

November 11, 2019

1st Half Results & Financial Position, Ended March 2020

Teruhisa Ueda President & CEO Shimadzu Corporation Contents

(1) FY 2019 1H Financial Position (2) FY 2019 1H Results by Business Segment (2) FY 2010 Excert

(3) FY 2019 Forecast

(4) Key Business Strategies

Financial Highlights

Record net sales for the first half	 Net sales, operating income, and net income exceeded previous records for the first half. (Third consecutive year of record sales, and fifth consecutive year of record operating income and net income) Both sales and income increased for Analytical, Medical, and Aircraft segments, but both decreased for the Industrial Machinery segment, due to a downturn in semiconductor market conditions.
 Record net sales for Analytical and Medical (Strong MS and LC sales for Analytical) 	 Both Analytical and Medical segments broke previous net sales records. MS drove results with double-digit increase, including double-digit increases in Japan, China, Europe, and India. LC sales also increased, with double-digit increases in Japan and Southeast Asia.
Strong results in Japan	 In Japan, Analytical net sales increased 6 %, with strong sales of MS, LC, and testing machines. Medical net sales increased 20 %, with strong sales of diagnostic X-ray systems (fluoroscopy, angiography, and general radiography).

Statement of Income

Depreciation and Amortization

Net sales: 186.5 billion yen (3.6 billion yen or 2 % year-on-year increase)
Operating income: 17.9 billion yen (0.4 billion yen or 2 % year-on-year increase)

		11	ł	Yo	рХ				
	Units: Billions of yen	FY 2019	FY 2018	Changes	Percent Increase/ Decrease		hange Rat		
SINCAR	Net Sales	186.5	182.9	+3.6			Operating income: -0.7 billior		
	Operating Income	17.9	17.4	+0.4	+2%				
	Operating Margin	9.6%	9.5%	0.1 pt	_				
	Ordinary Income	18.1	18.7	- 0.6	-3%	Foreign	Foreign Exchange Sensitiv		
7	Profit Attributable to Owners of Parent	13.2	12.9	+0.3	+3%		(Billions of yen)		
					4 50/		Net	Operating	
Rates	Average Rate: USD (Yen)	108.7	110.3				Sales	Income	
Ŕ	Euro (Yen)	121.5	129.9	- 8.4	-6.5%		4 0	0.4	
					_	USD	1.2	0.4	
ents	R&D Expenses	8.5	8.1	+0.4		EUR	0.2	0.07	
		9.7	10.2	- 0.5					

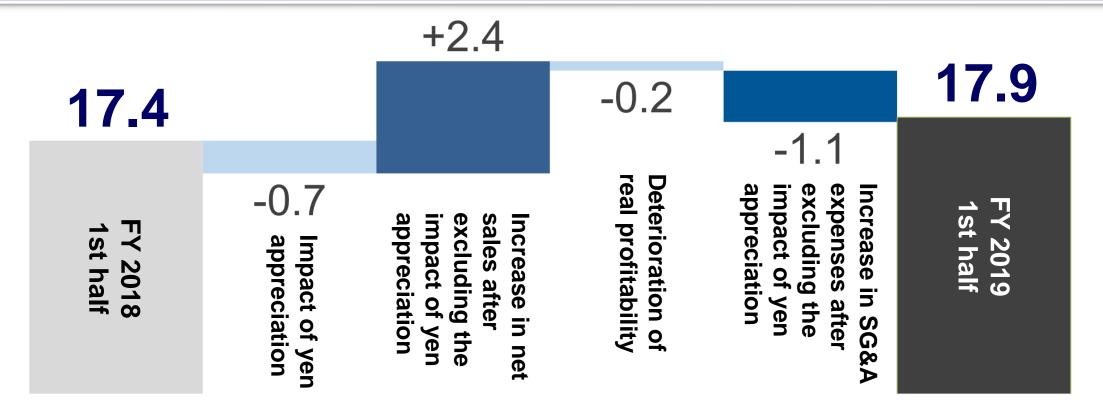
5.6

+0.9

6.5

Analysis of Year-on-Year Increase/Decrease in Operating Income

- Exchange rate effect was -0.7 billion yen.
- Excluding such exchange rate effects, the effect of real sales increases was 2.4 billion yen.
- Real decrease in profitability was 0.2 billion yen, with a 1.1 billion yen real increase in expenses.



Sales and Income by Business Segment

• AMI: Analytical & Measuring Instruments, MED: Medical Systems, IM: Industrial Machinery, AE: Aircraft Equipment

- AMI: Achieved record first-half sales, but operating income was flat, due to increased selling and administrative expenses.
- MED: Achieved record net sales and operating income, with major increases in Japan.
- IM: Strong hydraulic equipment and vacuum heat treatment furnace sales were not enough to compensate for decreased TMP sales, resulting in lower overall sales and income.
- AE: Sales and income increased for both commercial and defense aircraft equipment.

