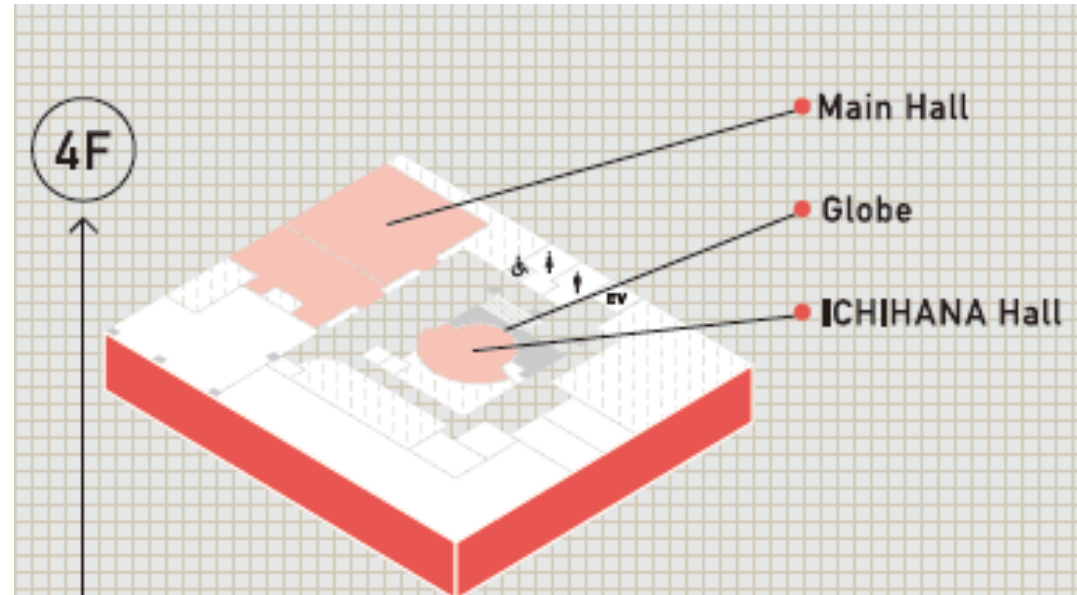
4F Lounge



Bar counter



Night view from the lounge



Both halls are equipped for online events as well



Main Hall



ICHIHANA Hall



The forward-looking statements contained in this briefing material may differ materially from forward-looking of external factors, including economic condition statements due to a variety s, foreign exchange rates and technology.

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