

Analytical & Measuring Instruments Business Briefing

September 4, 2026

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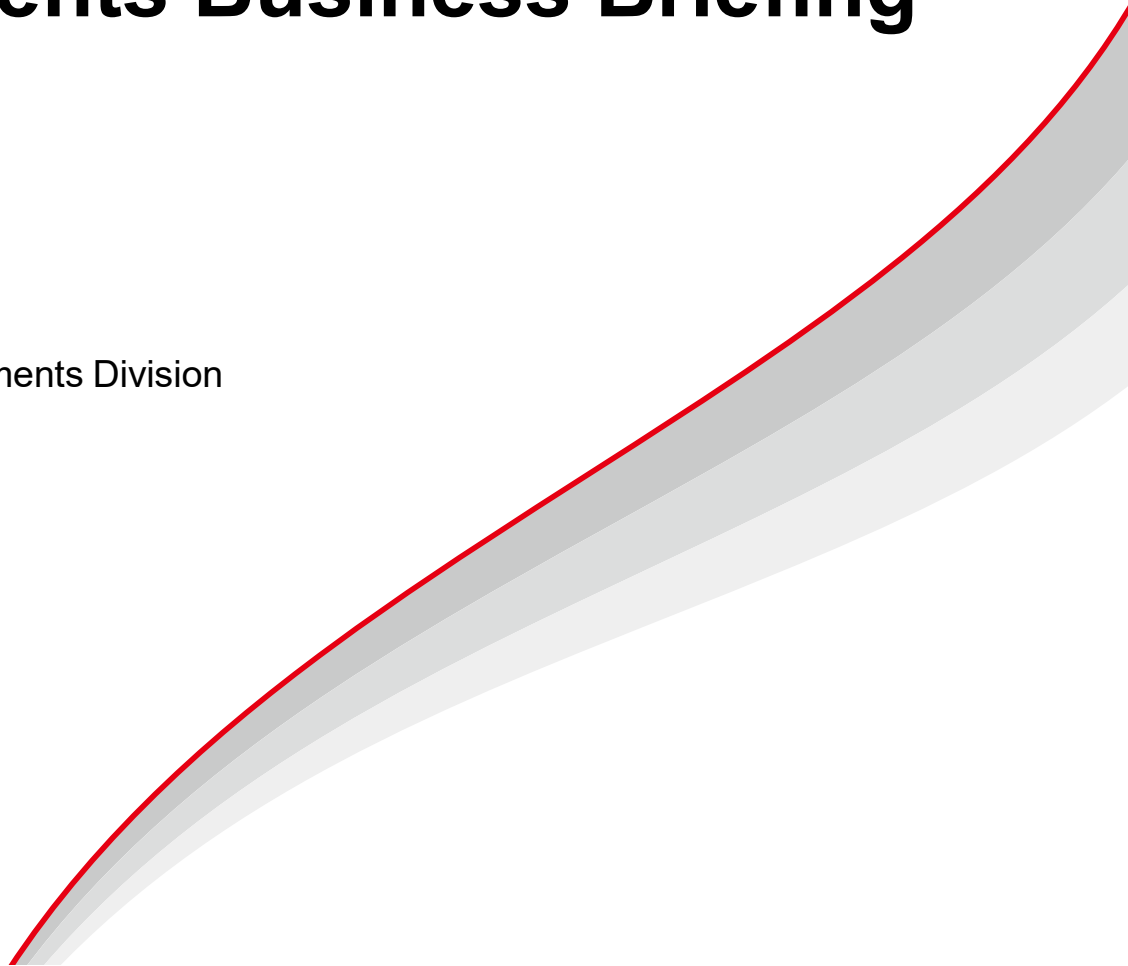
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Agenda

- 1. Medium-Term Management Plan Strategy**
- 2. Business Expansion in the Life Science Market**
- 3. Business Expansion in the Semiconductor Market**
- 4. New Products**

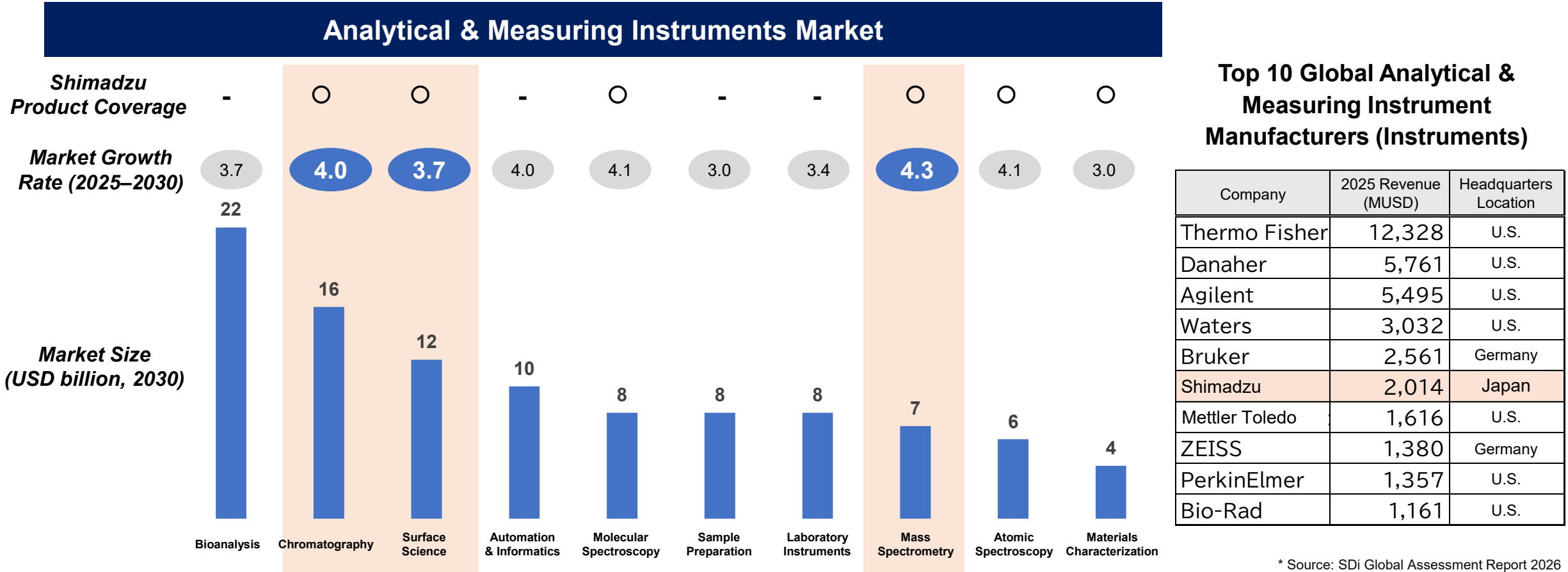
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1. Medium-Term Management Plan Strategy

Overview of the Analytical & Measuring Instruments Market

- The analytical and measuring instruments industry serves a broad range of markets and is expected to deliver stable growth.
FY2025 market size: approximately ¥13.4 trillion.
- In addition to data reliability, measurement expertise and long-term customer relationships are critical, creating high barriers to entry.
- Shimadzu is the only non-U.S. company among the industry's leading players.



