Shimadzu Corporation (TSE Prime Market: Securities code 7701)

FY 2023 (Ended March 2024) Results & Financial Position

President and Representative Director, CEO
Yasunori Yamamoto

May 13, 2024
01 Overview of Financial Results
Summary of Results

**Consolidated Results**
- Sales beat **500 bn yen** to 511.9 bn yen.
- Operating Income beat **70 bn yen** to 72.8 bn yen.
- Sales, Operating Income, Ordinary Income, and Net Income all hit **record high for 4 consecutive years**.

**By Model**
- AMI key models grew mainly overseas for pharma, clinical, and environment, **growing 10%**.
- Turbomolecular pumps (TMP) saw **3% growth** as the decline in semiconductor sales was offset by growth in green sales.

**By Segment**
- Sales **AMI set a record and drove results**.
  - +23.6 bn yen (+7%) growth YoY of 338.3 bn yen
- Operating Income **IM and AE profits contributed**.

**By Region**
- **All regions increased** including FX tailwind
  - In North America: First-half delays covered by pharma and PFAS projects.
  - In Europe: AMI, MED, and IM increased.
  - In China: faced a challenging market condition.
  - In India: LC and MS for pharma increased.
Statement of Income

- Net sales 511.9 BY, Operating Income 72.8 BY (OPM 14.2%), Ordinary Income 76.9 BY, Net Income 57 BY
- Actively promoting R&D expenses for future growth, R&D expenses increased to 21.5 BY, +13% YoY (R&D to sales ratio: 4.2%)

### Business Results

<table>
<thead>
<tr>
<th>Business Results</th>
<th>Units: Billions of yen</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>Changes</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td>511.9 BY</td>
<td>482.2</td>
<td>511.9</td>
<td>+29.7</td>
<td>+6%</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>72.8 BY</td>
<td>68.2</td>
<td>72.8</td>
<td>+4.5</td>
<td>+7%</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>14.2%</td>
<td>14.1%</td>
<td>14.2%</td>
<td>+0.1pt</td>
<td></td>
</tr>
<tr>
<td><strong>Ordinary Income</strong></td>
<td>76.9 BY</td>
<td>70.9</td>
<td>76.9</td>
<td>+6.0</td>
<td>+8%</td>
</tr>
<tr>
<td><strong>Profit Attributable to Owners of Parent</strong></td>
<td>57.0 BY</td>
<td>52.0</td>
<td>57.0</td>
<td>+5.0</td>
<td>+10%</td>
</tr>
</tbody>
</table>

### Exchange Rates

| Exchange Rates | Average Rate: USD (Yen) | 135.51 | 144.66 | +9.15 | +7% |
|               | Euro (Yen)              | 141.02 | 156.85 | +15.83 | +11% |

### R&D Expenses

- R&D Expenses: 21.5 BY, +2.5 BY YoY
- CAPEX: 22.5 BY, -0.0 BY YoY
- Depreciation and Amortization: 18.6 BY, +1.0 BY YoY

*Figures are rounded to the nearest hundred million yen. It may not match the notational total or difference.*
YoY Change in Operating Income

OP increased to 72.8 bn yen, up 4.5 bn yen YoY.
Sales Effort: GP increased by higher sales in AMI, IM, and AE, and greater value added pursued.  +9.9 bn yen
Manufacturing Effort: GP margin improved by improving plant balance against soaring prices of parts/materials.  +2.3 bn yen
Increased Growth Investment: Investment for future growth such as HR and R&D increased.  10.0 bn yen (OP pull)

<table>
<thead>
<tr>
<th>FY2022</th>
<th>FY2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>FX</td>
<td></td>
</tr>
<tr>
<td>68.2</td>
<td>72.8</td>
</tr>
</tbody>
</table>

- **Sales Effort**
  - Gross profit increased by higher sales +4.3
  - Greater value added pursued (price revision) +5.6

- **Manufacturing Effort**
  - Soaring prices of parts/materials -2.4
  - Plant balance improved +4.7

- **Growth Investment**
  - Increased HR Investment -7.5
  - Increased R&D -2.5

- **Increase in Expenses**
  - -10.0
  - -4.1

Bn yen
AMI drove sales, +23.6 bn yen YoY. OP was driven by IM and AE, +2.3 and +1.8 bn yen YoY respectively.

Sales of AMI:
• Key models increased in the Healthcare and Green domains.
• PCR reagents decreased, -6 bn yen YoY.

OP of AMI:
• Investment for future growth such as R&D and HR increased.
• Highly-profitable LC struggles in China.

Sales of MED:
• Our flagship product, Angiography Systems, drove well globally, +48% YoY.
• In Japan, sales decreased due to reactionary decline of large projects and supplementary budget.

OP of MED: Decreased due to lower sales and increased investment for future growth.

Sales of IM:
• Industrial Furnaces for EV ceramic manufacturing increased.
• TMP increased for solar panels and construction glass.

OP of IM:
• Increased with higher sales and greater value added pursued.

Sales of AE:
• Increased for both commercial aircraft and defense.

OP of AE:
• Increased by improved profitability in addition to higher sales.

Sales of AE:
• Increased for both commercial aircraft and defense.

OP of AE:
• Increased by improved profitability in addition to higher sales.

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<table>
<thead>
<tr>
<th>Units: Billions of yen</th>
<th>Net Sales FY 2023</th>
<th>Operating Income FY 2023</th>
<th>Operating Margin FY 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 2023</td>
<td>YoY Changes %</td>
<td>FY 2023</td>
</tr>
<tr>
<td>AMI</td>
<td>338.3</td>
<td>+23.6 +7%</td>
<td>57.5</td>
</tr>
<tr>
<td>MED</td>
<td>72.3</td>
<td>-3.6 -5%</td>
<td>4.8</td>
</tr>
<tr>
<td>IM</td>
<td>65.4</td>
<td>+2.4 +4%</td>
<td>7.2</td>
</tr>
<tr>
<td>AE</td>
<td>29.5</td>
<td>+5.5 +23%</td>
<td>3.7</td>
</tr>
<tr>
<td>Other</td>
<td>6.5</td>
<td>+1.8 +37%</td>
<td>1.0</td>
</tr>
<tr>
<td>Adjustments</td>
<td>-</td>
<td>-</td>
<td>-1.5</td>
</tr>
<tr>
<td>Total</td>
<td>511.9</td>
<td>+29.7 +6%</td>
<td>72.8</td>
</tr>
</tbody>
</table>

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Sales (outside) and operating income (inside) by segment:

- AMI: 66%
- MED: 14%
- IM: 13%
- AE: 10%
- Other: 5%

Net Sales FY 2023:
- AMI: 338.3
- MED: 72.3
- IM: 65.4
- AE: 29.5
- Other: 6.5
- Adjustments: -
Total: 511.9

Operating Income FY 2023:
- AMI: 57.5
- MED: 4.8
- IM: 7.2
- AE: 3.7
- Other: 1.0
- Adjustments: -1.5
Total: 72.8

Operating Margin FY 2023:
- AMI: 17.0%
- MED: 6.6%
- IM: 11.0%
- AE: 12.6%
- Other: 11.4%
- Adjustments: -
Total: 14.2%
AMI Key Models and TMP

AMI Key Models (LC, MS, and GC) increased for the Healthcare and Green domains and academia.
TMP decreased for semiconductor manufacturing equipment but increased for green-related (thin-film solar panel manufacturing equipment, etc.)

AMI Key Models

LC for pharma increased in Japan, North America, Europe, and Other Asian Countries.

MS for academia in Japan and for clinicals in Europe increased.

GC for the Green domain increased globally.