			Net Sales				Oper	ating Inco	ome	Operating Margin				
				YoY	-				YoY				YoY	
(Billions of yen)	FY 2019	FY 2018	Changes	Percent Increase/ Decrease	Excluding Exchange Rate Effects	FY 2019	FY 2018	Changes	Percent Increase/ Decrease	Excluding Exchange Rate Effects	FY 2019	FY 2018	Increase/ Decrease	Excluding Exchange Rate Effects
AMI	113.4	111.1	+2.3	+2%	+4%	15.6	15.6	+0	+0%	+3%	13.8%	14.0%	-0.2 pt	-0.0 pt
MED	34.9	32.6	+2.2	+7%	+8%	1.4	0.7	+0.7	+106%	+117%	4.0%	2.1%	+1.9 pt	+2.1 pt
IM	19.5	22.8	-3.3	-15%	-14%	1.1	2.2	-1.1	-49%	-44%	5.8%	9.7%	-3.9 pt	-3.4 pt
AE	15.2	12.4	+2.8	+22%	+23%	0.3	-0.2	+0.5			2.0%	-1.8%	+3.8 pt	+3.7 pt
Other	3.5	3.9	-0.4	-10%	-10%	0.6	0.2	+0.4	+185%	+185%	13.7%	4.4%	+9.3 pt	+9.3 pt
Adjutments						-1.2	-1.0	-0.1						
Total	186.5	182.9	+3.6	+2%	+3%	17.9	17.4	+0.4	+2%	+6%	9.6%	9.5%	+0.1 pt	+0.3 pt

(1) FY 2019 1H Financial Position

(2) FY 2019 1H Results by Business Segment

(3) FY 2019 Forecast

(4) Key Business Strategies

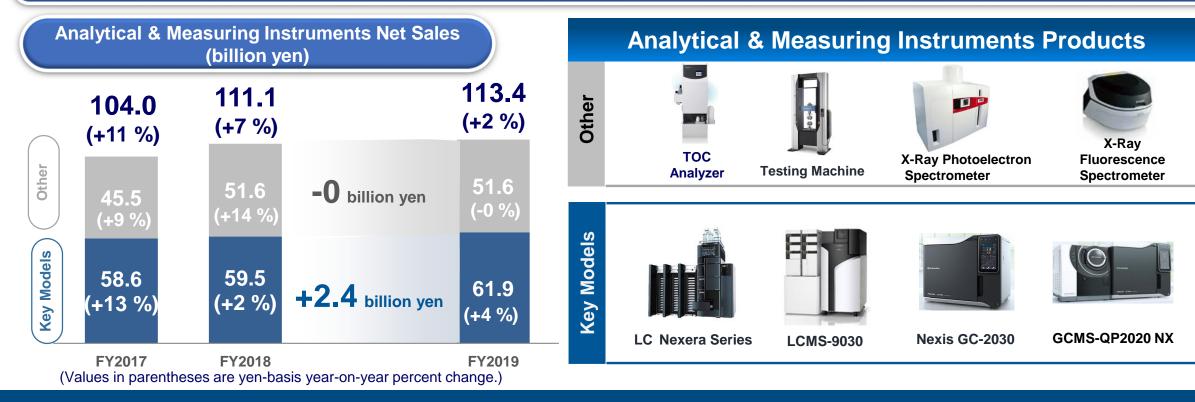
() SHIMADZU

Analytical & Measuring Instruments Net Sales by Sub-Segment

- Key models: 61.9 billion yen; +2.4 billion yen (+4 %) MS sales were strong in academia/government, pharmaceutical, clinical fields. LC sales were also strong. Liquid chromatographs (LC), mass spectrometers (MS), gas chromatographs (GC)
- Other models: 51.6 billion yen: Flat Despite a reactionary decline after special demand for water quality monitoring models in China the previous year, overall sales were flat, due to increased testing machine and other sales.

AM sales ratio: 32 %; +1 pt

• AM sales: 36.1 billion yen; +1.7 billion yen (+5 %)



• AM: Aftermarket

Analytical & Measuring Instruments Net Sales by Region

• Japan: +6 % Str	ong sales of key models
• Outside Japan: 0 9	6 Decrease in China was offset by strong sales in Europe and Southeast Asia,
	resulting in overall flat sales.

• Overseas sales ratio: 60 % Decreased 2 pts (year-on-year), due to strong sales in Japan.

	FY 2019 Q2	FY 2018 Q2	Increase/ Decrease	Percent Increase/ Decrease	Excluding Exchange Rate Effects	Overview
Japan	45.7	43.0	+2.7	+6 %	+6 %	 Sales of key models increased by a large 14 %. Sales of other models also increased, due to higher sales of testing machines, etc.
Other Asian Countries	13.8	12.2	+1.6	+13 %	+15 %	 Southeast Asia: +22 %, due to strong sales of key models for pharmaceuticals India: +3 % with recovery trend, due to strong sales for contract analysis
Europe	12.0	11.7	+0.4	+3 %	+10 %	 Strong sales for clinical, academic/research institutions, and pharmaceuticals By region, sales were particularly strong in Russia.
North America	12.1	12.4	-0.3	-3 %	-1 %	 Strong sales for cannabis and pharmaceuticals MS sales to hospitals decreased.
China	25.0	27.0	-2.0	-7 %	-6 %	 Strong double-digit increase in MS sales to academia/research institutions and clinical fields Sales decreased due to special demand for environmental monitoring in the previous year.

Analytical & Measuring Instruments Ratio of Net Sales by Market

- Academia/government: Academic sales were strong in Japan, China, and Europe, and government sales increased significantly in Japan.
- Industry:

Sales were strong in Japan.

• Healthcare:

Demand for food applications decreased in China.