1. Medium-Term Management Plan Strategy

FY2026-FY2028 Company-Wide Medium-Term Management Plan

* FY2028 figures in this material are calculated based on the assumption that the acquisition of Tescan will be completed and are subject to change depending on future circumstances.
* FY2028 OP is presented on an IFRS basis.

■ In the Analytical & Measuring Instruments business, we will place the highest priority on the life science and semiconductor markets, taking into account their market size and growth potential.

Basic Policy

Sustainably Improve Profitability by Strengthening End-to-End Solutions Capabilities
Become an Innovative Company That Solves Social Challenges Together with Global Partners

FY2028 Management Targets

Net Sales	OP	EBITDA	ROE	ROIC
¥680.0B (CAGR 6.7%)	¥100.0B	¥135.0B	11.5% or higher	10% or higher

Profitability Improvement

Business Transformation Toward a Customer-In* Model

(* Providing optimal products and services tailored to the needs of each individual customer.)

Improve Sales Mix

Optimize Pricing

Optimize Underperforming Products and Improve the Profitability of Businesses

Reduce Costs

Expand the Value Provided to Customers

Expand Core Businesses

- Life Science
- Clinical
- Recurring Revenue Business

Expand Overseas Businesses

- Strategic Regions: North America and India

Accelerate New Business Creation

Expand Businesses in Growth Markets

- Semiconductor

Evolve Foundation Businesses

- Green / Materials Domains

Enhance the Management Foundation

Strengthen AIX (AI Transformation)

Promote Human Capital Management

Enhance Governance

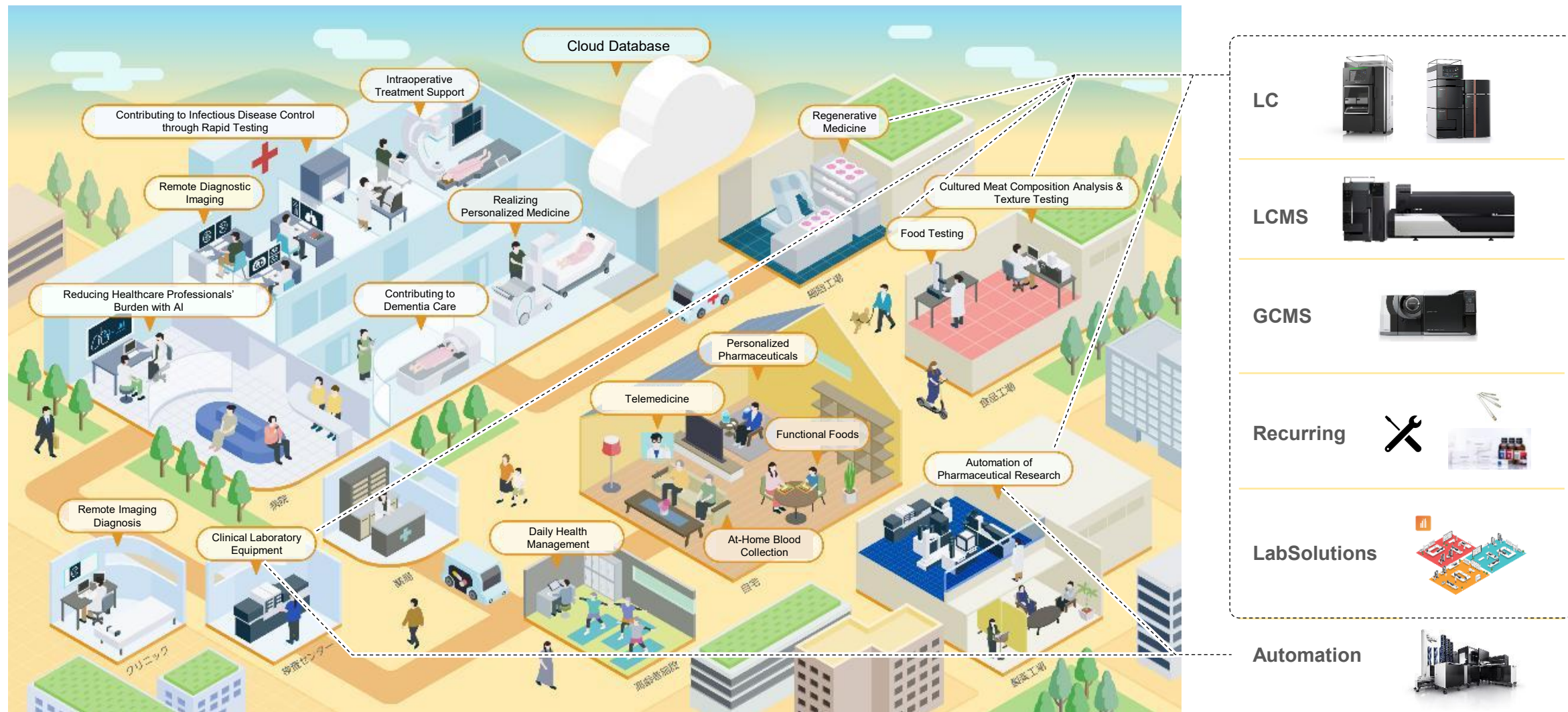
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2. Business Expansion in the Life Science Market