+10% YoY

<table>
<thead>
<tr>
<th>LC</th>
<th>MS</th>
<th>GC</th>
<th>Bn yen</th>
</tr>
</thead>
<tbody>
<tr>
<td>126.6</td>
<td>135.7</td>
<td>150.4</td>
<td>169.3</td>
</tr>
</tbody>
</table>

also refer to p.28 of supplementary materials.

TMP +3% YoY

- TMP for semiconductor manufacturing equipment decreased.
- TMP for green-related (thin-film solar panel manufacturing) increased.

<table>
<thead>
<tr>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2022</th>
<th>FY2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>17.1</td>
<td>20.8</td>
<td>27.5</td>
<td>30.9</td>
<td>31.9</td>
</tr>
</tbody>
</table>

also refer to p.38 of supplementary materials.
## Sales by Segment

Sales in Japan increased +2% YoY driven by AMI and AE. Overseas sales increased +9% YoY driven by Europe and Other Asian Countries.

<table>
<thead>
<tr>
<th>Unit: Billions of Yen</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>YoY Changes</th>
<th>YoY</th>
<th>Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Japan</strong></td>
<td>211.1</td>
<td>215.6</td>
<td>+4.5</td>
<td>+2%</td>
<td>• AMI +5%: LC and MS for pharma increased. GC for new energy development, Testing Machines for new material development also increased. • MED -15%: Decreased due to reactionary declines in supplemental budget and large projects in the previous year. • IM -2%: Industrial Furnaces increased for ceramics, but TMP for semiconductor manufacturing equipment decreased. • AE +19%: Defense field increased.</td>
</tr>
<tr>
<td><strong>Overseas</strong></td>
<td>271.1</td>
<td>296.3</td>
<td>+25.2</td>
<td>+9%</td>
<td>• AMI +2%: LC and clinical MS (MALDI) decreased for specific customers. Excluding this effect, sales increased +15%. • MED -1%: Hospital CAPEX stagnated. • IM +3%: Hydraulic Pumps for forklifts increased. • AE +37%: Commercial aircraft field increased.</td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>57.6</td>
<td>60.6</td>
<td>+3.0</td>
<td>+5%</td>
<td>• AMI +19%: LC for pharma, MS for clinicals and academia, GC for new energy development increased. • MED +12%: Sales increased in Eastern Europe where we focused. • IM +12%: TMP for semiconductor manufacturing equipment increased.</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>41.7</td>
<td>48.9</td>
<td>+7.2</td>
<td>+17%</td>
<td>• AMI +1%: LC for pharma and contract analysis decreased, but GC for new energy development and MS for clinicals and academia increased. • MED +15%: Fluoroscopy Systems manufactured locally and Angiography Systems that we focused on increased. • IM +10%: TMP for thin-film manufacturing equipment used to manufacture solar panels and construction glass increased.</td>
</tr>
<tr>
<td><strong>China</strong></td>
<td>96.7</td>
<td>99.9</td>
<td>+3.1</td>
<td>+3%</td>
<td>• AMI +17%: LC and MS for pharma increased. GC for new energy development, Testing Machines for new material development increased. • MED +3%: Although Southeast Asia saw a reactionary decline in large projects of Mobile X-rays, Angiography Systems that we focused on increased. • IM +5%: Industrial Furnaces for ceramics increased.</td>
</tr>
<tr>
<td><strong>Other Asian Countries</strong></td>
<td>52.2</td>
<td>59.3</td>
<td>+7.1</td>
<td>+14%</td>
<td></td>
</tr>
</tbody>
</table>
02  FY 2024 Earnings Forecast
We expect uncertainty continues due to geopolitical risks, U.S.-China trade friction, and inflation. In the 4 domains, we focus on markets where demand is expanding and implement measures to provide End-to-End solutions.

### Business Environment and Measures

#### Green

**Business Environment**
- R&D progresses toward decarbonization.
- PFAS demand increases.

**Measures**
- **AMI >**
  - **Provide End-to-End Solution for Hydrogen** *p.20
  - **Provide End-to-End Solution for PFAS** *p.21
- **IM >**
  - **Expand TMP sales for solar cells.**

#### Industry

**Business Environment**
- Semiconductor market recovers.

**Measures**
- **IM >**
  - **Grow TMP Business** *p.22

#### Material

**Business Environment**
- R&D of new materials increases.
- Investment in the chemical industry decreases.

**Measures**
- **AMI >**
  - Increase application for new materials, jig lineups, and overseas sales of Test Machines.
- **IM >**
  - Expand sales of Industrial Furnaces for ceramics.

#### Health Care

**Life Science Field**

**Business Environment**
- Pharma market expands by developing new drugs and by strengthening domestic production.
- Chinese market remains sluggish.

**Measures**
- **AMI >**
  - **Pharma:** Propose ‘Evolving Lab’ *p.16
    - Provide End-to-End Solution for North American Pharma *p.17
  - **China:** Implement Measures *p.23

**Med-Tech Field**

**Business Environment**
- Clinical market expands.
- Senior healthcare market expands.
- Chinese market remains sluggish.

**Measures**
- **AMI >**
  - **Clinical:** Build Clinical Platform *p.18
  - **China:** Implement Measures *p.23
- **AMI & MED >**
  - Expand Senior Healthcare Business *p.19

*Related topics slide pages
## FY 2024 Earnings Forecast

Aim to achieve a new record high for the 5th consecutive year. R&D expenses will increase by 6.5 bn yen to 28 bn yen. R&D to sales ratio will be 5.3% (4.2% in FY 2023)

### Net Sales
YrY: +13.1 bn yen/ +3%

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross</td>
<td>491</td>
<td>512</td>
<td>533</td>
<td>525</td>
<td>525</td>
</tr>
<tr>
<td>Income</td>
<td>476</td>
<td>491</td>
<td>511</td>
<td>511.9</td>
<td>525.0</td>
</tr>
<tr>
<td>Margin</td>
<td>12.6%</td>
<td>14.9%</td>
<td>14.1%</td>
<td>14.2%</td>
<td>14.5%</td>
</tr>
</tbody>
</table>

### Operating Income
YrY: +3.2 bn yen/ +4%

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>72.8</td>
<td>76.0</td>
<td>77.0</td>
<td>72.8</td>
<td>76.0</td>
</tr>
<tr>
<td>Margin</td>
<td>14.2%</td>
<td>14.5%</td>
<td>0.1%</td>
<td>14.1%</td>
<td>0.3pt</td>
</tr>
</tbody>
</table>

### Operating Margin
YrY: +0.3pt

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>72.8</td>
<td>76.0</td>
<td>77.0</td>
<td>72.8</td>
<td>76.0</td>
</tr>
<tr>
<td>Margin</td>
<td>14.2%</td>
<td>14.5%</td>
<td>0.1%</td>
<td>14.1%</td>
<td>0.3pt</td>
</tr>
</tbody>
</table>

### Net Income
YrY: +1.0 bn yen / +2%

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>57.0</td>
<td>58.0</td>
<td>58.0</td>
<td>57.0</td>
<td>58.0</td>
</tr>
<tr>
<td>Margin</td>
<td>12.6%</td>
<td>14.9%</td>
<td>0.1%</td>
<td>14.1%</td>
<td>0.3pt</td>
</tr>
</tbody>
</table>

### R&D Expenses
YrY: +6.5

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>21.5</td>
<td>28.0</td>
<td>28.0</td>
<td>22.5</td>
<td>28.0</td>
</tr>
</tbody>
</table>

### Average Rate: USD (Yen)
YrY: +0.34

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>144.66</td>
<td>145.00</td>
<td>+0.34</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

### Average Rate: Euro (Yen)
YrY: -1.85

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>156.85</td>
<td>155.00</td>
<td>-1.85</td>
<td>-1%</td>
<td>-1%</td>
</tr>
</tbody>
</table>

### Foreign Exchange Sensitivity (bn yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>1.5</td>
<td>0.3</td>
<td>1.5</td>
<td>0.5</td>
<td>0.1</td>
</tr>
</tbody>
</table>

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In addition to measures, we will shift backlog orders to sales and sell new products, aiming for increased sales and profit in AMI, MED, and IM.

