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(Securities Code 7701)

May 29, 2026

To Shareholders with Voting Rights:

Yasunori Yamamoto
Representative Director, President & CEO
SHIMADZU CORPORATION
1, Nishinokyo Kuwabara-cho, Nakagyo-ku,
Kyoto, Japan

NOTICE OF THE 163RD ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

We hereby notify that the 163rd Annual General Meeting of Shareholders of SHIMADZU CORPORATION (the “Company”) will be held for the purposes as described below.

In convening this General Meeting of Shareholders, we have taken measures to electronically provide information (“Matters for Electronic Provision”) and have posted the Matters for Electronic Provision on the following websites on the Internet as “Notice of the 163rd Annual General Meeting of Shareholders.”

- The Company’s website:
<https://www.shimadzu.com/ir/stock/meeting.html>

In addition to the above website, the Matters for Electronic Provision have also been posted on the following website on the Internet.

- The Tokyo Stock Exchange website (Listed Company Search)
<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>
*Please find the information by visiting the above Tokyo Stock Exchange website. On this page, you can search for the information by entering either the “Issue name (company name)” or “Securities code,” and then by selecting “Basic Information” and “Documents for public inspection/PR information” tab.

You can exercise your voting rights in writing (by submitting the enclosed Voting Rights Exercise Form) or by electromagnetic means (via the Internet, etc.). Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:00 p.m. on Wednesday, June 24, 2026, Japan standard time (“JST”).

1. Date and Time: Thursday, June 25, 2026 at 10:00 a.m. (JST)

2. Place: Main Hall at the Head Office
1, Nishinokyo Kuwabara-cho, Nakagyo-ku, Kyoto, Japan

3. Meeting Agenda:

- Matters to be reported:**
1. The Business Report, Consolidated Financial Statements for the 163rd Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
 2. Non-consolidated Financial Statements for the 163rd Fiscal Year (April 1, 2025 - March 31, 2026)

Matters to be resolved:

- Proposal 1:** Appropriation of Surplus
Proposal 2: Election of Seven (7) Directors, Members of the Board
Proposal 3: Election of One (1) Substitute Audit & Supervisory Board Member

● Instructions for the Exercise of Voting Rights

The following methods are available for exercising voting rights. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights.

Exercise voting rights

You can exercise your voting rights in writing or by electromagnetic means.

- **Exercise of voting rights in writing**

Please indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form by mail so that we can receive it no later than the following deadline. If you do not indicate your vote for or against each proposal on the Voting Rights Exercise Form, you will be deemed to have approved the proposal.

Deadline: 5:00 p.m. Wednesday, June 24, 2026 (JST)

- **Exercise of voting rights via the Internet, etc.**

Please access the Company's designated website (<https://evote.tr.mufg.jp/>) from a smartphone or a computer etc., enter your "Login ID" and "Temporary Password" both of which are noted on the Voting Rights Exercise Form, follow the on-screen instructions and exercise your voting rights.

Deadline: 5:00 p.m. Wednesday, June 24, 2026 (JST)

If you are able to attend the meeting

Please submit the enclosed Voting Rights Exercise Form at the reception desk.

Date and time: 10:00 a.m. Thursday, June 25, 2026 (JST)

For inquiries about the system and other matters, contact:
 Securities Business Division (Help Desk), Mitsubishi UFJ Trust and Banking Corporation
 Phone: (0120) 173-027 (Toll Free) (available from 9:00 to 21:00) (Japan only)

<Electronic Platform for Exercising Voting Rights>

Institutional investors can use the Electronic Voting Platform operated by ICJ, Inc. if they submit an application to do so in advance.

Handling of duplicate voting

- 1) If the voting rights are exercised both in writing and by electromagnetic means and the vote for the same proposal differs, the exercise of voting rights by electromagnetic means shall be deemed valid.
- 2) If the voting rights are exercised by electromagnetic means multiple times and the vote for the same proposal differs, the last exercise of voting rights shall be deemed valid.