Life Science and Recurring Revenue — Overview

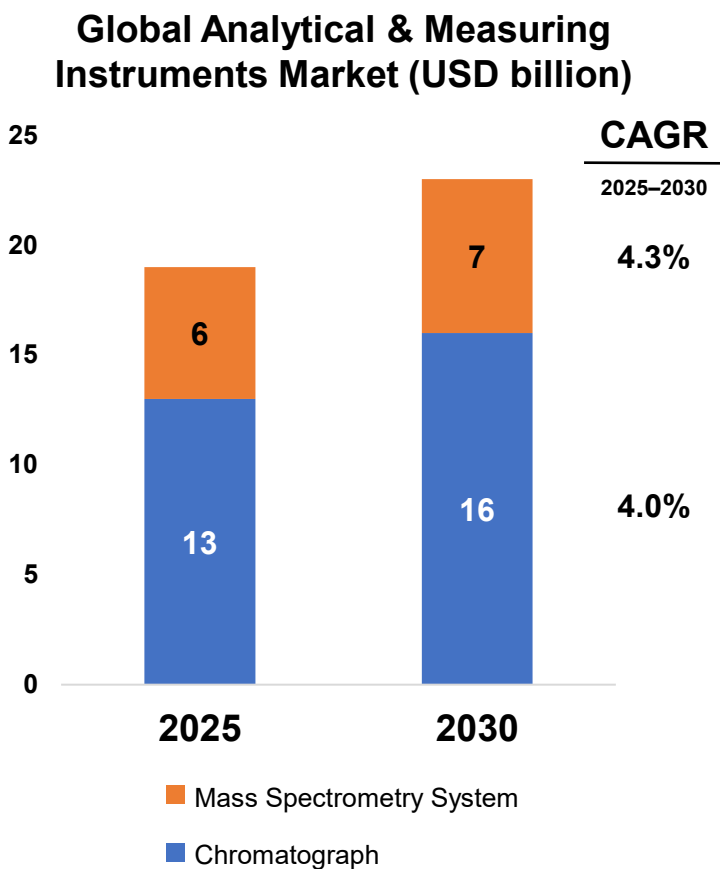
- Our core business products are widely used across the full spectrum of everyday healthcare applications.



2. Business Expansion in the Life Science Market

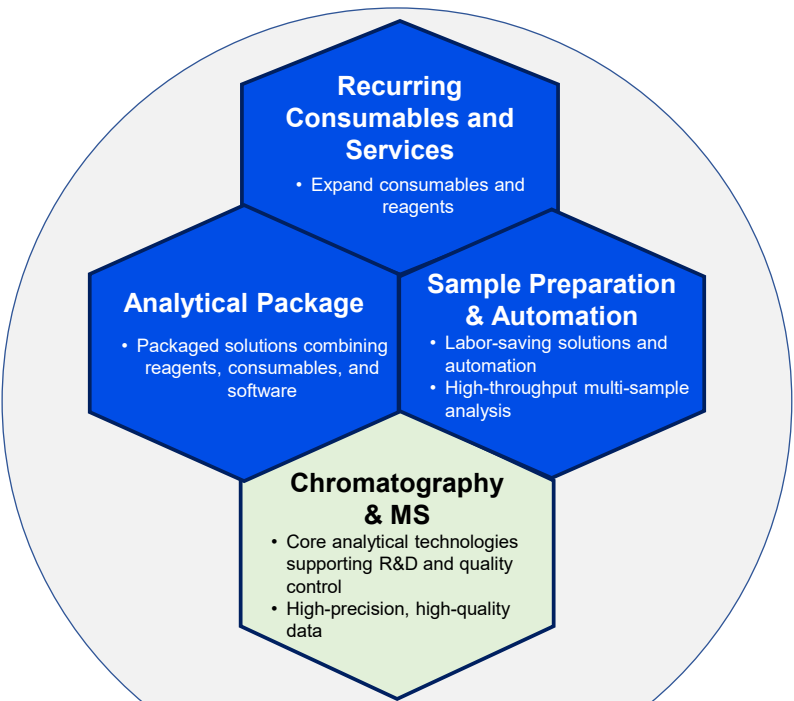
Market Trends

- The overall global analytical and measuring instruments market, as well as the chromatography and mass spectrometry markets, are each forecast to grow at a CAGR of approximately 4%.
- The global analytical and measuring instruments markets for pharmaceuticals and food are also forecast to grow at CAGRs of 4% or more.
- Shimadzu plans to grow its core businesses at a 6% CAGR, outpacing market growth.



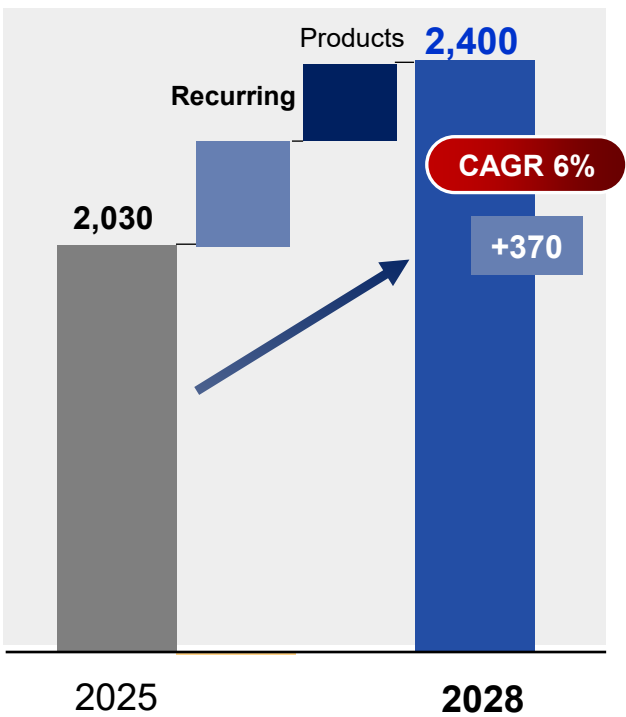
*Source: SDi Global Assessment Report 2026

Maximize Customer Value with Chromatography and MS at the Core



Living Laboratory with Analytical Intelligence

Core Business Plan (¥100 million)



• Core businesses: Key chromatography models (LC and GC), mass spectrometry systems (MS), and the recurring revenue business.

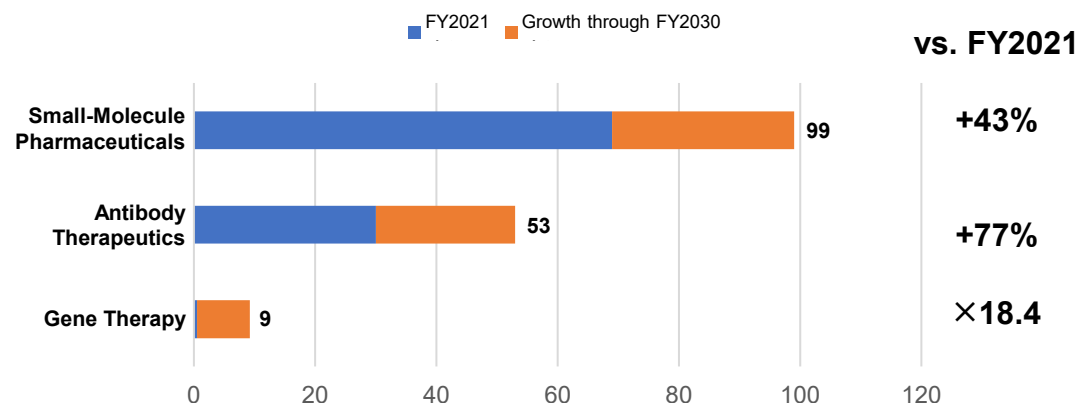
Liquid Chromatograph (LC), Mass Spectrometry System (MS)



- Expand our business by addressing R&D and quality control needs with LC and MS at the core.