◆ **Basis for the revenue increase**
  - Shift record-high order backlog at the beginning of the year hit record high.
  - FY24 new product sales target +25 bn yen (products launched in FY22-23 will contribute)
  - Implement measures described in p.10.

◆ **Basis for the profit increase**
  - Increase in sales and added value through sales efforts (incl. price revision).
  - Improve plant balance through manufacturing efforts.
  - Growth investment of 14 bn yen is planned (R&D expenses will increase by 6.5 bn yen).

◆ **Basis by segment**
  - Sales and profit will increase through sales efforts in AMI, MED, and IM.
  - AE profit will decrease due to deterioration in product mix.

### Units: Billions of yen

<table>
<thead>
<tr>
<th></th>
<th>Net Sales</th>
<th>YoY</th>
<th>Operating Income</th>
<th>YoY</th>
<th>Operating Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 2023</td>
<td>FY 2024 Forecast</td>
<td>Changes</td>
<td>%</td>
<td>FY 2023</td>
</tr>
<tr>
<td>AMI</td>
<td>338.3</td>
<td>342.0</td>
<td>+3.7</td>
<td>+1%</td>
<td>57.5</td>
</tr>
<tr>
<td>MED</td>
<td>72.3</td>
<td>76.0</td>
<td>+3.7</td>
<td>+5%</td>
<td>4.8</td>
</tr>
<tr>
<td>IM</td>
<td>65.4</td>
<td>68.0</td>
<td>+2.6</td>
<td>+4%</td>
<td>7.2</td>
</tr>
<tr>
<td>AE</td>
<td>29.5</td>
<td>35.0</td>
<td>+5.5</td>
<td>+19%</td>
<td>3.7</td>
</tr>
<tr>
<td>Other</td>
<td>6.5</td>
<td>4.0</td>
<td>-2.5</td>
<td>-38%</td>
<td>1.0</td>
</tr>
<tr>
<td>Adjustments</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>-1.5</td>
</tr>
<tr>
<td>Total</td>
<td>511.9</td>
<td>525.0</td>
<td>+13.1</td>
<td>+3%</td>
<td>72.8</td>
</tr>
</tbody>
</table>
Shareholder Returns (Dividends)

- Dividend: FY23 dividend increased by 4 yen vs. the initial forecast (Interim +1 yen, Year-end +3 yen), +6 yen YoY and 10\textsuperscript{th} consecutive dividend increases. FY24: 62 yen per share for 11\textsuperscript{th} consecutive years.
- Payout ratio: Expected to be 31.5% based on the return policy (payout ratio of at least 30%)

• FY 2023 values will be finalized at the annual shareholder’s meeting. FY 2024 values are estimates.
Shareholder Returns (Repurchase of Own Shares)

- Repurchase of Own Shares: Not exceeding 25 billion yen of own shares will be repurchased in order to enhance shareholder returns and improve capital efficiency.
- Total return ratio: FY2024 total return ratio of dividends and share repurchase will be 74.6%.

Total number of shares to be repurchased: **Not exceeding 12,500 thousand shares**
(4.2% of total number of shares issued excluding treasury shares)
Total amount of shares to be repurchased: **Not exceeding 25 billion yen**
Period of repurchase: From May 13, 2024 to March 31, 2025
Method of repurchase: Market purchase on the Tokyo Stock Exchange
03 Topics

Healthcare
- Propose ‘Evolving Lab’ for Pharma *p.16
- Provide End-to-End Solution for North American Pharma *p.17
- Strengthen Med-Tech Business - Build Clinical Platform in AMI - *p.18

Green
- Provide End-to-End Solution for Hydrogen *p.20
- Provide End-to-End Solution for PFAS *p.21

Industry
- Grow TMP Business *p.22

Expand Overseas Sales
- Implement Measures in China *p.23

Management Foundation
- Reinforce the Corporate Governance *p.24
- Develop Human Resources that Shimadzu Requires *p.25
Propose ‘Evolving Lab’ for Pharma

- Achieve a ‘evolving lab’ = Living Laboratory to help customers improve their analytical measurement productivity.
- Data integrity & efficiency achieved by our network system that can connect multiple models, including those of other companies.
- Complete End-to-End solutions for pre-processing, measurement, data analysis, data management, and network systems.

✓ Analytical & Measuring Instruments, robotics, AI, and IoT technologies enable novice researchers to replicate a set of lab workflows just as skilled researchers do.
✓ Researchers can engage in more advanced work and make better use of their time.
✓ Increase productivity of analysis processes by providing End-to-End supports for the entire workflow required in the lab through software.
Provide End-to-End Solution for North American Pharma

- **Products Meeting Advanced Needs**: Highly competitive supercritical fluid chromatographic analysis, separation, and extraction systems are being adopted by mega pharma.
- **Technology Development Meeting Advanced Needs**: Established the North American R&D Center with the aim of accelerating development in close contact with advanced customers in North America.
- **Enhanced maintenance service**: Provide efficient equipment management by Multi-Vendor Services.

◆ **Expand sales of semi-preparative supercritical fluid chromatographs**
  - Already delivered to over 40 pharma companies in North America.
  - A significant reduction in environmental impact achieved by reducing solvent consumption by 94% compared to our previous model.

Nexera UC Prep
Semi-Preparative Supercritical Fluid Chromatography System

Commercialized based on specifications required by a consortium of major U.S. pharmaceutical companies, Enabling Technologies Consortium.

◆ **Enhance maintenance service by Multi-Vendor Services** (MVS)
  * One-stop maintenance service by one company for all equipment without selecting manufacturer.

  - Stricter quality control increases demand for MVS for analytical instruments
  *MVS Market Size: Approx. $1 billion CAGR 7%

Acquired Zef Scientific Inc., an MVS company for analytical instruments in the United States.

◆ **Established the North American R&D Center** (consisting of 3 facilities)
  - Sales target for products developed in the North American R&D Centers: FY 2025 $35 M

  "West Coast Development Center"
  - Understand advanced needs of pharma & biotech.
  - Research collaboratively for automation.

  "East Coast Development Center"
  - Understand the advanced needs of the upstream sector of major pharma.
  - Develop MS with state-of-the-art technology.

  "North America R&D Center"
  - Based on customer needs from the East-West Development Centers, Develop and evaluate software applications.
Strengthen Med-Tech Business - Build Clinical Platform in AMI -

• Build a clinical LCMS platform by utilizing our company’s proprietary CLAM preprocessing system and other companies’ pretreatment systems.
• Expand product lineups through M&As and alliances to maximize the value we can deliver to customers.

Expand IVD product lineups
- CLAM-2040 CL
  Fully Automated Sample Preparation Module for LC-MS
- LCMS-8060NX CL
  High-Performance Liquid Chromatograph Mass Spectrometer
  Pretreatment system by Hamilton

Expand analysis methods
- Joint development of applications for the hospital and clinical markets
  Already delivered to over 40 facilities in France, Denmark, Romania, Slovenia, Germany and the Czech Republic.