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- ◎ Of the documents required to be provided with this Notice of Convocation, the following documents have been posted as the Matters for Electronic Provision on the Company's website (<https://www.shimadzu.com/>) in accordance with laws and regulations and Article 15, Paragraph 2 of the Articles of Incorporation of the Company. Therefore, those are not included in the documents delivered to shareholders who requested the delivery of paper-based documents.
- *The Consolidated Statement of Changes in Net Assets and the Notes to the Consolidated Financial Statements, which are part of the Consolidated Financial Statements
 - *The Statement of Changes in Net Assets and the Notes to the Non-consolidated Financial Statements, which are part of the Non-consolidated Financial Statements
- The Consolidated Statement of Changes in Net Assets and the Notes to the Consolidated Financial Statements as well as the Statement of Changes in Net Assets and the Notes to the Non-consolidated Financial Statements were audited by the Accounting Auditor and the Audit & Supervisory Board as part of the Consolidated Financial Statements and the Non-consolidated Financial Statements in preparing the Audit Report.
- ◎ Should the Matters for Electronic Provision require revisions, the revised versions will be posted on each website where they are posted.

Reference Documents for the General Meeting of Shareholders

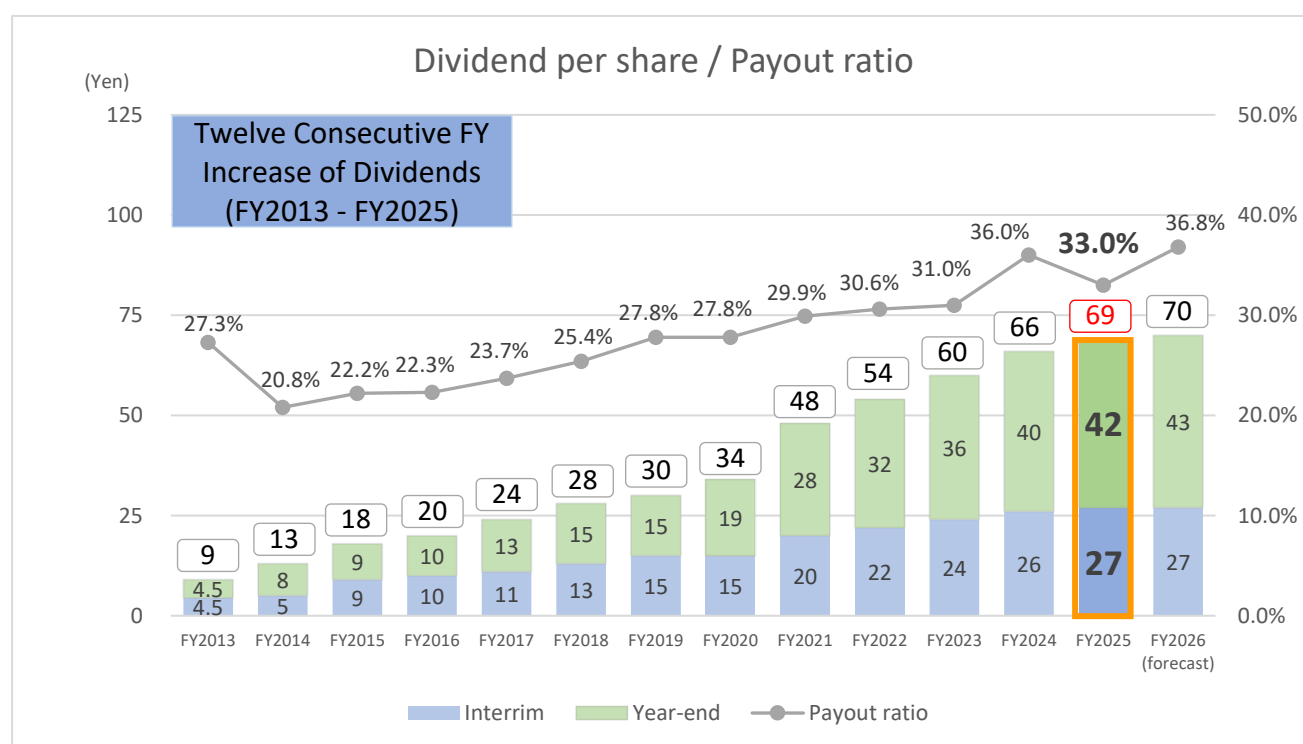
Proposals and References

Proposal 1: Appropriation of Surplus

The Company views the return of profits to shareholders as a key management objective. The Company's basic policy is to maintain a dividend payout ratio of 30% or higher and provide constant shareholder returns, while taking into consideration earnings performance and cash flows comprehensively. The Company will strive to utilize its internal reserves mainly for investments that will lead to the Company's sustainable growth while ensuring fiscal health, such as growth investments in areas that create social value and investments to strengthen the base for human resources, development, manufacturing, and DX measures.