Addressing R&D and Quality Control Needs

Forecast FY2030 Market Size (trillion yen)



■ Expand Our Business in the Small-Molecule Pharmaceuticals Market

- Asian markets—particularly India—are growing, supported in part by demand for domestic pharmaceutical production.
 - In India, where Shimadzu has a strong market share and brand presence, we will help improve operational efficiency with LC systems featuring enhanced usability.
 - In emerging markets where future growth is expected, most purchases are for new installations. Customers are therefore not tied to existing systems, creating growth opportunities for all manufacturers. Leveraging our strong brand presence in Asia, we will capture these demand opportunities.

■ Expand into the Biopharmaceutical Market

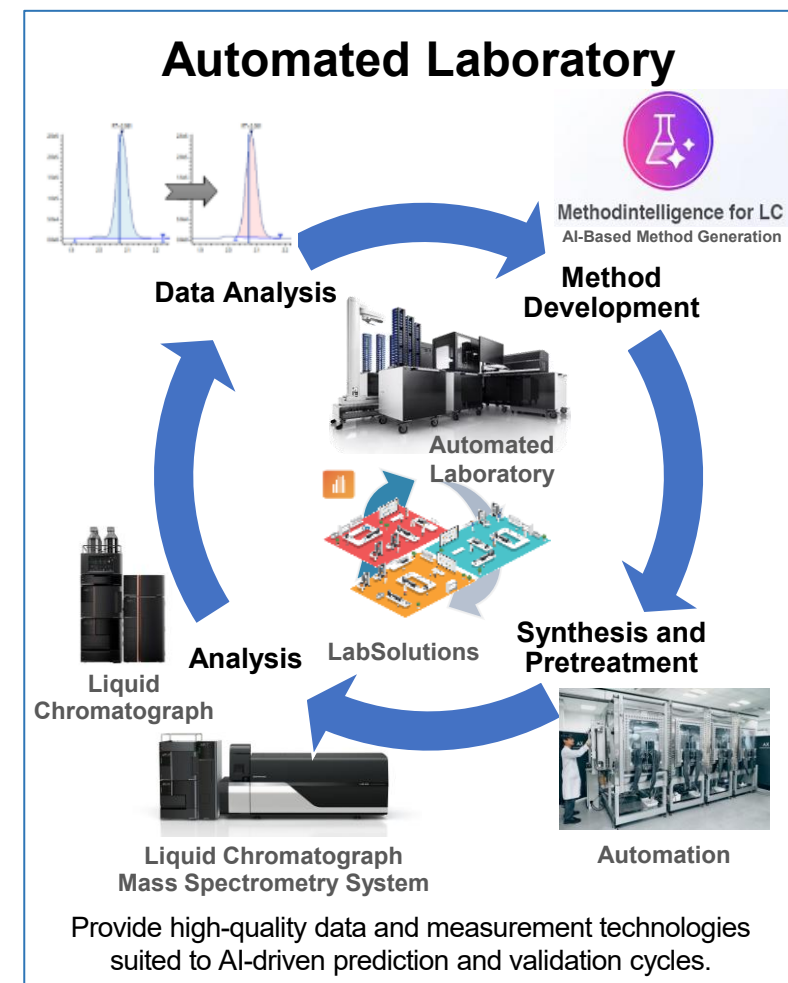
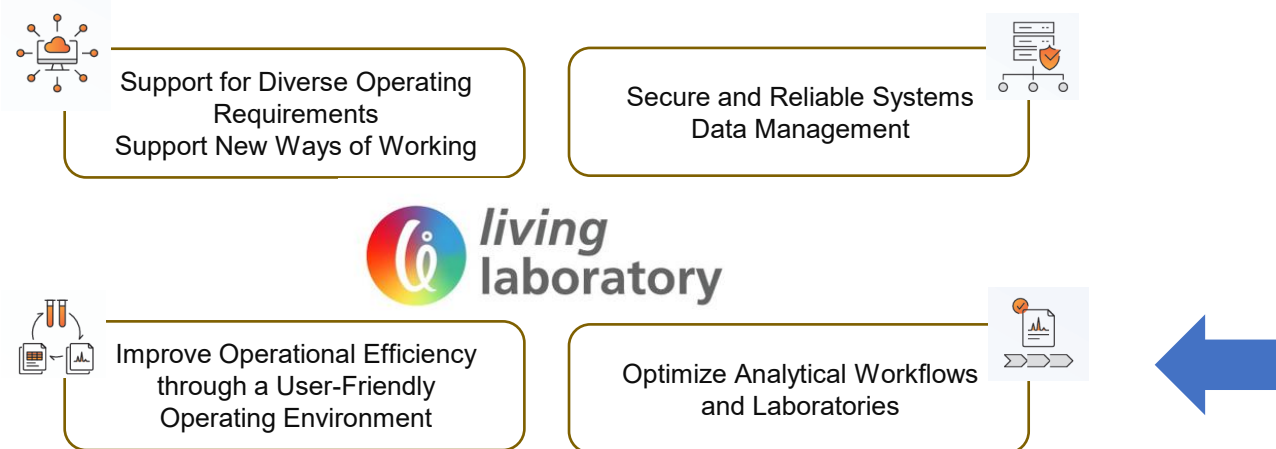
- The market is expanding globally, driven by diverse regional needs associated with the diversification of modalities. We will advance R&D activities based on the needs of leading customers.
 - Develop solutions through the R&D Center in North America to expand into the antibody therapeutics market.
 - Collaborate with emerging companies in Japan and overseas to develop differentiated products targeting leading positions in niche markets.
- Aim to expand our business across the workflow, from R&D through quality control.

* Source: Materials from the 2nd Working Group on Drug Discovery and Advanced Medicine, Cabinet Office, Government of Japan

2. Business Expansion in the Life Science Market

Sample Preparation and Automation — New Initiatives to Enhance Added Value Using AI

- Expand our business with LC and MS at its core to address R&D, quality-control, and labor-saving needs.
- Provide next-generation automation and analytical and measuring solutions to support drug discovery and clinical development in the AI era.