Reinforce reagent lineups
- Alsachim (acquired in 2018)
- SDC (acquired in 2022)
- Biomaneo (acquired in 2023)

Recipe, one of Europe’s two largest reagent makers,
expanded IVD kit for CLAM

Automate data transmission from the testing device to the clinical Laboratory Information System (LIS)

Connecting Software

Biomaneo Software
- BioApps: connecting to Equipment
- BioConnect: connecting to LIS
- BioSupport: Managing consumables, etc.

Connecting Hardware

Cooperate with other companies
- Immune test system
- Integrated automatic specimen inspection transport system
Focus on bone, orthopedic surgery, heart disease, peripheral vascular disease, and dementia markets to provide End-to-End solutions for extending healthy life expectancy.

Preventive care for the elderly to prevent ‘bedridden’ and burden reduction on caregivers

Improve QOL of the elderly by supporting ‘walking’

**Bone: Bone Checkup <Blood vitamin D test and X-ray TV system>**
- Can test fractures and measure bone density in one device (no travel burden for patients)
- Osteoporosis testing and support after joint replacement
- Blood vitamin D test and blood concentration monitoring of therapeutic agents
- Diagnostic support with AI to reduce physician burden

**Heart disease and peripheral blood vessels:**
*<Heart disease Biomarker search and Angiography System>*
- Support for treatment of ischemic heart disease and lower extremity arterial disease
- Image processing engine equipped with AI to reduce exposure by 40% compared to our previous model and to achieve improved visibility

**Dementia testing:** < Blood test and PET equipment for head and breast, BresTome >
- Measure amyloid β in blood
- Provide high-definition images unique to specialized devices

Reference:
Websites of Ministry of Health, Labour and Welfare & Tokyo Metropolitan Geriatric Medical Center
Provide End-to-End Solution for Hydrogen

Increase market shares with new products for hydrogen, GC-2050 and GCMS-QP 2050. Aim to standardize hydrogen analysis.

**Basic and Catalytic Research**

- Hydrogen production research
- Catalytic reaction and product evaluation
- Characterization

**Hydrogen Production**

- Hydrogen impurity analysis
- Lightway Photoreaction Evaluation System
- i-Series High Performance Integrated Liquid Chromatograph

**Hydrogen Transport**

- Hydrogen carrier evaluation
- Pipeline material evaluation
- AGX-V2 AUTOGRAPH Precision Universal Tester
- inspeXio SMX-22SCT FPD HR Plus Microfocus X-ray CT System

**Hydrogen Storage**

- Assessment of infrastructure technologies such as storage and transportation
- BREVIS GC-2050 Gas Chromatograph

**Metanation**

- Joint development with energy companies
- KRATOS ULTRA2 Imaging X-ray Photoelectron Spectrometer

**Synthesis Fuel**

- Joint development with gas companies
- CGT-7100 Transportable Gas Analyzer

**Hydrogen Utilization**

- Hydrogen impurity analysis
  - Fuel purity
  - Hydrogen purity, etc.
- IRXross Fourier Transform Infrared Spectrophotometer

**Strengthen competitiveness in Green**

**Acquired Microreactor Business from Activated Research Company in the U.S.**

- Simultaneous analysis of multiple greenhouse gases using only a general-purpose detector
- American Society for Testing Materials (ASTM), one of the world's largest industry standards organization, promotes analytical standards

**Increase market shares with new products for hydrogen, GC-2050 and GCMS-QP 2050. Aim to standardize hydrogen analysis.**
Provide End-to-End Solution for PFAS

- Provide End-to-End solutions for PFAS analysis in line with EPA (U.S. Environmental Protection Agency) from pretreatment to report output.
- In response to the global trend of strengthening standards, we are striving to increase market share in LCMS for PFAS analysis.

PFAS Analysis Market Size

<table>
<thead>
<tr>
<th>Region</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>80</td>
<td>90</td>
<td>100</td>
<td>110</td>
<td>120</td>
<td>130</td>
<td>140</td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td>8.2%</td>
<td>8.8%</td>
<td>9.5%</td>
<td>10.3%</td>
<td>11.1%</td>
<td>11.9%</td>
<td>12.7%</td>
<td></td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>9.9%</td>
<td>10.6%</td>
<td>11.3%</td>
<td>12.1%</td>
<td>12.8%</td>
<td>13.5%</td>
<td>14.2%</td>
<td></td>
</tr>
<tr>
<td>Latin America</td>
<td>4.1%</td>
<td>4.5%</td>
<td>4.9%</td>
<td>5.3%</td>
<td>5.7%</td>
<td>6.1%</td>
<td>6.5%</td>
<td></td>
</tr>
<tr>
<td>Middle East &amp; Africa</td>
<td>3.0%</td>
<td>3.3%</td>
<td>3.6%</td>
<td>3.9%</td>
<td>4.2%</td>
<td>4.5%</td>
<td>4.8%</td>
<td></td>
</tr>
</tbody>
</table>

CAGR: 8.0%

- Initiatives in North America
  - PFAS Task Force focused on EPA PFAS analysis.
  - Sold LCMS to contract analysis companies, water bureaus, academia, etc., with 10% LCMS share in FY2023

- Products
  - Launch new products best suitable for PFAS analysis
  - Method development
  - Promotion of PFAS Method Development

- Pretreatment
  - Promote automation
  - Recurring
  - Expand consumable lineups for PFAS

References: ENVIRONMENTAL TESTING EQUIPMENT MARKET – GLOBAL FORECAST TO 2027
Grow TMP Business

- The semiconductor manufacturing equipment market is expected to increase in FY2024-FY2025, despite a decrease in FY2023.
- Increase market share and service ratio for semiconductor manufacturing equipment.

### TMP Sales for Semiconductor Manufacturing Equipment

- Increase as market recovers and increase market share

- **Semiconductor manufacturing equipment market** (billions of USD)
- **TMP sales for semiconductor manufacturing equipment** (billions of yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>SMP</th>
<th>TMP</th>
<th>(Estimated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2021</td>
<td>102.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2022</td>
<td>107.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2023</td>
<td>100.9</td>
<td></td>
<td>105.3</td>
</tr>
<tr>
<td>FY2024</td>
<td></td>
<td></td>
<td>124.1</td>
</tr>
</tbody>
</table>

Increase in Market Share

- Provide high-value-added technology to solve problems of the four major semiconductor manufacturing equipment companies
- Increase the ratio of being installed in new semiconductor manufacturing equipments

Expand Recurring

- Increase maintenance & service sales by establishing new sites in line with semiconductor investment (currently 10 sites globally)
- Promote upgrade and end-user direct services
- Expand 24/365 support

Service base in Wuhan, China, established in June 2023
Despite the ongoing difficult market conditions, particularly in pharmaceuticals and CxO*, the announcement of government support measures is expected to boost demand.

Focus on growing demand areas such as clinicals, academia and green.

The “Action Plan to Promote Large-scale Equipment Renewals and Trade-ins of Consumer Goods” was released to provide subsidies and low-interest loans for capital investment renewal in healthcare, education, infrastructure, etc.

### Market Environment

**Life Science Field**
- **Healthcare**
  - **Hospitals**: “Standards for Equipment Configuration in County General Hospitals” were issued. Introduction of MS continues at prefectural general hospitals. Fluoroscopy Systems made in China and Angiography Systems were well received.
- **Med-Tech Field**
  - **Lithium-ion batteries**: Demand increases as R&D advancement and quality improvement continues.
  - **Hydrogen energy**: AMI demand increases with constructions of hydrogen stations in various places.
  - **Tighter environmental regulations**: “New Pollutant Control Action Plan” was enforced.

### Shimadzu’s Initiatives

**Life Science Field**

**Healthcare**
- Provide End-to-End Solutions to analyze residual pesticides in Chinese herbal medicine.
- Propose solutions for the Chinese Pharmacopoeia 2025 edition at an early stage.