Based on this policy, with respect to the appropriation of surplus (year-end dividend) for the fiscal year ended March 31, 2026, taking into consideration the earnings performance for the year and business development from now on, the Company proposes payment of dividend of 42 yen per share as shown below. Combined with the interim dividend, the total annual dividend will be 69 yen per share, an increase of 3 yen from the previous fiscal year.

1. Type of dividend property
Cash
2. Matters related to the allotment of dividend property to shareholders and the total amount
42 yen per share of common stock of the Company
Total amount: 12,138,383,082 yen
3. Effective date of distribution of surplus
June 26, 2026



Year-end dividend per share for FY2025

42 Yen

(Interim dividend 27 yen, annual dividend 69 yen)

FY2025 payout ratio

33.0%

Proposal 2: Election of Seven (7) Directors, Members of the Board

The terms of office of all seven (7) Directors, Members of the Board will expire at the closing of this Annual General Meeting of Shareholders. Accordingly, the Company proposes the election of seven (7) Directors, Members of the Board.

The candidates for Director, Member of the Board are as follows.

No.	Name			Gender	Current positions and responsibilities at the Company	Attendance at Board of Directors' meetings
1	Teruhisa Ueda	Reappointment		Male	Chairman and Representative Director Chairman of the Board	13/13 (100%)
2	Yasunori Yamamoto	Reappointment		Male	Representative Director, President & CEO	13/13 (100%)
3	Akira Watanabe	Reappointment		Male	Director, Member of the Board Senior Managing Executive Officer CRO In charge of Global Environmental Management (GX), Corporate Transformation (CX)	13/13 (100%)
4	Nobuo Hanai	Reappointment	Outside Director Independent Officer	Male	Director, Member of the Board (part-time)	13/13 (100%)
5	Yoshiyuki Nakanishi	Reappointment	Outside Director Independent Officer	Male	Director, Member of the Board (part-time)	13/13 (100%)
6	Nami Hamada	Reappointment	Outside Director Independent Officer	Female	Director, Member of the Board (part-time)	13/13 (100%)
7	Mie Kitano	Reappointment	Outside Director Independent Officer	Female	Director, Member of the Board (part-time)	13/13 (100%)

No.	Name (Date of birth)	Career summary, positions and responsibilities, and significant concurrent positions	
1	Teruhisa Ueda (May 14, 1957)  <Reappointment>	April 1982 Joined the Company June 2007 Corporate Officer June 2007 Deputy General Manager, Analytical and Measuring Instruments Division June 2011 Director, Member of the Board June 2011 General Manager, Analytical and Measuring Instruments Division June 2013 Managing Executive Officer June 2014 Senior Managing Executive Officer June 2015 President and Representative Director June 2015 CEO April 2022 Chairman and Representative Director (to present) April 2022 Chairman of the Board (to present) July 2023 Outside Director, Meiji Yasuda Life Insurance Company (to present) June 2025 Outside Director, Mitsubishi UFJ Financial Group, Inc. (to present) [Significant concurrent positions] Outside Director, Meiji Yasuda Life Insurance Company Outside Director, Mitsubishi UFJ Financial Group, Inc.	Number of shares of the Company held: 34,196 Years served as Director, Member of the Board: 15 years (at the closing of this Meeting) Attendance at Board of Directors' meetings in FY2025 13/13 (100%)
		[Reasons for nomination as a candidate for Director, Member of the Board and summary of expected roles] As Chairman of the Board, Mr. Teruhisa Ueda is running the Board appropriately and is committed to enhancing corporate value by strengthening corporate governance. Based on his high insight, abundant experience, and distinguished track record in corporate management and the Company's businesses, the Company expects him to fulfill his role in strengthening the Board's functions for decision-making on important matters and for monitoring and oversight of business execution. Therefore, the Company has nominated him again as a candidate for Director, Member of the Board.	

(Notes)

1. There are no special interests between Mr. Teruhisa Ueda and the Company.
2. The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contract covers damages including compensation for damages to be borne by the insured persons. Mr. Teruhisa Ueda is an insured person under the insurance contract. If he is reappointed as Director, Member of the Board, he will continue to be included in the insured persons under the insurance contract. The Company plans to renew the insurance contract during his term of office. For the outline of the insurance contract, please refer to Page 18.