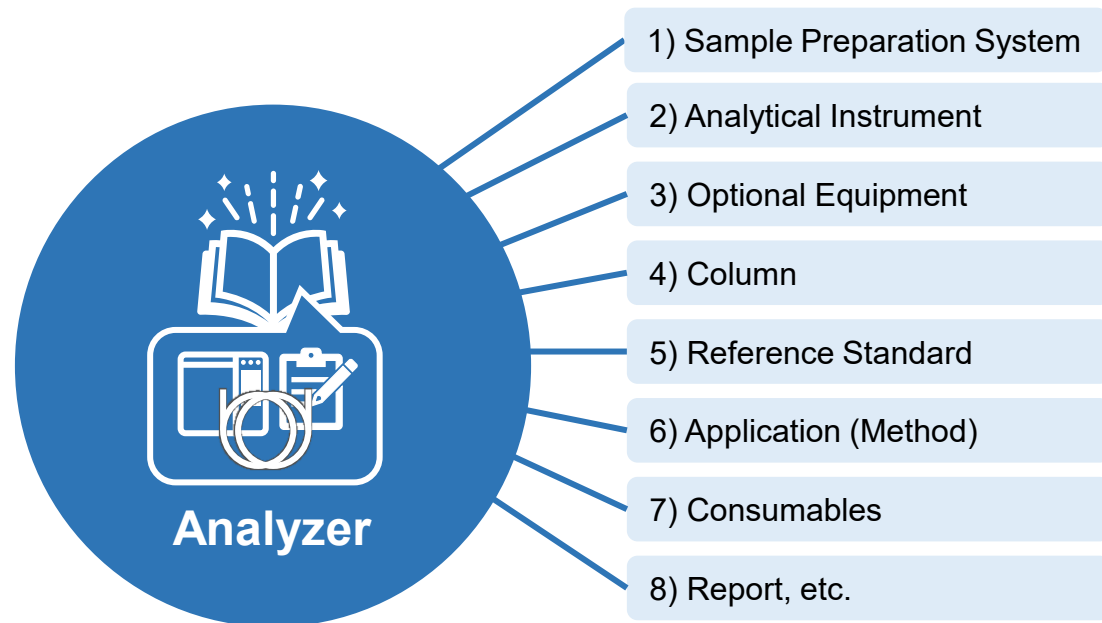


Proposing Analytical Product Packages

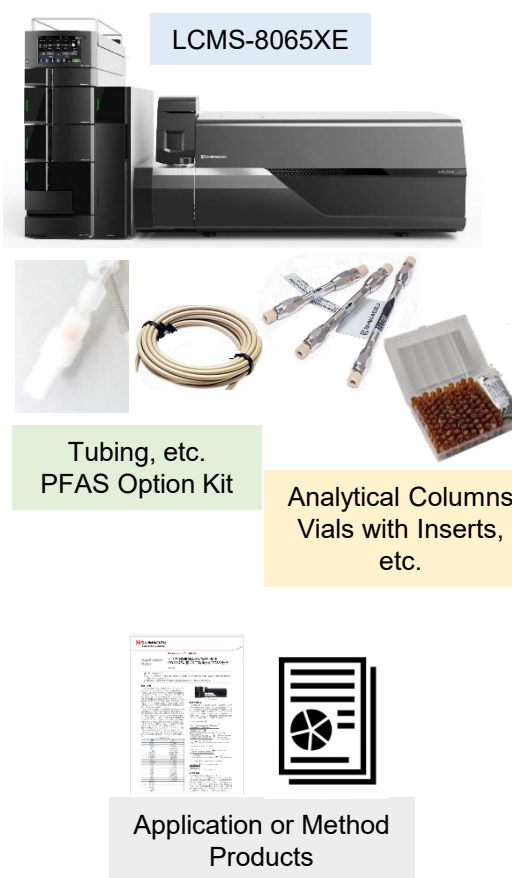
- Provide short-term solutions (analytical product packages) to support laboratory analysis.

Provide products that package analytical know-how for customers adopting new analytical methods or analytical instruments for the first time.

1. Provide packages that include not only the analytical instrument itself, but also the optional products, consumables, and other items required for analysis.
2. Offer customers an integrated proposal covering methods, consumables, and other requirements.
3. Aim to provide added value by addressing challenges faced by less-experienced operators and enabling customers to select solutions with confidence.



Example: FluoroSuite for PFAS



Example: GC Gas Analyzer



Recurring Revenue — Consumables and Services



- Expand our offerings across each phase of customers' development and manufacturing workflows to maximize the value we provide.



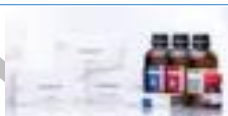
Strengthen Service Capabilities and Advance Maintenance Services

1. Establish service training centers at overseas sales subsidiaries.
2. Expand MVS in North America.
3. Globally roll out instrument relocation and other high-value services.
4. Expand the maintenance business using AI-based failure prediction, refurbishment, and partial upgrades.



Strengthen Consumables Portfolio and Sales Capabilities

1. Expand the business by broadening the product portfolio and accelerating market launches.
Divide responsibilities for in-house reagent development between Europe and Japan.
Broaden the product portfolio through collaboration with other companies.
2. Expand applications.
3. Globally roll out products developed by overseas Group companies.



Maximize Value Provided to Customers

Expand the LabTotal Business

- Globally expand products for laboratory design, reagent management, and other applications developed by Group companies in Japan and overseas in collaboration with external partners.

Initiatives in the Purification Business

1. Provide high-precision preparative chromatography products.
2. Expand column-packing business for purification applications.
3. Sell consumables for preparative chromatography.

Systems and Products

1. Launch products that address leading-edge needs.
2. Launch systems that address automation needs.
3. Support workflows end-to-end, from sample preparation through consumables.



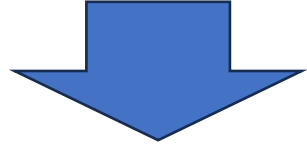
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3. Business Expansion in the Semiconductor Market

Market Trends

Semiconductor scaling, 3D integration, and higher performance for AI applications.



As semiconductors become smaller and more highly stacked, demand is growing for the ability to “measure smaller features consistently” and “measure hidden internal structures in three dimensions.”