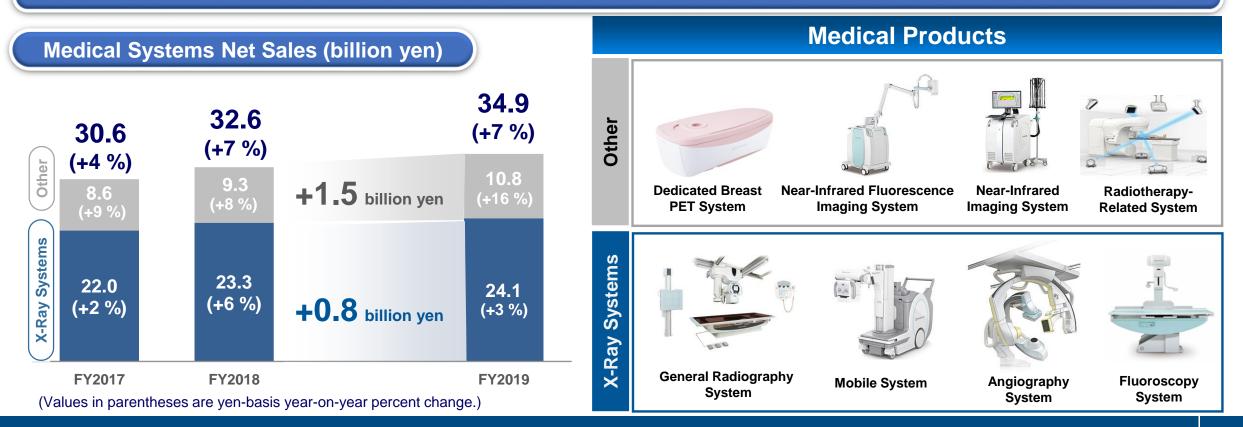
Ratio of Net Sales by Market	Markets and Main Industries	YoY	Overview
Other	Healthcare Pharmaceuticals Foods Healthcare institutions 	-3 %	 Clinical sales were strong, but demand for food applications decreased in China.
Other Healthcare 29 % 31 % Sales Ratio	Industry Chemicals Materials Electrical Automotive 	+1 %	 Strong testing machine and other sales in Japan offset decreases outside Japan. Double-digit sales decrease to electronic/electrical fields in China
Academia/ Government Industry	Academia/Government	+11 %	 Government sales increased significantly in Japan. Academic sales were strong in Japan, China, and Europe.
18 % 22 %	Other	+2 %	 Scope of analytical instrument customers expanded.

Medical Systems Net Sales by Sub-Segment

• X-ray systems: 24.1 billion yen Increased by +0.8 billion yen (+3 %) Sales of all models increased, but were strong for angiography systems in particular. By region, sales increased significantly for all three model categories in Japan.

- Other: 10.8 billion yen
- AM: 10.8 billion yen

Increased by 1.5 billion yen (+16 %), due to strong sales in Japan Increased by 0.9 billion yen (+9 %) AM sales ratio: +1 pt to 31 %



Medical Systems Net Sales by Region

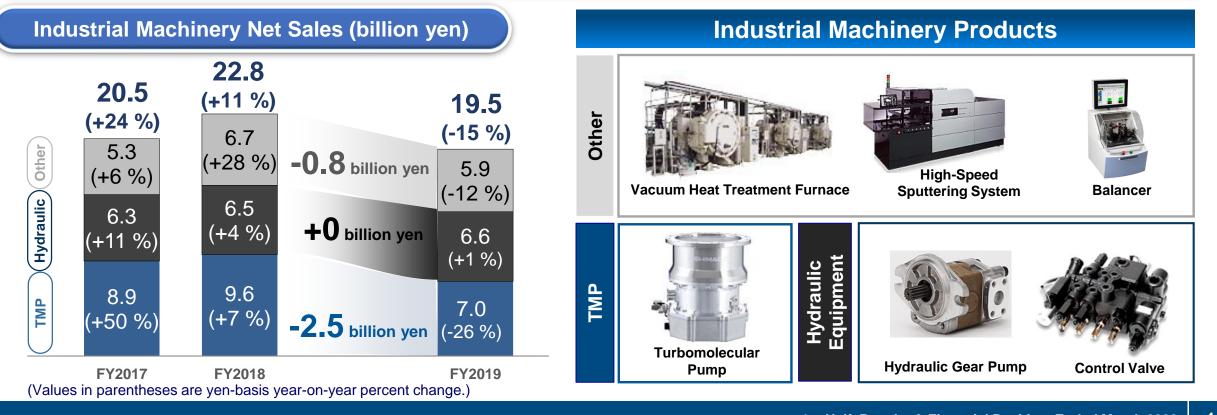
• Japan: +20 %	X-ray system sales increased, due to improved reputation for image
	processing technology and applications.
 Outside Japan: -9 % 	Downturn particularly in North America and China
 Overseas sales ratio: 36 % 	Decreased 7 pts (year-on-year), due to strong sales in Japan.

	FY 2019 Q2	FY 2018 Q2	Increase/ Decrease	Percent Increase/ Decrease	Excluding Exchange Rate Effects	Overview
Japan	22.3	18.6	+3.8	+20 %	+20 %	Strong sales for both X-ray systems and other products.
Other Asian Countries	2.2	2.3	-0.1	-3 %	-2 %	• Strong angiography system sales in India were not enough to compensate for the reactionary decline after large projects the previous year.
China	2.5	2.8	-0.3	-11 %	-10 %	Preferential policies for domestic products and bidding delays continued.
Europe	1.7	2.1	-0.4	-21 %	-16 %	Reactionary decline after large projects in the previous year
North America	3.6	4.5	-1.0	-22 %	-20 %	• Demand for mobile and general radiography systems slowed due to continued reactionary decline after measures to promote switching to digital models.