No.	Name (Date of birth)	Career summary, positions and responsibilities, and significant concurrent positions	Number of shares of the Company held:
2	Yasunori Yamamoto (February 20, 1959)  <Reappointment>	April 1983 Joined the Company June 2014 Corporate Officer June 2017 Managing Executive Officer June 2017 In charge of Manufacturing, Corporate Information & Communications Technology, and CS Management June 2017 Deputy in charge of Corporate Research and Development April 2020 In charge of Corporate Strategy Planning and Corporate Communications June 2020 Director, Member of the Board April 2021 Senior Managing Executive Officer April 2021 CFO April 2022 President and Representative Director (to present) April 2022 CEO (to present)	17,139 Years served as Director, Member of the Board: 6 years (at the closing of this Meeting) Attendance at Board of Directors' meetings in FY2025 13/13 (100%)
		[Reasons for nomination as a candidate for Director, Member of the Board and summary of expected roles] As the CEO, Mr. Yasunori Yamamoto is responsible for the management of the Group, and he has been contributing to the strengthening of the Board's functions in decision-making and in oversight by giving accounts of business execution and important matters. He not only has demonstrated strong leadership as a corporate manager but also has a wide range of experience and track record in areas such as development, manufacturing, and overseas business. Therefore, the Company expects him to fulfill his role in promoting the medium- term management plan and driving the sustainable enhancement of corporate value of the Group, and has nominated him again as a candidate for Director, Member of the Board.	

(Notes)

1. There are no special interests between Mr. Yasunori Yamamoto and the Company.
2. The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contract covers damages including compensation for damages to be borne by the insured persons. Mr. Yasunori Yamamoto is an insured person under the insurance contract. If he is reappointed as Director, Member of the Board, he will continue to be included in the insured persons under the insurance contract. The Company plans to renew the insurance contract during his term of office. For the outline of the insurance contract, please refer to Page 18.

No.	Name (Date of birth)	Career summary, positions and responsibilities, and significant concurrent positions	
3	Akira Watanabe (March 3, 1963)  <Reappointment>	April 1985 Joined the Company April 2009 General Manager, TMP Business Unit, Semiconductor Equipment Division (currently Industrial Machinery Division) and Deputy General Manager, Sales & Marketing Department, Semiconductor Equipment Division April 2011 General Manager, Sales & Marketing Department, Semiconductor Equipment Division and General Manager, TMP Business Unit, Semiconductor Equipment Division June 2013 Deputy General Manager, Semiconductor Equipment Division, General Manager, Sales & Marketing Department, Semiconductor Equipment Division and General Manager, TMP Business Unit, Semiconductor Equipment Division June 2016 Corporate Officer June 2016 General Manager, Industrial Machinery Division April 2019 Managing Executive Officer April 2020 General Manager, Industrial Machinery Division and General Manager, Fluidics Systems Division April 2022 Senior Managing Executive Officer (to present) April 2022 CFO In charge of Corporate Strategy Planning and Corporate Communications June 2022 Director, Member of the Board (to present) April 2025 In charge of Risk Management April 2025 In charge of Global Environmental Management (GX), Corporate Transformation (CX) (to present) April 2026 CRO (to present)	Number of shares of the Company held: 6,504 Years served as Director, Member of the Board: 4 years (at the closing of this Meeting) Attendance at Board of Directors' meetings in FY2025 13/13 (100%)
		[Reasons for nomination as a candidate for Director, Member of the Board and summary of expected roles] As the CRO (Chief Risk Management Officer) and being responsible for Global Environmental Management and Corporate Transformation, Mr. Akira Watanabe is fulfilling accountability to the Board and contributing to improving the Board's functions for decision-making on important matters and for oversight of business execution. Based on his abundant knowledge and track record as General Manager of the Industrial Machinery business and Fluidics Systems business, in sales operations, marketing, and management of an overseas subsidiary, in addition to having served as CFO and being responsible for company-wide departments such as Corporate Strategy Planning and Corporate Communications, the Company expects him to fulfill his role in contributing to the Group's sustainable growth and enhancing corporate value. Therefore, the Company has nominated him again as a candidate for Director, Member of the Board.	