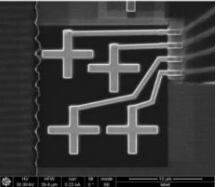
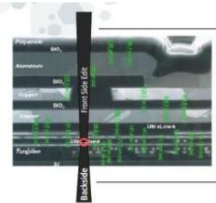
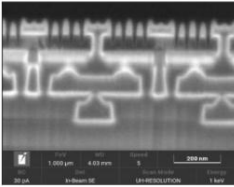
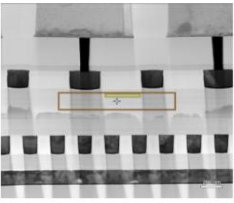
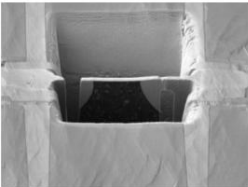
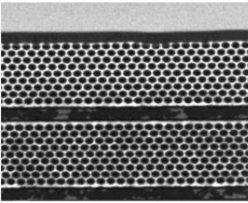
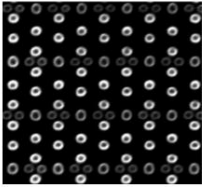
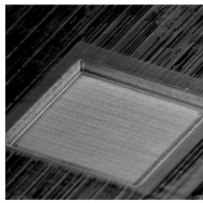
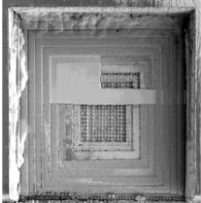
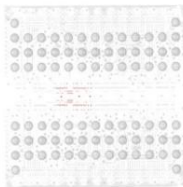
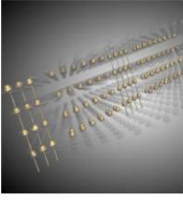
- An increasing number of control parameters for materials, interfaces, and impurities.
- The need for internal inspection associated with 3D structures, stacking, and bonding.
- Growing demand for higher yields, greater reliability, and better thermal design.
- Growing demand for in-line measurement, nondestructive testing, data integration, and automation.

Analytical and Measuring Technologies

Supporting the semiconductor industry as a whole across development, process development, volume production ramp-up, yield improvement, failure analysis, and more.

3. Business Expansion in the Semiconductor Market

Applications and Products Required at Each Stage of Semiconductor Process

	Design	R&D / Advanced Exploration	Manufacturing Process	Testing	Back-End Process	Reliability
Applications	Circuit Editing	High-Resolution Cross-Section Preparation	Defect Control Inspection / Measurement	Nanoprobng Voltage Contrast	Ablation Delaying	X-ray μCT
Instrument Type	Ion Beam	SEM / STEM FIB-SEM	SEM / STEM FIB-SEM	SEM FIB-SEM	Laser Technology	Micro-CT
Tescan Products	SOLARIS 2 / NANOSPACE	SOLARIS 2 SOLARIS 2 X TENSOR	MIRA AMU SOLARIS GWH TENSOR	AMBER X2 SOLARIS X2	FEMTOCHISEL AMBER 2 X	UNITOM 2 HR
Use-Case Diagram	 	 	 	 	 	 



SOLARIS 2



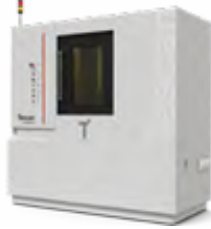
TENSOR



AMBER X 2



FemtoChisel

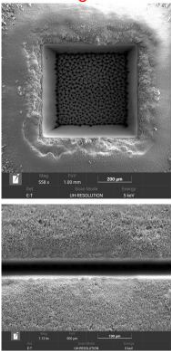
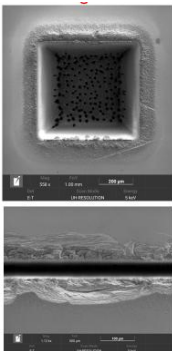


UNITOM HR 2

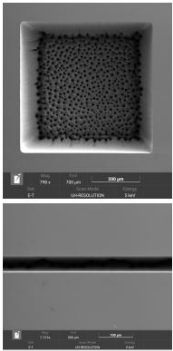
Laser Processing Technology

Laser Processing Only

Cleaning after Laser Processing

Laser Processing Using FemtoChisel



- Tescan's proprietary intelligent gas control and protective-layer technologies.
- Prevents the formation of debris, redeposition, and heat-affected layers even during high-speed femtosecond laser processing.

⇒ Enables high-speed processing.

3. Business Expansion in the Semiconductor Market

Semiconductor Device Failure Analysis

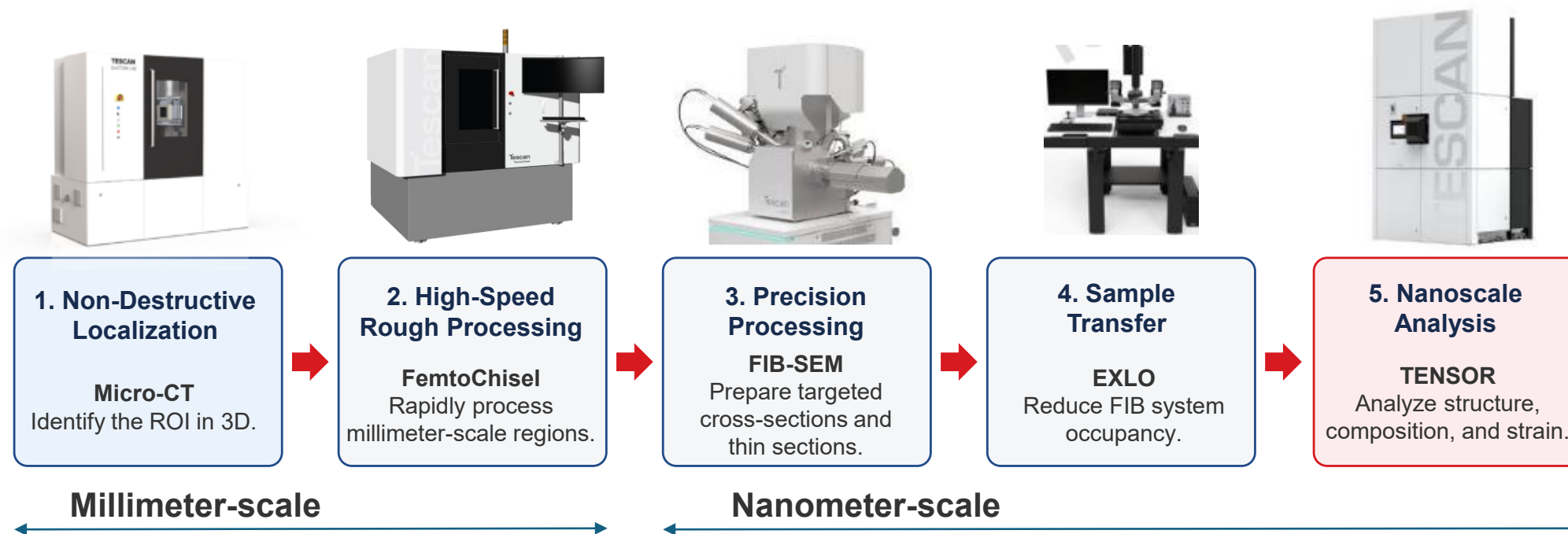
- Treat “locate → process → analyze” as a single workflow.

Combine high speed with high resolution.

Reduce the impact of laser-processing artifacts.

Enable precise cross-sectioning by reducing curtaining.

The world's first automated system combining patented precession electron diffraction with real-time analysis of multiple data sets.