Industrial Machinery Net Sales by Sub-Segment

TMP: 7.0 billion yen
Hydraulic: 6.6 billion yen
Other: 5.9 billion yen
AM (TMP): 1.7 billion yen

Decreased by 2.5 billion yen (-26 %), due to semiconductor market downturn.
Flat (+1 %), due to decrease in North America and China offset by strong sales in Japan
Decreased by 0.8 billion yen (-12 %). Vacuum heat treatment furnace sales were strong, but glass winder sales decreased due to capital investment reluctance in China.
AM (TMP): 1.7 billion yen



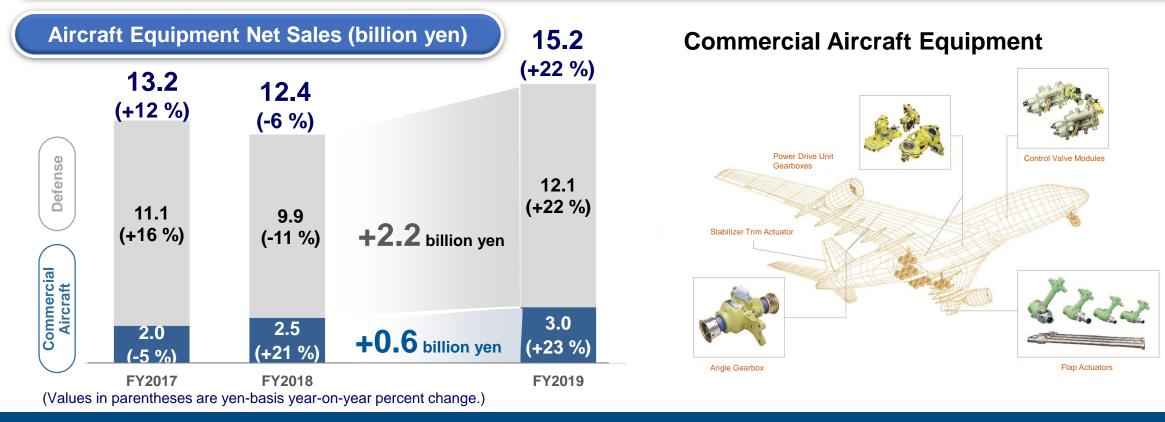
Aircraft Equipment

Commercial aircraft: 3.0 billion yen

• Defense: 12.1 billion yen

Sales increased by 0.6 billion yen (+23 %), due to strong demand for small-medium aircraft and increased sales of service parts to airlines. Sales increased by 2.2 billion yen (+22 %), due to increases

for new transport aircraft, etc.



(1) FY 2019 1H Financial Position (2) FY 2019 1H Results by Business Segme

(3) FY 2019 Forecast

(4) Key Business Strategies

FY 2019 Forecast

•Achieve seventh consecutive year of increased sales and income and fifth consecutive year of record sales by expanding investment for achieving growth, such as by strengthening R&D and expanding capital investment.

		FY 20)19	YoY					
	Units: Billions of yen	FY 2019	FY 2018	Changes	Percent Increase/ Decrease	Excluding Rate E	-		
ts	Net Sales	410.0	391.2	+18.8	+5%	+25.2	+6%		
Results	Operating Income	47.0	44.5	+2.5	+6%	+4.7	+11%		
	Operating Margin	11.5%	11.4%	+0.1 pt					
Business	Ordinary Income	47.0	45.5	+1.5	+3%				
Bu	Profit Attributable to Owners of Parent	34.0	32.5	+1.5	+5%				
Exchange Rates	Average Rate: USD (Yen)	107.0	111.0	- 4.0	-3.6%				
Exch Ra	Euro (Yen)	120.0	128.4	- 8.4	-6.6%				
ents	R&D Expenses	19.0	16.6	+2.4					
Major estments	CAPEX	22.0	21.7	+0.3					
Inve	Depreciation and Amortization	13.5	11.5	+2.0					

FY 2019 Forecast by Business Segment

Achieve record net sales for both Analytical & Measuring and Medical Systems segments.
Increase Analytical & Measuring Instruments sales and income for a seventh consecutive year.
Also plan to increase both sales and income for Medical Systems and Industrial Machinery segments.

		Net S	Sales			Operatir	ng Income)	Operating Margin			
			Yo	γ				γ			YoY	
(Billions of yen)	FY 2019	FY 2018	Changes	Percent Increase/ Decrease	FY 2019	FY 2018	Changes	Percent Increase/ Decrease	FY 2019	FY 2018	Increase/ Decrease	
AMI	256.5	241.4	+15.1	+6%	41.5	38.8	+2.7	+7%	16.2%	16.1%	+0.1 pt	
MED	71.0	69.1	+1.9	+3%	2.7	2.3	+0.4	+16%	3.8%	3.4%	+0.4 pt	
IM	45.0	45.4	-0.4	-1%	3.7	4.5	-0.8	-17%	8.2%	9.8%	-1.6 pt	
AE	30.0	27.3	+2.7	+10%	0.9	0.1	+0.8	+656%	3.0%	0.4%	+2.6 pt	
Other	7.5	8.0	-0.5	-6%	1.3	1.4	-0.1	-5%	14.0%	14.1%	-0.1 pt	
Adjutments					-3.1	-2.6	-0.5					
Total	410.0	391.2	+18.8	+5%	47.0	44.5	+2.5	+6%	11.5%	11.4%	+0.1 pt	