(Notes)

1. There are no special interests between Mr. Akira Watanabe and the Company.
2. The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contract covers damages including compensation for damages to be borne by the insured persons. Mr. Akira Watanabe is an insured person under the insurance contract. If he is reappointed as Director, Member of the Board, he will continue to be included in the insured persons under the insurance contract. The Company plans to renew the insurance contract during his term of office. For the outline of the insurance contract, please refer to Page 18.

No.	Name (Date of birth)	Career summary, positions and responsibilities, and significant concurrent positions	
4	Nobuo Hanai (April 30, 1953)  <Reappointment> Outside Director Independent Officer	April 1976 Joined Kyowa Hakko Kogyo Co., Ltd. (currently Kyowa Kirin Co., Ltd.) June 2006 Executive Officer, Kyowa Kirin Co., Ltd. April 2009 Managing Executive Officer, Kyowa Kirin Co., Ltd. June 2009 Director of the Board, Kyowa Kirin Co., Ltd. March 2010 Senior Managing Executive Officer, Kyowa Kirin Co., Ltd. March 2012 Executive Director of the Board, President and Chief Executive Officer, Kyowa Kirin Co., Ltd. March 2018 Executive Director of the Board, Chairman and Chief Executive Officer, Kyowa Kirin Co., Ltd. March 2019 Director of the Board, Chairman of the Board, Kyowa Kirin Co., Ltd. (retired in March 2020) June 2020 Director, Member of the Board of the Company (to present) March 2021 Outside Director, Perseus Proteomics Inc. (to present) March 2024 Outside Director, Noile-Immune Biotech Inc. (to present) [Significant concurrent positions] Outside Director, Perseus Proteomics Inc. Outside Director, Noile-Immune Biotech Inc. [Reasons for nomination as a candidate for Outside Director and summary of expected roles] Mr. Nobuo Hanai has abundant management experience as the president of a leading Japanese pharmaceutical company and global knowledge about the pharmaceutical industry as well as research and development. He has been proactively engaged in discussions and providing recommendations, which have been conducive to the strengthening of the Board's functions in decision-making and in oversight. In addition, as a chairperson of the Nominating and/or Compensation Committee, he has been engaged in discussions to enhance the transparency and fairness of appointment, dismissal and remuneration of Directors, Members of the Board, Audit & Supervisory Board Members and Executive Officers. Based on his insight into the major market, the Company expects him to fulfill his role in continuously contributing to the Group's sustainable growth and enhancement of corporate value, and has nominated him again as a candidate for Outside Director.	Number of shares of the Company held: 3,252 Years served as Director, Member of the Board: 6 years (at the closing of this Meeting) Attendance at Board of Directors' meetings in FY2025 13/13 (100%)

(Notes)

1. There are no special interests between Mr. Nobuo Hanai and the Company.
2. Mr. Nobuo Hanai is a candidate for Outside Director as stipulated in Article 2, Item 15 of the Companies Act.
3. The Company has entered into an agreement with Mr. Nobuo Hanai to limit his liability pursuant to Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreement is the minimum amount stipulated by laws and regulations if he acted in good faith and without gross negligence in performing his duties.
4. Mr. Nobuo Hanai satisfies the requirements for independent officers prescribed by the Tokyo Stock Exchange and the independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company. The Company designated him as an independent officer and filed a notification to the said exchange. The independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company are available on Page 17.
5. The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contract covers damages including compensation for damages to be borne by the insured persons. Mr. Nobuo Hanai is an insured person under the insurance contract. If he is reappointed as Director, Member of the Board, he will continue to be included in the insured persons under the insurance contract. The Company plans to renew the insurance contract during his term of office. For the outline of the insurance contract, please refer to Page 18.