Streamline the Workflow

- Transfer ROI coordinates, images, and recipes between instruments to reduce repeated localization and manual work.
- Link process conditions with cross-sectional, structural, compositional, and strain data to accelerate feedback to development.

3. Business Expansion in the Semiconductor Market

Leveraging the TMP Service Network to Strengthen Customer Engagement

- Expand the service network to meet strong demand for advanced semiconductors.
- Turbomolecular pumps (TMPs) are high-performance vacuum pumps installed in semiconductor manufacturing equipment.
- They are used by major semiconductor manufacturing equipment manufacturers, and Shimadzu holds the leading global market share.
- We provide 24/7/365 service for TMPs operating around the world and are continuously strengthening our engagement with semiconductor manufacturers.
- Leveraging the strength of our TMP service network, we will combine Shimadzu's analytical and measuring technologies with Tescan electron microscopes, including FIB-SEM and TEM systems, to maximize the value provided to customers.



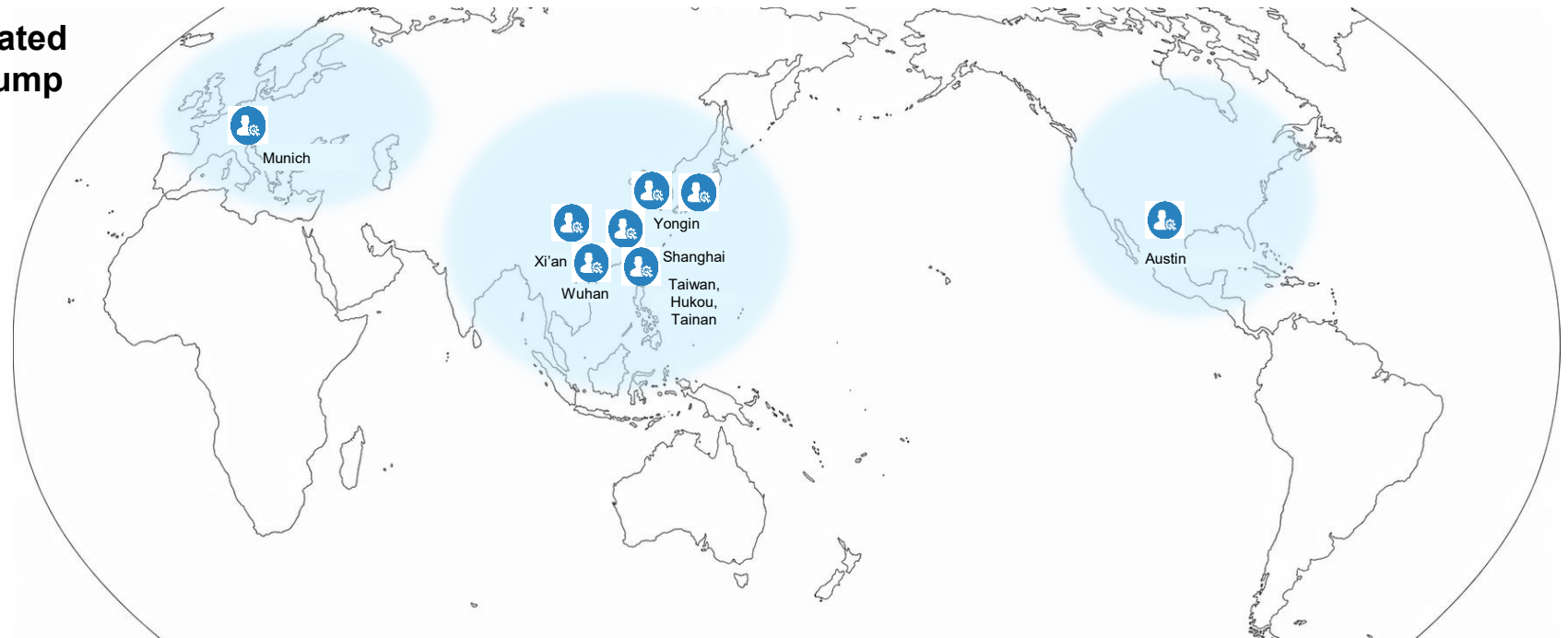
**Magnetically Levitated
Turbomolecular Pump**

- Creates a high vacuum inside semiconductor manufacturing equipment.
- Magnetically levitates and rotates the impeller at high speed to efficiently evacuate air and gas molecules.
- Because the moving parts do not make contact, wear and vibration are minimized, while oil contamination is also reduced.
- Semiconductor manufacturing involves extremely fine circuitry, where even minute particles or residual gases can affect quality. Magnetically levitated TMPs are therefore used to maintain a clean and stable vacuum.

Production Sites:

Japan (Kyoto and Kanagawa) / China (Tianjin)