• AMI: Analytical & Measuring Instruments, MED: Medical Systems, IM: Industrial Machinery, AE: Aircraft Equipment

(1) FY 2019 1H Financial Position (2) FY 2019 1H Results by Business Segment (2) EV 2010 Ecrocost

(3) FY 2019 Forecast

(4) Key Business Strategies

FY 2019 Key Business Strategies

Analytical & Measuring Instruments

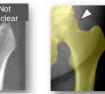
- 1. Deploy new products (LC, high-resolution MS, etc.).
- 2. Strengthen IT solutions and aftermarket businesses.
- 3. Promote R&D collaborations.
- 4. Expand business in China.



Medical Systems

- 1. Deploy new products (angiography, digital general radiography, etc.).
- 2. Strengthen aftermarket business.
- 3. Strengthen North American business.





X-ray image

Industrial Machinery

1. Strengthen TMP business (such as by strengthening service business).



2. Expand industrial furnace business, etc.

Aircraft Equipment

1. Launch new businesses.



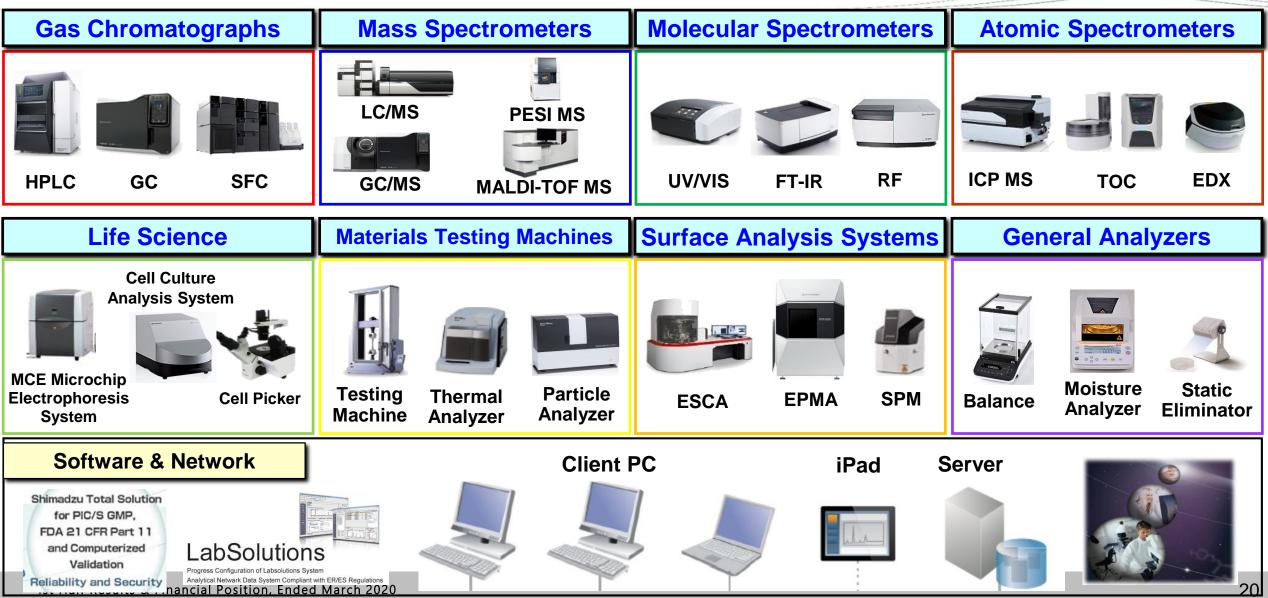
Expand Demand by Developing New Fields and Strengthening Business and Product Bases

- 1. Develop new AI-based products.
- 2. Develop new systems based on synergies between different businesses.
- 3. Develop new fields based on collaborations with outside organizations.



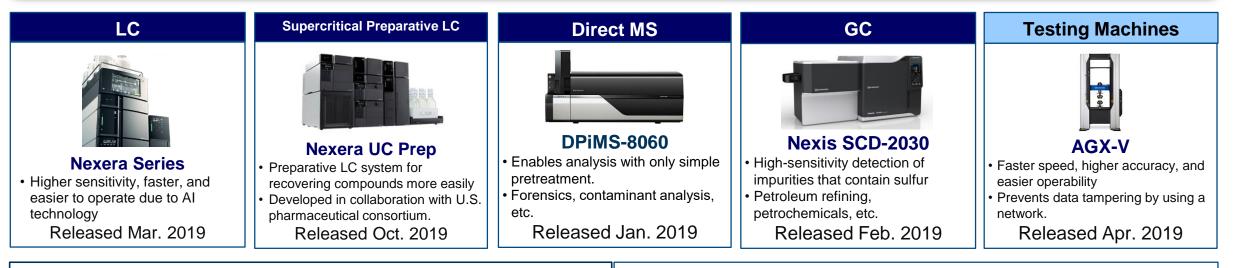
Key Businesses Strategies: Analytical & Measuring Instruments

Expand Businesses by Expanding Analytical & Measuring Instruments Product Lines



Key Businesses Strategies: Analytical & Measuring Instruments 1. Deploy New Products

- > New products: Strengthen/expand product line (with features for full automation, on-site analysis, data integrity, etc.).
- > Analytical Intelligence: Strengthen functionality for assisting analysis with more intelligent instruments.
- > Aftermarket: Expand reagent and consumables businesses and strengthen service business.