No.	Name (Date of birth)	Career summary, positions and responsibilities, and significant concurrent positions	
5	Yoshiyuki Nakanishi (November 3, 1954)  <Reappointment> Outside Director Independent Officer	April 1978 Joined Dainippon Ink and Chemicals, Incorporated (currently DIC Corporation) April 2010 Executive Officer, In charge of Corporate Strategy Division, DIC Corporation June 2011 Director of the Board, Executive Officer, In charge of Corporate Strategy Division, DIC Corporation April 2012 Representative Director, President, and CEO, DIC Corporation January 2018 Chairman of the Board of Directors, DIC Corporation June 2020 Outside Director, The Japan Steel Works, Ltd. (to present) June 2020 Outside Director, IHI Corporation (to present) January 2021 Director of the Board, DIC Corporation March 2021 Executive Advisor, DIC Corporation (retired in March 2023) June 2021 Director, Member of the Board of the Company (to present) [Significant concurrent positions] Outside Director, The Japan Steel Works, Ltd. Outside Director, IHI Corporation [Reasons for nomination as a candidate for Outside Director and summary of expected roles] Mr. Yoshiyuki Nakanishi has abundant management experience as the president of a worldwide chemicals company and global knowledge about the chemicals industry as well as management strategy, manufacturing, sales operation, among others. He has been proactively engaged in discussions and providing recommendations, which have been conducive to the strengthening of the Board's functions in decision-making and in oversight. In addition, as a member of the Nominating and/or Compensation Committee, he has been engaged in discussions to enhance the transparency and fairness of appointment, dismissal and remuneration of Directors, Members of the Board, Audit & Supervisory Board Members and Executive Officers. Based on his insight into the major market, the Company expects him to fulfill his role in continuously contributing to the Group's sustainable growth and enhancement of corporate value, and has nominated him again as a candidate for Outside Director.	Number of shares of the Company held: 1,384 Years served as Director, Member of the Board: 5 years (at the closing of this Meeting) Attendance at Board of Directors' meetings in FY2025 13/13 (100%)

(Notes)

1. There are no special interests between Mr. Yoshiyuki Nakanishi and the Company.
2. Mr. Yoshiyuki Nakanishi is a candidate for Outside Director as stipulated in Article 2, Item 15 of the Companies Act.
3. The Company has entered into an agreement with Mr. Yoshiyuki Nakanishi to limit his liability pursuant to Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreement is the minimum amount stipulated by laws and regulations if he acted in good faith and without gross negligence in performing his duties.
4. Mr. Yoshiyuki Nakanishi satisfies the requirements for independent officers prescribed by the Tokyo Stock Exchange and the independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company. The Company designated him as an independent officer and filed a notification to the said exchange. The independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company are available on Page 17.
5. The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contract covers damages including compensation for damages to be borne by the insured persons. Mr. Yoshiyuki Nakanishi is an insured person under the insurance contract. If he is reappointed as Director, Member of the Board, he will continue to be included in the insured persons under the insurance contract. The Company plans to renew the insurance contract during his term of office. For the outline of the insurance contract, please refer to Page 18.

No.	Name (Date of birth)	Career summary, positions and responsibilities, and significant concurrent positions	
6	Nami Hamada (August 3, 1964)  <Reappointment> Outside Director Independent Officer	July 1992 Joined Lehman Brothers Holdings Inc. October 1996 Vice President, Lehman Brothers Japan Inc. June 1999 Senior Vice President, Lehman Brothers Japan Inc. May 2004 Representative Director, HDH Advisors Japan Limited. December 2006 Principal, HDH Capital Management Pte Ltd. March 2009 Founder, Managing Director, Mile High Capital Inc. (to present) August 2017 Director, Ecoplexus Japan K.K. February 2019 Chief Operating Officer, Vesper Group Japan K.K. March 2019 Outside Director (Audit & Supervisory Committee Member), Coca-Cola Bottlers Japan Holdings Inc. (to present) May 2020 Outside Director (Audit Committee Member), MetLife Insurance K.K. June 2022 Outside Director (Audit Committee Member, Nomination Committee Member, and Compensation Committee Member), MetLife Insurance K.K. (to present) June 2022 Director, Member of the Board of the Company (to present) [Significant concurrent positions] Founder, Managing Director, Mile High Capital Inc. Outside Director (Audit & Supervisory Committee Member), Coca-Cola Bottlers Japan Holdings Inc. Outside Director (Audit Committee Member, Nomination Committee Member, and Compensation Committee Member), MetLife Insurance K.K. [Reasons for nomination as a candidate for Outside Director and summary of expected roles] Ms. Nami Hamada has abundant knowledge in finance and accounting through her experience in, for example, managing a finance-related consulting firm. She also has abundant experience, for example, as a manager of a Japanese subsidiary of a foreign securities company, as well as knowledge in human resource development and global insight. She has been proactively engaged in discussions and providing recommendations, which have been conducive to the strengthening of the Board's functions in decision- making and in oversight. In addition, as a member of the Nominating and/or Compensation Committee, she has been engaged in discussions to enhance the transparency and fairness of appointment, dismissal and remuneration of Directors, Members of the Board, Audit & Supervisory Board Members and Executive Officers. The Company expects her to provide valuable suggestions on management of the Group based on her abundant knowledge in finance and accounting, as well as to fulfill her role in proper oversight of business execution. Therefore, the Company has nominated her again as a candidate for Outside Director.	Number of shares of the Company held: 1,123 Years served as Director, Member of the Board: 4 years (at the closing of this Meeting) Attendance at Board of Directors' meetings in FY2025 13/13 (100%)