**Med-Tech Field**
- Provide LCMS through OEM, partnering with Chinese reagent manufacturers.
- Continue initiatives in MED.

**Green**
- Solve analytical challenges from R&D to QC through our extensive product lineup.
- Expand sales of LCMS and GCMS through 40 applications for regulatory enhancements.

**Academia**
- From 2023 to 2025, the government has implemented support programs for local educational institutions, specifically targeting vocational and technical colleges.
- Meet the diverse research needs with our extensive product lineup.
- Counter the domestic-friendly measures with Chinese-made products.

*Note: CxO: CRO, CDMO, etc.*

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*SHIMADZU
Excellence in Science
&
Best for Our Customers

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Reinforce the Corporate Governance

- The newly established Risk Management Department supervises internal control, compliance, and risk management.
- The Head Office formulates a business audit policy and entrusts audits to Regional Corporate Headquarters (RCH; in Europe, North America, Asia, and China), which are scheduled to be established by FY2028, for timely monitoring and prompt improvement.
- RCH receives the transfer of audit duties and authority from the Head Office and carries out the same activities to subordinate companies.
Shimadzu Academy opens to train Executive Candidates and Business Leaders.

### Shimadzu Academy

#### 1. Develop Executive Candidates
- Development through selection, transfer, assignment and evaluation by a Human Resources Development Meeting
- Provision of training by management, English and external training

**Executive Candidate**
- General manager level of an executive member candidate for 3 years

**Candidate for the next Senior Manager**
- Manager level of an executive member candidate for 2 years

**Candidate for General Manager**
- Manager level who is a candidate for General Manager for 9 months

**Candidate for Manager**
- Assistant Manager level of a candidate for Manager for 6 months

**Purpose:**
- To acquire necessary work experience and knowledge as an Executive Candidate

#### 2. Develop Business Leaders
- Expanding perspectives
- Acquisition of necessary skills and mindset of such as management knowledge/leadership, understanding of the company

**Candidate for the next Senior Manager**
- Manager level who is a candidate for the Next Senior Manager for 9 months

**Purpose:**
- To acquire necessary work experience and knowledge as a candidate for the Next Senior Manager

#### 3. Develop Advanced Experts
- PhD/Advanced Qualification/DX Skills
- Subject: Selection and Public Offering

**FY2024 Plan**

Further evolve initiatives 1. 2. and 3.

### FY2023 Results

#### 1. Develop Executive Candidates
- A training program started in October 2023.

#### 2. Develop Business Leaders
- Leadership Training Graduates: 817 people

#### 3. Develop Advanced Experts
- 29 people newly qualified.
- Established new qualification incentive system.
- SPARK (a support system for Doctoral degree) started.

**FY2024 Plan**

Further evolve initiatives 1. 2. and 3.
Actual results may differ significantly from forecasts about future performance indicated in this document, due to fluctuations in economic conditions, exchange rates, technologies, or various other external factors.

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Phone: +81-75-823-1673  
E-Mail: ir@group.shimadzu.co.jp
Supplementary Materials
Analytical & Measuring Instruments / Net Sales by Model and Recurring Ratio

**Key Models:** Increased in the Healthcare and Green domains and academia, +10% YoY.
**Other Models:** Testing Machines increased in the Green and Material domain, +5% YoY.
**Recurring:** Although PCR reagents significantly decreased, maintenance & service sales increased, +6.4 bn yen YoY.

---

**Key Model Sales**
YoY: +16.2 bn yen/ +10%
185.5 bn yen

- LC increased in the Healthcare domain (pharma, etc.).
- MS increased for clinicals and academia.
- GC increased in the Green domain.

**Other Model Sales**
YoY: +7.4 bn yen/ +5%
152.7 bn yen

- Testing machines increased for new material development.
- COVID-19-related sales (PCR reagents and AutoAmp) significantly decreased.

**Recurring Sales Ratio**
YoY: -1pt (Net Sales +6.4 bn yen)
36%

- Maintenance & service sales increased.
- PCR reagents significantly decreased.

---

*We indicate the products launched in FY2023 with a new product icon from this slide onwards.*
AMI / Net Sales Ratio (Full-Year)

Model
- Key Models: 55%
- Other: 45%

Recurring Ratio
- Instruments: 64%
- Recurring: 36%

Region
- Japan: 38%
- North America: 10%
- Europe: 11%
- China: 22%
- Other Asian Countries: 13%
- Other Countries: 5%

Market
- Health care: 37%
- Industry (Green and Material): 20%
- Academia/Gov.: 18%
- Other: 25%

• Pie chart outer rings indicate FY 2023 results and inner rings FY 2022 results.
AMI / YoY Change for Net Sales of Key Models

Key models: LC for pharma increased in Japan, Europe, and Other Asian Countries but decreased in China. MS for food in Japan and MS for environment in North America increased. MS for academia in China decreased due to a special demand in the previous year. GC increased globally for new energy development (excl. China with a reactionary decline in the special demand).

<table>
<thead>
<tr>
<th></th>
<th>FY 2021</th>
<th></th>
<th></th>
<th>FY 2022</th>
<th></th>
<th></th>
<th>FY 2023</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>FY</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
<tr>
<td>Key Models</td>
<td>+24%</td>
<td>+10%</td>
<td>+10%</td>
<td>+3%</td>
<td>+11%</td>
<td>+2%</td>
<td>+14%</td>
<td>+9%</td>
</tr>
<tr>
<td>All</td>
<td>+29%</td>
<td>+12%</td>
<td>+9%</td>
<td>+4%</td>
<td>+12%</td>
<td>+1%</td>
<td>+15%</td>
<td>+15%</td>
</tr>
<tr>
<td>w/o FX</td>
<td>FY 2021</td>
<td></td>
<td></td>
<td>FY 2022</td>
<td></td>
<td></td>
<td>FY 2023</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>FY</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
<tr>
<td>Key Models</td>
<td>+20%</td>
<td>+7%</td>
<td>+4%</td>
<td>-3%</td>
<td>+6%</td>
<td>-9%</td>
<td>-2%</td>
<td>-5%</td>
</tr>
<tr>
<td>All</td>
<td>+25%</td>
<td>+9%</td>
<td>+4%</td>
<td>-0%</td>
<td>+8%</td>
<td>-8%</td>
<td>+3%</td>
<td>+3%</td>
</tr>
</tbody>
</table>

• Key models: Liquid Chromatographs (LC), Mass Spectrometer Systems (MS), and Gas Chromatographs (GC)
## Analytical & Measuring Instruments / Net Sales by Region

**Japan**: Key models increased in the Healthcare and Green domains. Testing Machines increased in the Green and Material domains.

**Overseas**: In North America, sales for mega pharma and PFAS increased. In Europe, LC for pharma and MS for clinicals and academia increased. In China, GC for new energy development increased but LC for pharma and contract analysis decreased.