"ANALYTICAL INTELLIGENCE"

- Unique new concept only available from Shimadzu
- By automating processes that involve analytical expertise that requires extensive experience, Analytical Intelligence offers more advanced value in terms of analytical assistance functionality.



"LabTotal" Aftermarket Business

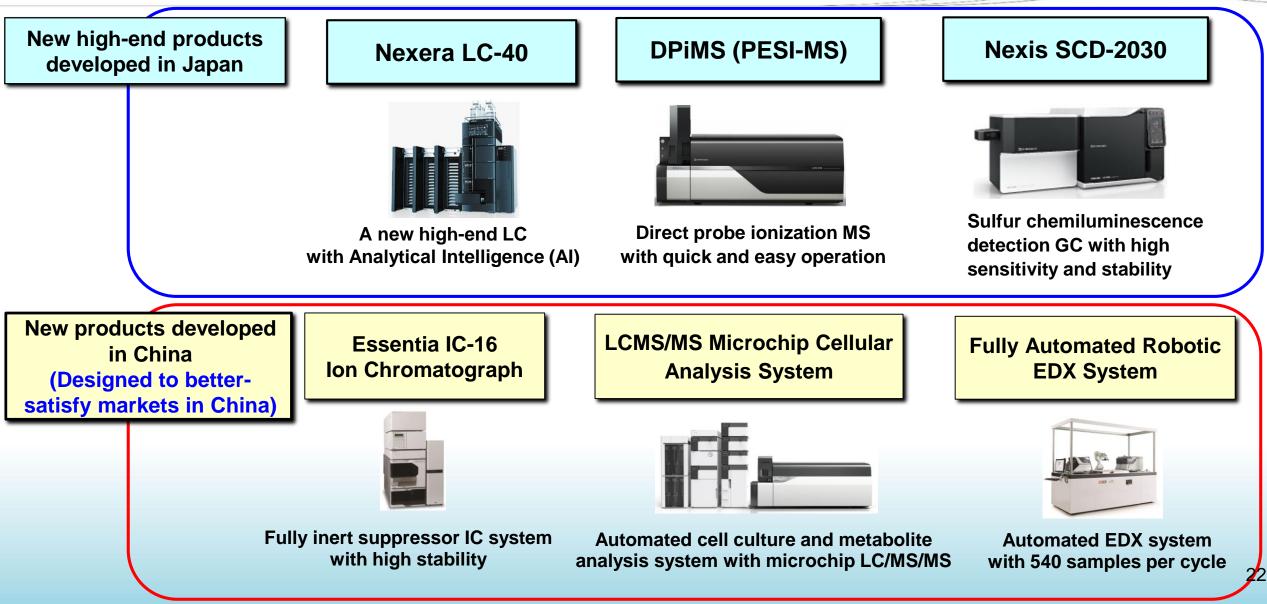
- Release reagent products for monitoring drug levels in blood.
- Expand aftermarket businesses, such as consumables and maintenance services.