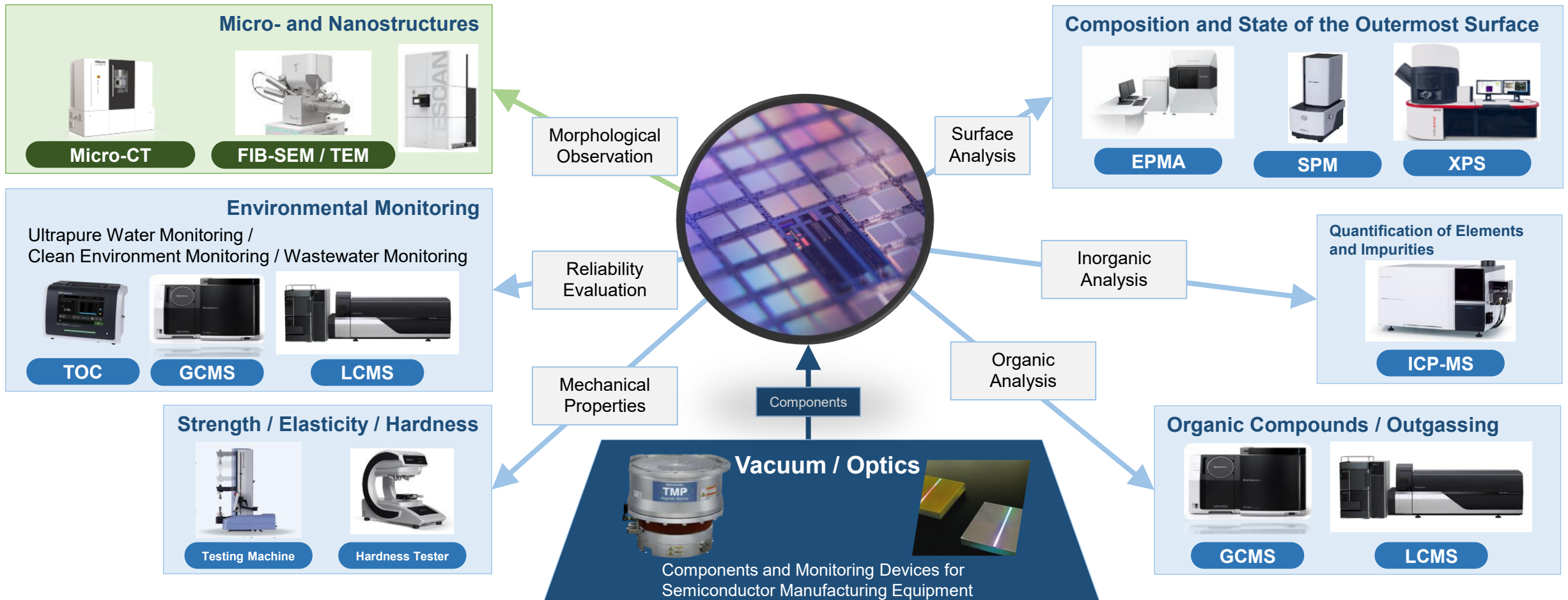
TMP Service Network



3. Business Expansion in the Semiconductor Market

Shimadzu Integrated Analysis Solutions for Semiconductor R&D and Manufacturing

- Provide integrated analytical solutions combining structural analysis, chemical analysis, and process measurement.
- Complete a surface observation platform incorporating Tescan products and other analytical and measuring instruments, and ultimately evolve it into a Process Intelligence Platform, with the aim of becoming a data-driven analytical and measuring instruments company that optimizes the entire semiconductor process.



3. Business Expansion in the Semiconductor Market

Future Synergies with Tescan

- By combining Tescan's advanced imaging and processing technologies with Shimadzu's analytical technologies, we will bridge the gap from "seeing" to "understanding" and expand opportunities to create new value.

Tescan's Six Technology Platforms

Imaging / Cross-Section
Processing / 3D Analysis



Surface Research under
Ultra-High Vacuum



Precision Processing with
Low Thermal Impact



Nanostructure / Crystal
Orientation Analysis



Non-Destructive
3D/4D Analysis



Automated TEM Sample
Preparation



Shimadzu Analytical Technologies — Measurement Capabilities —



EPMA

Elemental Analysis /
Micro-Area Evaluation



XPS

Chemical Bonding
Evaluation



SPM

Surface Topography /
Physical Properties Evaluation



FTIR / Raman

Molecular Structure /
Chemical State



MS Imaging

Mass Spectrometry Imaging

Semiconductors



FIB-SEM

Cross-Section Imaging /
Processing

EPMA / EDX

Elemental Analysis

TEM

Circuit / Defect Analysis

Enhance Failure Analysis and
Reliability Evaluation

Battery Composite Materials



FIB-SEM

Cross-Section Imaging /
Processing

EPMA / Raman

Elemental /
Compositional Analysis

XPS / SPM

State Analysis

Accelerate Next-Generation
Battery Development

Life Sciences



FIB-SEM

Morphological /
Structural Analysis

Raman

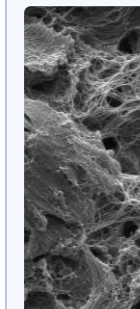
Chemical State Analysis

MS Imaging

Molecular Distribution
Analysis

Correlative Analysis of Structural
and Chemical Information

Materials / Surfaces



SEM

Surface Structure
Analysis

Micro-CT

Internal Structure

FTIR / Raman

Molecular Structure

Integrate Contaminant, Fracture-
Surface, and Surface Analysis

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4. New Products

Product Portfolio

■ We offer a diverse product portfolio while strengthening the key chromatography models (LC and GC) and mass spectrometry systems (MS) that form the core of our business.

Three Key Models (LC, MS, GC): 56%

Other Models: 44%



Liquid Chromatograph



Supercritical Fluid Chromatography
Analytical / Preparative /
Extraction System



High-Performance
Liquid Chromatograph
Mass Spectrometer
(Triple Quadrupole LCMS)



High-Performance
Liquid Chromatograph
Mass Spectrometer
(Quadrupole Time-of-Flight
LCMS)



Gas Chromatograph



Gas Chromatography Mass
Spectrometry System



Fourier Transform
Infrared Spectrophotometer



UV-Vis Spectrophotometer



Energy Dispersive
X-Ray Fluorescence Spectrometer



Precision Universal
Testing Machine



Microfocus
X-Ray CT System



Scanning Electron
Microscope

Service & Maintenance: 59%

Consumables: 41%



Preventive Maintenance



Inspection / Calibration Services



Reagents



Columns



Culture Media

4. New Products

Recently Released New Products



Ultra High Performance Liquid Chromatograph Nexera X4

**Trace-Level Analysis, High Speed,
and High Separation Performance
for R&D Laboratories**

- Low dispersion for sharp peaks.
- Reduces analysis time to one-third of the conventional level.
- Supports trace-volume samples.
- Reduces solvent consumption to one-ninth of the conventional level.



Gas Chromatograph Nexis GC-2060

**“The Culmination of 70 Years
of GC Development”**

**Transform workflows with
high-speed processing, high
sensitivity, and stability**

- Five injection modes improve efficiency and reduce waiting time to one-eighth of the conventional level.
- Five detector operating modes accommodate diverse laboratory environments.
- A detector offering the highest sensitivity enables high-speed trace analysis.
- Automatic energy-saving operation helps save energy by reducing electricity and gas consumption.

AI Method Search and Generation Service Methodintelligence for LC



- Generative AI automatically searches the literature and evaluates conditions to propose optimal analytical conditions.
- Reduces the time required to determine analytical conditions.



Ion Chromatograph Nexera IC

**Streamlines workflows from
sample preparation and analysis
through data processing**

- Proprietary automation functions.
- Streamlines the entire workflow from sample preparation through data analysis.
- New AI functions reduce downtime.

On-Line TOC Analyzer for Ultrapure Water TOC-1000e S



**High-sensitivity urea
detection helps improve
manufacturing yield**

- Among the world's smallest and lightest in its class.
- Provides stable measurement of organic content at 1 µg/L or below.
- Helps meet cleaning standards and improve yield.

Gas Chromatography Mass Spectrometry System GCMS-TQ8040/8050RX Series



- Designed for use with the Nexis GC-2060.
- Industry-leading sensitivity, delivering up to a 25% improvement over conventional models, enables the detection of ultra-trace components.
- AI-powered data analysis support improves analytical quality while reducing operator workload.



Actual results may differ materially from the forecasts regarding future performance contained in this presentation due to various external factors, including economic conditions, foreign exchange fluctuations, and technological developments.

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