In Other Asian Countries (India and Southeast Asia), LC for pharma increased.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Billions of yen</th>
<th>FY2022</th>
<th>FY2023</th>
<th>Changes %</th>
<th>FY Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Japan</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Year</td>
<td>121.1</td>
<td>127.2</td>
<td>+6.0</td>
<td>+5%</td>
<td>• LC and MS for pharma increased.</td>
</tr>
<tr>
<td>Q4</td>
<td>42.8</td>
<td>45.5</td>
<td>+2.7</td>
<td>+6%</td>
<td>• GC for new energy development, and Testing Machines for new materials development, and Non-Destructive Testing Systems for EVs also increased.</td>
</tr>
<tr>
<td><strong>Overseas</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Year</td>
<td>193.5</td>
<td>211.1</td>
<td>+17.5</td>
<td>+9%</td>
<td>• Overseas sales ratio was 62%.</td>
</tr>
<tr>
<td>Q4</td>
<td>51.7</td>
<td>50.5</td>
<td>-1.2</td>
<td>-2%</td>
<td></td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Year</td>
<td>33.3</td>
<td>34.1</td>
<td>+0.8</td>
<td>+2%</td>
<td>• Sales for mega pharma, which we focused on the most, increased driven by differentiated products such as SFC.</td>
</tr>
<tr>
<td>Q4</td>
<td>9.4</td>
<td>10.1</td>
<td>+0.7</td>
<td>+7%</td>
<td>• MS for PFAS analysis increased.</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Year</td>
<td>32.7</td>
<td>38.9</td>
<td>+6.2</td>
<td>+19%</td>
<td>• LC and clinical MS (MALDI) decreased for specific customers respectively. *Excluding sales for the specific customers, LC increased.</td>
</tr>
<tr>
<td>Q4</td>
<td>9.0</td>
<td>9.9</td>
<td>+0.9</td>
<td>+10%</td>
<td>• GC for new energy development increased.</td>
</tr>
<tr>
<td><strong>China</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Year</td>
<td>74.1</td>
<td>74.7</td>
<td>+0.6</td>
<td>+1%</td>
<td>• GC for new energy development and MS for academia and clinicals increased.</td>
</tr>
<tr>
<td>Q4</td>
<td>19.5</td>
<td>15.3</td>
<td>-4.2</td>
<td>-21%</td>
<td>• LC for pharma and contract analysis significantly decreased.</td>
</tr>
<tr>
<td><strong>Other Asian Countries</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Year</td>
<td>39.1</td>
<td>45.6</td>
<td>+6.5</td>
<td>+17%</td>
<td>• India (+20% YoY): LC for contract analysis and pharma increased due to deal shifts from China to India.</td>
</tr>
<tr>
<td>Q4</td>
<td>9.6</td>
<td>10.6</td>
<td>+1.0</td>
<td>+11%</td>
<td>• Southeast Asia (+20% YoY): LC and MS for pharma increased.</td>
</tr>
</tbody>
</table>
AMI / YoY Change in Net Sales by Region

Japan: LC for pharma and Testing Machines for Green increased.
Overseas: In China, sales significantly decreased due to a challenged business environment in pharma and a reactionary decline in special demand for academia in the previous year.

<table>
<thead>
<tr>
<th>Region</th>
<th>FY 2021 w/o FX</th>
<th>FY 2022 w/o FX</th>
<th>FY 2023 w/o FX</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
<tr>
<td>Japan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>with FX</td>
<td>+26%</td>
<td>+12%</td>
<td>+4%</td>
</tr>
<tr>
<td>North America</td>
<td>+31%</td>
<td>+7%</td>
<td>-7%</td>
</tr>
<tr>
<td>Europe</td>
<td>+15%</td>
<td>+11%</td>
<td>+4%</td>
</tr>
<tr>
<td>China</td>
<td>+22%</td>
<td>+5%</td>
<td>-0%</td>
</tr>
<tr>
<td>Other Asian Countries</td>
<td>+22%</td>
<td>+6%</td>
<td>+10%</td>
</tr>
<tr>
<td>India</td>
<td>+2%</td>
<td>-0%</td>
<td>-3%</td>
</tr>
<tr>
<td>w/o FX</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Japan</td>
<td>+26%</td>
<td>+12%</td>
<td>+4%</td>
</tr>
<tr>
<td>North America</td>
<td>+31%</td>
<td>+7%</td>
<td>-7%</td>
</tr>
<tr>
<td>Europe</td>
<td>+15%</td>
<td>+11%</td>
<td>+4%</td>
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<tr>
<td>China</td>
<td>+22%</td>
<td>+5%</td>
<td>-0%</td>
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<tr>
<td>Other Asian Countries</td>
<td>+22%</td>
<td>+6%</td>
<td>+10%</td>
</tr>
<tr>
<td>India</td>
<td>+2%</td>
<td>-0%</td>
<td>-3%</td>
</tr>
</tbody>
</table>

*Values for India are included in Other Asian Countries.*
**AMI / Net Sales Ratio by Market (Full-Year)**

- **Net Sales Ratio by Market**

  - **Healthcare**
    - Pharmaceuticals and foods
    - Healthcare institutions
    - Contract analysis
    - FY2022: 37%
    - FY2023: 36%
    - YoY: +3%
    - Overview:
      - Sales for for pharma increased in Japan, North America, Europe, and Other Asian Countries.
      - Sales for clinical increased in Europe and China.
      - Sales for pharma and CROs significantly decreased in China.
      - Sales of COVID-19 PCR reagents decreased in Japan.

  - **Industry (Green and Material)**
    - Chemicals and materials
    - Electrical
    - Automotive
    - FY2022: 20%
    - FY2023: 20%
    - YoY: +8%
    - Overview:
      - GC increased mainly for new energy development, including hydrogen.
      - Testing Machines increased for new material development.
      - Non-Destructive Inspection Systems increased for EVs.

  - **Academia/Government**
    - FY2022: 18%
    - FY2023: 20%
    - YoY: +14%
    - Overview:
      - Sales for academia increased in Europe and China.
      - Sales for government increased in Other Asian Countries.

- **Pie chart outer rings indicate FY 2023 results and inner rings FY 2022 results.**
Medical Systems / Net Sales by Model and Recurring Ratio

X-Ray Systems: Angiography System sales increased significantly due to the rising popularity of streamlined one-person operation functionality and new AI-equipped products. But sales of Fluoroscopy and General Radiography Systems in Japan decreased due to a reactionary decline in supplementary budget, +2% YoY.

Other Models: Decreased due to a reactionary decline in large projects of Tumor-Tracking System for Radiotherapy.

X-Ray System Sales
YoY: +1.2bn yen/ +2%
55.0 bn yen

- Angiography: Function was highly recognized, and sales increased in all regions.
- Fluoroscopy: In China, products manufactured locally increased.
- General Radiography: Decreased due to a reactionary decline in the supplementary budget.

Other Model Sales
YoY: -4.8 bn yen/ -22%
17.3 bn yen

- There was a reactionary decline in large projects of Tumor-Tracking System for Radiotherapy.

Recurring Sales Ratio
YoY: +2pt (Net Sales +0.3 bn yen)
36%

- Maintenance & service sales increased.

X-Ray Systems
- FLEXAVISION F4 Fluoroscopy System
- FLUOROSpeed X1 Patient side Fluoroscopy System
- Trinias Angiography System
- RADspeed Pro General Radiography System

Other Models
- BresTome TOF-PET System
- SyncTrax Tumor-Tracking System for Radiotherapy

FY Net Sales
FY2021: 49.0 bn yen (-2%)
FY2022: 53.7 bn yen (+10%)
FY2023: 55.0 bn yen (+2%)

% values indicate year-on-year changes.
MED / Net Sales Ratio (Full-Year)

- Pie chart outer rings indicate FY 2023 results and inner rings FY 2022 results.
### MED / Net Sales by Region