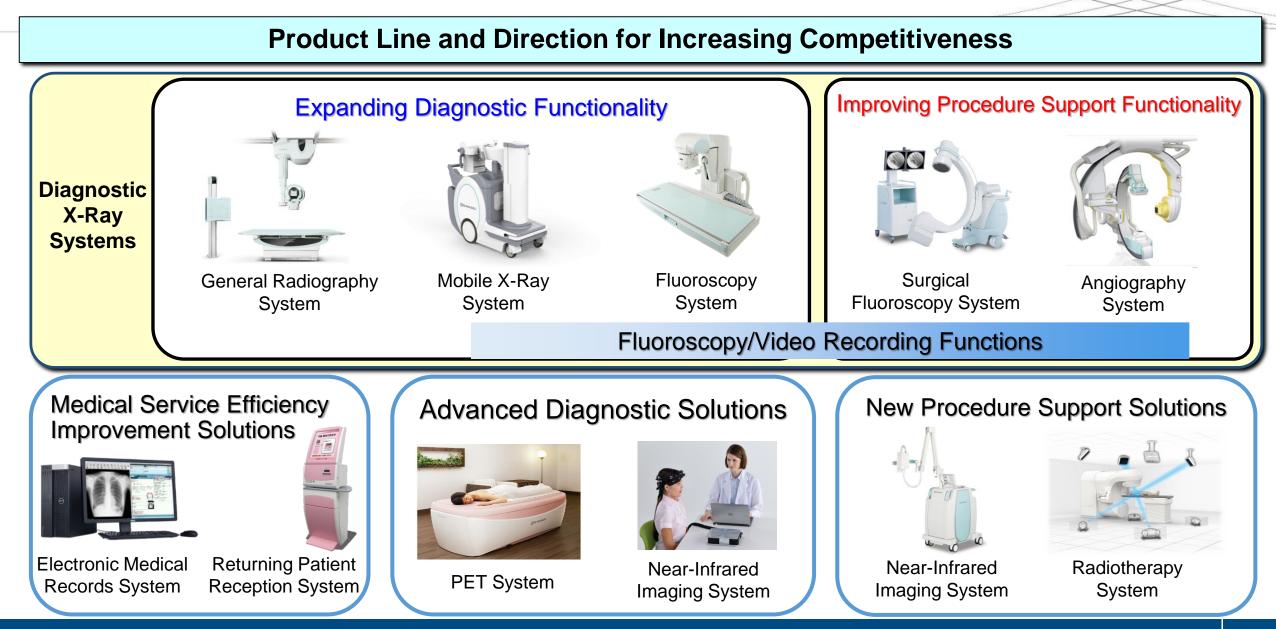
🕀 SHIMADZU

Strengthen Businesses by Developing New Products in China

New Products Released at the 2019 BCEIA Conference in China

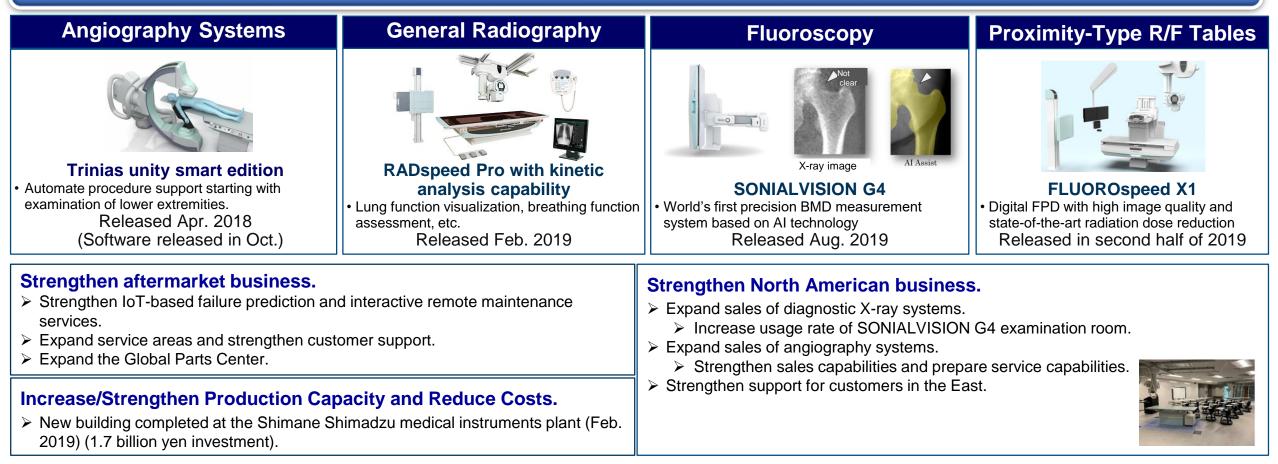


Key Businesses Strategies: Medical Systems



Key Businesses Strategies: Medical Systems

- **1. Deploy New Products**
- Strengthen angiography systems.
- Differentiate diagnostic X-ray systems (Deploy digital general radiography systems for diagnostic kinetic chest analysis.)
- Strengthen business in North America and aftermarket business.



() SHIMADZU

Develop AI-Based Products



Liquid Chromatograph Mass Spectrometer (LC/MS) Automatic MS data analysis.

operators.

(Released in Sep. 2019)

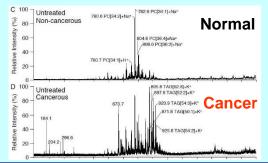


Uses AI to quickly and accurately read data without depending on

Analytical & Measuring Instruments

Rapid Cancer Diagnostic Support System Automatically identifies cancer.

(Currently in clinical trials)



Uses AI to rapidly determine the probability of cancer being present.

Analytical & Measuring Instruments

Cell Culture Analysis System Automatic area measurement (Released in Sep. 2019)



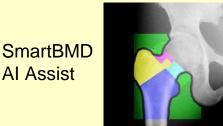


Medical Systems

AI Assist

Fluoroscopy System **Detects femur area for BMD measurements.**

(Released in Aug. 2019)





Uses AI to automatically isolate the outline of femurs in X-ray images.

Integrating Analytical and Medical Technologies

Advanced Healthcare

Extend healthy life expectancy by integrating healthcare with visualization by imaging and quantitative analysis using a mass spectrometer



Creating the Future of Healthcare with Partners —Shimadzu Advanced Healthcare—

Pioneering Partnerships for Advanced Healthcare -



Healthcare >

Offer Shimadzu technologies for research and development of solutions for each stage of overcoming diseases, such as cancers and lifestyle diseases, and achieving a healthy life cycle, including early diagnosis, diagnosis, treatment, and prognosis.



Support for photoimmunotherapy research





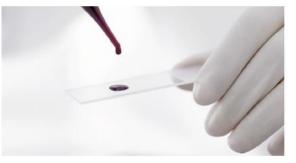
Development of AVS support system for primary aldosteronism





