

## Shimadzu's Medium-term Management Plan Starting to Fuel New Company Growth

Shimadzu is launching a three-year medium-term management plan designed to run starting FY2002 and ending in FY2004.

As Shimadzu's first management plan of the 21st century, this strategy carefully takes into account the business environment prevailing in this new era, such as changing industry structures and the acceleration of globalization. The plan aims to promote further growth of the company by enhancing competitiveness as well as cultivating new business opportunities.

### An outline of the medium term-management plan:

**(1) FY2004 plan: a consolidated sales total of 230 billion yen**

**(2) "Focus on emerging fields" by realigning the business portfolio**

Shimadzu will focus management resources on the following new businesses and reinforced products. There are three new businesses and five reinforced products.

#### Three New Businesses:

1. Life science business
2. Semiconductors/Flat panel display related business
3. Environmental solution business

#### Five Reinforced Products

1. High-performance liquid chromatographs (LC)
2. Mass spectrometers (MS)
3. Environmental system integration (SI)
4. Non-destructive X-ray inspection equipment (NDI)
5. Medical X-ray systems with flat panel detectors

For example, in the area of medical business, we will focus on X-ray equipment, especially on the Angiography systems. In this way, we will concentrate selectively on fast-growing fields and products, thus effectively and efficiently allocating our human, material and financial resources.

**(3) "Pursuit of customer need" by reforming the business systems**

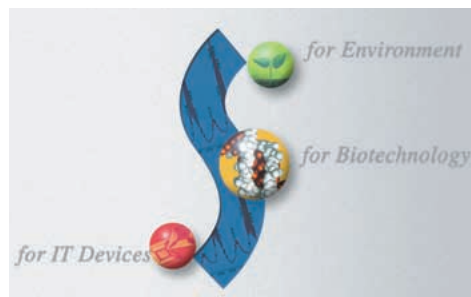
We will achieve this goal by pursuing customer oriented new products planning. We intend to offer customers products and support at reasonable costs and delivery time. This is to be accomplished via the introduction of SCM (Supply Chain Management) and CRM (Customer Relation Management) systems.

**(4) "Enhancement of customer service" by reforming business and sales structures**

We are aiming to provide our customers not only with best products and systems but also complete and comprehensive solutions to meet all their needs. To achieve this, we are carrying out a thorough review of our organization and restructuring, which will streamline our existing seven divisions into four divisions.

### Analytical & Measuring Instruments Division

The Analytical Instruments Division, Process & Environmental Instrumentation Division, Testing & Weighing Equipment Division, and analytical products portion in the Surface Analysis & Semiconductor Equipment Division, have all been integrated into the new Analytical & Measuring Instruments Division.



### Semiconductor Equipment Division

The Industrial Machinery Division and the inspection equipment portion of the Surface Analysis & Semiconductor Equipment Division have been merged into the new Semiconductor Equipment Division.

### Our new catch phrase is "Access to your success"

To mark this major reform, Shimadzu has created a new catch phrase, "Access to your success," to express the new identity of the company. This new phrase describes Shimadzu's business development and also its service and market oriented approach to providing customers with winning solutions and working with them as business partners in emerging markets.

We are determined to earn the respect and loyalty of our customers and to grant them the piece of mind that "working in partnership with Shimadzu was a great decision." With everyone at Shimadzu working together to put the medium-term management plan into practice, we are confident that we can achieve this goal.

Note that "Solutions for Science since 1875," which has been used since 1995 as a global catch phrase for Shimadzu and its overseas subsidiaries, will still be used to convey the common managing concepts of the Shimadzu group as a whole.