<table>
<thead>
<tr>
<th>Unit</th>
<th>FY2022</th>
<th>FY2023</th>
<th>YoY Changes</th>
<th>YoY %</th>
<th>FY Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Japan</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Year</td>
<td>40.6</td>
<td>34.4</td>
<td>-6.2</td>
<td>-15%</td>
<td>- New Angiography Systems equipped with the world's first AI image processing technology increased.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Sales decreased due to a reactionary decline in the supplementary budget and large projects in the previous year.</td>
</tr>
<tr>
<td>Q4</td>
<td>13.0</td>
<td>10.8</td>
<td>-2.2</td>
<td>-17%</td>
<td></td>
</tr>
<tr>
<td>Overseas</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Year</td>
<td>35.3</td>
<td>37.9</td>
<td>+2.7</td>
<td>+8%</td>
<td>- Overseas sales ratio reached 53%, up 6pt YoY.</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td>Q4</td>
<td>9.5</td>
<td>10.8</td>
<td>+1.4</td>
<td>+14%</td>
<td></td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Year</td>
<td>10.7</td>
<td>10.6</td>
<td>-0.1</td>
<td>-1%</td>
<td>- Sales of Angiography Systems that enable efficient one-person operations increased, especially at day surgery facilities, which have been a focus of the segment.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Sales of Fluoroscopy and General Radiography Systems decreased.</td>
</tr>
<tr>
<td>Q4</td>
<td>3.2</td>
<td>3.2</td>
<td>+0.0</td>
<td>+0%</td>
<td></td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Year</td>
<td>4.3</td>
<td>4.8</td>
<td>+0.5</td>
<td>+12%</td>
<td>- Sales of Angiography Systems increased in Eastern Europe through tours of actual equipment and strengthened approaches to physicians.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td>1.1</td>
<td>1.1</td>
<td>+0.0</td>
<td>+0%</td>
<td></td>
</tr>
<tr>
<td><strong>China</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Year</td>
<td>4.9</td>
<td>5.7</td>
<td>+0.7</td>
<td>+15%</td>
<td>- Sales of Angiography Systems increased due to the establishment of a dedicated team to strengthen sales activities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Sales of new Fluoroscopy Systems manufactured locally for the Chinese market increased.</td>
</tr>
<tr>
<td>Q4</td>
<td>1.4</td>
<td>1.3</td>
<td>-0.1</td>
<td>-5%</td>
<td></td>
</tr>
<tr>
<td><strong>Other Asian Countries</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Year</td>
<td>7.0</td>
<td>7.3</td>
<td>+0.2</td>
<td>+3%</td>
<td>- Angiography Systems significantly increased in India and Southeast Asia.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- There was a reactionary deline in large projects of Mobile X-rays in Southeast Asia.</td>
</tr>
<tr>
<td>Q4</td>
<td>1.7</td>
<td>2.1</td>
<td>+0.4</td>
<td>+27%</td>
<td></td>
</tr>
</tbody>
</table>
## MED / YoY Change in Net Sales by Region

Japan: Although Angiography sales increased, sales decreased due to a reactionary decline in the supplementary budget in the previous year. Overseas: Sales increased driven by Fluoroscopy and Angiography Systems, but sales of General Radiography Systems decreased.

<table>
<thead>
<tr>
<th></th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1 Q2 Q3 Q4</td>
<td>Q1 Q2 Q3 Q4</td>
<td>Q1 Q2 Q3 Q4</td>
</tr>
<tr>
<td><strong>Japan</strong></td>
<td>+24% +8% -10%</td>
<td>+13% +12% -3%</td>
<td>-24% +20% +7%</td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>+3% -16% +11%</td>
<td>+4% +52% +21%</td>
<td>-18% +11% -2%</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>-13% -39% -33%</td>
<td>+5% +61% +2%</td>
<td>+22% +16% -7%</td>
</tr>
<tr>
<td><strong>China</strong></td>
<td>-25% +3% -11%</td>
<td>+12% -12% +5%</td>
<td>+6% +24% +38%</td>
</tr>
<tr>
<td><strong>Other Asian Countries</strong></td>
<td>+16% +7% +26%</td>
<td>+10% +16% +7%</td>
<td>+20% -28% +10%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1 Q2 Q3 Q4</td>
<td>Q1 Q2 Q3 Q4</td>
<td>Q1 Q2 Q3 Q4</td>
</tr>
<tr>
<td><strong>Japan</strong></td>
<td>+24% +8% -10%</td>
<td>+13% +12% -3%</td>
<td>+5% +3%</td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>+2% -19% +2%</td>
<td>-12% +22% -3%</td>
<td>-23% +6% -6%</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>-21% -42% -36%</td>
<td>+0% +50% -8%</td>
<td>+13% -7% -18%</td>
</tr>
<tr>
<td><strong>China</strong></td>
<td>-27% -1% -18%</td>
<td>-6% -30% -16%</td>
<td>-12% +17% +32%</td>
</tr>
<tr>
<td><strong>Other Asian Countries</strong></td>
<td>+15% +5% +18%</td>
<td>+14% -31% +6%</td>
<td>+16% -2%</td>
</tr>
</tbody>
</table>
Industrial Machinery / Net Sales by Model and TMP Recurring Ratio

TMP: Sales decreased for SPEs*, but increased for Green-related (thin-film solar cell manufacturing equipment, etc.), +3% YoY

Hydraulic Pumps: Sales in Japan increased for construction machinery and specially-equipped vehicles. Sales in North America increased for forklifts. In total, +3% YoY.

Others: Industrial Furnace sales increased for EV ceramic manufacturing, +6% YoY.

TMP Sales
YoY: +0.9 bn yen/ +3%
31.9 bn yen

• TMP sales for SPEs increased by 30% Quarter-on-Quarter.

TMP Recurring Sales Ratio
YoY: +1pt (Net Sales +0.5 bn yen)
16%

• Recurring ratio increased in China due to improved customer coverage.

Hydraulic Equipment Sales
YoY: +0.5 bn yen/ +3%
15.7 bn yen

Other Model Sales
YoY: +1.0 bn yen/ +6%
17.8 bn yen

Turbomolecular Pumps (TMPs)
Model with Integrated Power Supply
Model with Standalone Power Supply

Hydraulic Equipment
 Gear Pump
 Control Valve

Other Models
 Industrial Furnace
 Glass Winder

% values indicate year-on-year changes.
### IM / YoY Change in Net Sales by Model

**TMP:** Sales for SPEs increased.  
**Hydraulic Pumps:** Sales in North America increased for industrial vehicles.  
**Other models:** Industrial Furnace sales increased for EV ceramic manufacturing.

<table>
<thead>
<tr>
<th>with FX</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>+16%</td>
<td>+20%</td>
<td>-3%</td>
</tr>
<tr>
<td>Q2</td>
<td>+38%</td>
<td>+22%</td>
<td>+0%</td>
</tr>
<tr>
<td>Q3</td>
<td>+50%</td>
<td>+9%</td>
<td>-0%</td>
</tr>
<tr>
<td>Q4</td>
<td>+27%</td>
<td>+1%</td>
<td>+15%</td>
</tr>
<tr>
<td>FY</td>
<td>+32%</td>
<td>+12%</td>
<td>+3%</td>
</tr>
<tr>
<td><strong>TMP</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hydraulic</td>
<td>+37%</td>
<td>-1%</td>
<td>+10%</td>
</tr>
<tr>
<td></td>
<td>+37%</td>
<td>+1%</td>
<td>+8%</td>
</tr>
<tr>
<td></td>
<td>+21%</td>
<td>+3%</td>
<td>-4%</td>
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<tr>
<td></td>
<td>+5%</td>
<td>+10%</td>
<td>+1%</td>
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<tr>
<td></td>
<td>+24%</td>
<td>+3%</td>
<td>+3%</td>
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<tr>
<td>Other</td>
<td>+33%</td>
<td>+17%</td>
<td>-2%</td>
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<tr>
<td></td>
<td>+32%</td>
<td>+12%</td>
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<td>-3%</td>
<td>+11%</td>
<td>+10%</td>
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<td>+18%</td>
<td>+24%</td>
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<td></td>
<td>+17%</td>
<td>+16%</td>
<td>+11%</td>
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</table>