Development support for Alzheimer's drug discovery

Description of technology

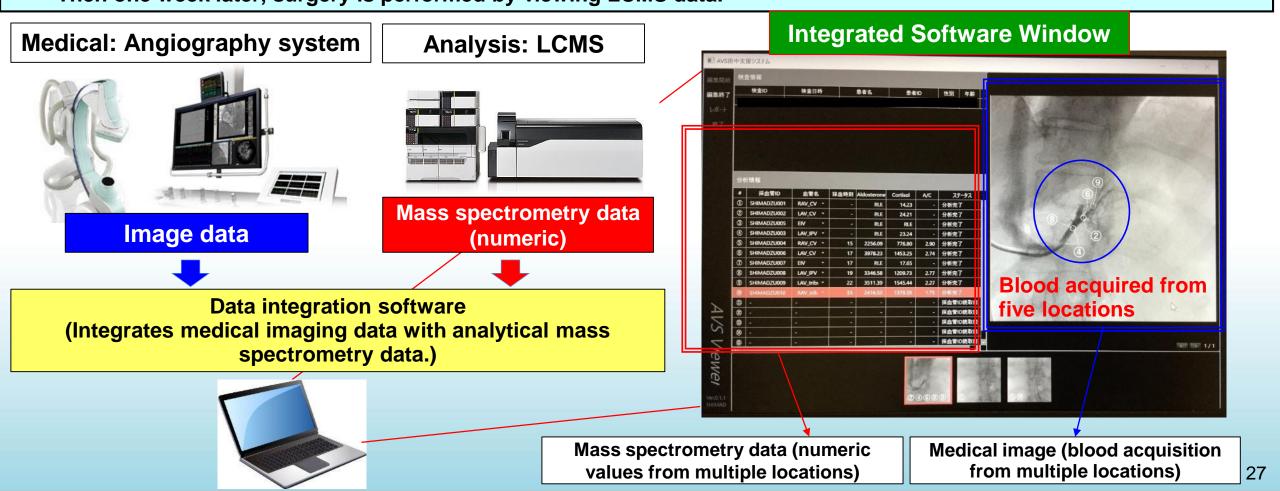


Future of minimally invasive early diagnosis

Description of technology

New System Products Based on Both Analytical and Medical Systems An Integrated System that Displays Both Medical Images and Mass Spectrometry Data in the Same Window

- Joint development with Tohoku University: Primary aldosteronism diagnosis and surgery
- Reducing the burden on patients by performing both the examination and surgery on the same day
 - → Conventional methods involve acquiring blood via a catheter, blood testing outsourced before the surgery. Then one week later, surgery is performed by viewing LCMS data.



New System Products Based on Both Analytical and Medical Systems An Integrated System that Displays Both Medical Images and Mass Spectrometry Data in the Same Window

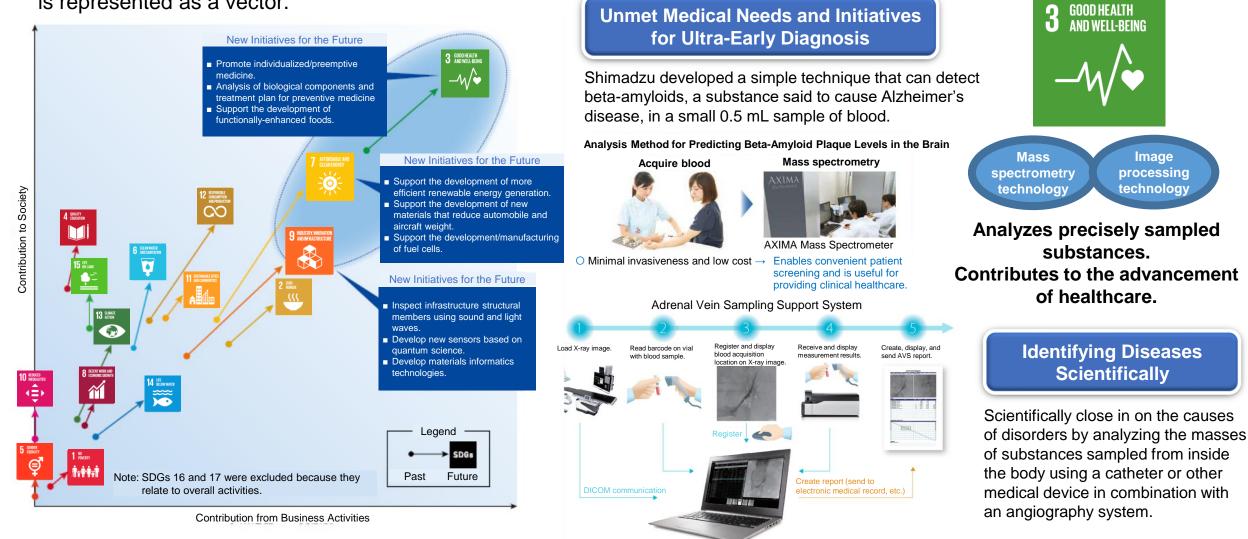


Refer to the following URL: https://www.shimadzu.co.jp/advanced-healthcare/



Contribution to SDGs through Business Activities

For each goal, change from current to future status is represented as a vector.





不安な胸に、やさしくありたい。 島津製作所が開発した、乳がん検査技術。 検出器ホールに乳房を入れるだけで、 小さな乳がんの兆しまで見分ける 世界最先端技術です。





This document contains forward-looking statements. Forecasts of future business performance that appear in this document are predictions made by the company's management team that are based on information available when these materials were prepared and are subject to risks and uncertainties. Consequently, actual results may differ materially from the forecasts indicated above. Factors that may influence actual business performance include, but are not limited to, economic conditions within and outside Japan, changes in technologies in markets, and fluctuations in exchange rates.

Contact: Investor Relations Group Corporate Communication Department Shimadzu Corporation Phone: +81-75-823-1673 E-Mail: ir@group.shimadzu.co.jp