<table>
<thead>
<tr>
<th>w/o FX</th>
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<th>FY 2022</th>
<th>FY2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>+13%</td>
<td>+11%</td>
<td>-7%</td>
</tr>
<tr>
<td>Q2</td>
<td>+35%</td>
<td>+11%</td>
<td>-4%</td>
</tr>
<tr>
<td>Q3</td>
<td>+44%</td>
<td>-1%</td>
<td>-4%</td>
</tr>
<tr>
<td>Q4</td>
<td>+22%</td>
<td>-6%</td>
<td>+6%</td>
</tr>
<tr>
<td>FY</td>
<td>+28%</td>
<td>-6%</td>
<td>-2%</td>
</tr>
<tr>
<td><strong>TMP</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hydraulic</td>
<td>+34%</td>
<td>+21%</td>
<td>+9%</td>
</tr>
<tr>
<td></td>
<td>+34%</td>
<td>-6%</td>
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<td></td>
<td>+18%</td>
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<td>-2%</td>
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<td>+21%</td>
<td>+7%</td>
<td>+2%</td>
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<tr>
<td>Other</td>
<td>+32%</td>
<td>+7%</td>
<td>+4%</td>
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<td>+30%</td>
<td>+1%</td>
<td>+1%</td>
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<td></td>
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<td>+2%</td>
<td>+8%</td>
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<tr>
<td></td>
<td>+14%</td>
<td>+17%</td>
<td>+6%</td>
</tr>
<tr>
<td></td>
<td>+15%</td>
<td>+7%</td>
<td>+3%</td>
</tr>
</tbody>
</table>
Defence: Sales increased due to increased demand for items installed on aircraft, +15% YoY

Commercial Aircraft: Sales significantly increased due to higher spare parts sales and increased airframe production in line with increased air passenger demand, +46% YoY

<table>
<thead>
<tr>
<th>Field</th>
<th>FY Net Sales</th>
<th>% Values</th>
<th>YoY</th>
<th>YoY Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defence</td>
<td>22.3 bn yen</td>
<td>+8%</td>
<td>-22%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>24.0 bn yen</td>
<td>+46%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial Aircraft</td>
<td>17.9 bn yen</td>
<td>-27%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>17.6 bn yen</td>
<td>-2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>20.2 bn yen</td>
<td>+46%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Net Sales for Defence Field
YoY: +2.6 bn yen/ +15%
20.2 bn yen

• Efforts were made to stabilize sales as demand for aircraft components expanded.

Net Sales for Commercial Aircraft Field
YoY: +2.9 bn yen/ +46%
9.2 bn yen

% values indicate year-on-year changes.
## Statement of Income (Jan.-Mar.)

**Net Sales**
- YoY: +3.5 bn yen / +2%
- 146.3 bn yen

**Operating Income**
- YoY: -0.4 bn yen / -2%
- 22.0 bn yen

**Operating Margin**
- YoY: -0.7pt
- 15.0%

**Profit Attributable to Owners of Parent**
- YoY: +1.9 bn yen / +12%
- 18.0 bn yen

<table>
<thead>
<tr>
<th>Units: Billions of yen</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>Changes</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Results</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Sales</td>
<td>142.8</td>
<td>146.3</td>
<td>+3.5</td>
<td>+2%</td>
</tr>
<tr>
<td>Operating Income</td>
<td>22.4</td>
<td>22.0</td>
<td>-0.4</td>
<td>-2%</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>15.7%</td>
<td>15.0%</td>
<td>-0.7pt</td>
<td></td>
</tr>
<tr>
<td>Ordinary Income</td>
<td>22.6</td>
<td>24.0</td>
<td>+1.4</td>
<td>+6%</td>
</tr>
<tr>
<td>Profit Attributable to Owners of Parent</td>
<td>16.1</td>
<td>18.0</td>
<td>+1.9</td>
<td>+12%</td>
</tr>
</tbody>
</table>

| **Exchange Rates**      | |       |         |    |
| Average Rate: USD (Yen)| 132.40  | 148.63  | +16.23  | +12%|
| Euro (Yen)              | 142.17  | 161.37  | +19.20  | +14%|

**Exchange Rate Effect**
- Net sales: 8.0 bn yen
- Operating income: 2.7 bn yen

<table>
<thead>
<tr>
<th><strong>R&amp;D Expenses</strong></th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>Changes</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D Expenses</td>
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<td>6.1</td>
<td>+0.7</td>
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</table>

<table>
<thead>
<tr>
<th><strong>Depreciation and Amortization</strong></th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>Changes</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAPEX</td>
<td>5.1</td>
<td>6.1</td>
<td>+1.0</td>
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</tr>
<tr>
<td>Depreciation and Amortization</td>
<td>4.6</td>
<td>4.7</td>
<td>+0.1</td>
<td></td>
</tr>
</tbody>
</table>
# Sales and Income by Segment (Jan.-Mar.)

- **AMI:** Sales increased but income decreased
- **MED:** Sales decreased but income increased
- **IM:** Sales and income increased; Record high
- **AE:** Sales and income increased

## Units: Billions of yen

<table>
<thead>
<tr>
<th>Units: Billions of yen</th>
<th>Net Sales</th>
<th>Operating Income</th>
<th>Operating Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2022</td>
<td>FY 2023</td>
<td>FY 2022</td>
<td>FY 2023</td>
</tr>
<tr>
<td><strong>AMI</strong></td>
<td>94.5</td>
<td>+1.5%</td>
<td>19.5</td>
</tr>
<tr>
<td><strong>MED</strong></td>
<td>22.5</td>
<td>-0.8%</td>
<td>1.8</td>
</tr>
<tr>
<td><strong>IM</strong></td>
<td>16.7</td>
<td>+1.7%</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>AE</strong></td>
<td>7.7</td>
<td>+0.8%</td>
<td>0.7</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>1.4</td>
<td>+0.3%</td>
<td>0.1</td>
</tr>
<tr>
<td><strong>Adjustments</strong></td>
<td>-</td>
<td>-</td>
<td>-0.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>142.8</td>
<td>+3.5%</td>
<td>22.4</td>
</tr>
</tbody>
</table>

*Note: YoY changes in net sales, operating income, and operating margin are indicated.*
Recurring Ratio

AMI: Recurring sales decreased due to lower COVID-19 reagents, etc.
MED: Maintenance & service sales increased in North America and China.
TMP: Recurring sales increased in China due to improved customer coverage.

<table>
<thead>
<tr>
<th>Analytical and Measuring Instruments</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
</tr>
<tr>
<td>Recurring Sales YoY</td>
<td>+33%</td>
<td>+16%</td>
<td>+4%</td>
</tr>
<tr>
<td>Recurring Ratio</td>
<td>38%</td>
<td>35%</td>
<td>35%</td>
</tr>
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</table>

<table>
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<tr>
<th>Medical Systems</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
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<tbody>
<tr>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
</tr>
<tr>
<td>Recurring Sales YoY</td>
<td>+14%</td>
<td>+9%</td>
<td>+2%</td>
</tr>
<tr>
<td>Recurring Ratio</td>
<td>38%</td>
<td>35%</td>
<td>39%</td>
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<table>
<thead>
<tr>
<th>TMPs</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
</tr>
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<tbody>
<tr>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
</tr>
<tr>
<td>Recurring Sales YoY</td>
<td>+18%</td>
<td>+11%</td>
<td>+15%</td>
</tr>
<tr>
<td>Recurring Ratio</td>
<td>17%</td>
<td>17%</td>
<td>15%</td>
</tr>
</tbody>
</table>

*Exchange rate effects are excluded.*

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