(Notes)

1. There are no special interests between Ms. Nami Hamada and the Company.
2. Ms. Nami Hamada is a candidate for Outside Director as stipulated in Article 2, Item 15 of the Companies Act.
3. The Company has entered into an agreement with Ms. Nami Hamada to limit her liability pursuant to Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreement is the minimum amount stipulated by laws and regulations if she acted in good faith and without gross negligence in performing her duties.
4. Ms. Nami Hamada satisfies the requirements for independent officers prescribed by the Tokyo Stock Exchange and the independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company. The Company designated her as an independent officer and filed a notification to the said exchange. The independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company are available on Page 17. She is a founder and Managing Director of Mile High Capital Inc. In the most recent fiscal year, the Company had no business relationship with Mile High Capital Inc.

5. The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contract covers damages including compensation for damages to be borne by the insured persons. Ms. Nami Hamada is an insured person under the insurance contract. If she is reappointed as Director, Member of the Board, she will continue to be included in the insured persons under the insurance contract. The Company plans to renew the insurance contract during her term of office. For the outline of the insurance contract, please refer to Page 18.

No.	Name (Date of birth)	Career summary, positions and responsibilities, and significant concurrent positions	
7	Mie Kitano (January 26, 1969)  <Reappointment> Outside Director Independent Officer	April 1991 Joined Procter & Gamble Far East, Inc. Asia Purchasing Manager (currently The P&G Japan Limited) October 1995 Global Purchasing Manager, Procter & Gamble European Services GmbH June 1997 Manager, Asia Beauty Care Purchasing Group Procter & Gamble Far East, Inc. April 2000 Manager, Global Beauty Care/Innovation Purchasing Group, The Procter & Gamble company May 2003 Associate Director Global Corporate Purchases- HR/BCP/ Sustainability, The Procter & Gamble company May 2005 Associate Director for Chemical Purchases (Asia), Procter & Gamble Far East, Inc. April 2008 Associate Director Integrated E2E Supply Chain, Procter & Gamble Japan K.K. (currently The P&G Japan Limited) September 2010 Senior Director External Relations Communications/ Sustainability, Procter & Gamble Japan K.K. (retired in November 2013) December 2013 Head of Communications, CSR & Advocacy Eli Lilly Japan K.K. January 2016 Head Of Corporate Affairs Japan, Executive Officer, Associate Vice President, Eli Lilly Japan K.K. (retired in December 2021) March 2022 Partner, SynFiny Advisors (to present) June 2024 Director, Member of the Board of the Company (to present) [Significant concurrent position] Partner, SynFiny Advisors	Number of shares of the Company held: 1,026 Years served as Director, Member of the Board: 2 years (at the closing of this Meeting) Attendance at Board of Directors' meetings in FY2025 13/13 (100%)
		[Reasons for nomination as a candidate for Outside Director and summary of expected roles] Ms. Mie Kitano has abundant experience in overseas business at a global consumer goods company and foreign pharmaceutical company. Additionally, she possesses high insight and a distinguished track record in areas such as supply chain management including procurement, talent development, diversity, and corporate social responsibility (CSR). She has been proactively engaged in discussions and providing recommendations, which have been conducive to the strengthening of the Board's functions in decision-making and in oversight. In addition, as a member of the Nominating and/or Compensation Committee, she has been engaged in discussions to enhance the transparency and fairness of appointment, dismissal and remuneration of Directors, Members of the Board, Audit & Supervisory Board Members and Executive Officers. The Company expects her to provide valuable suggestions on global business, supply chain management, ESG strategy, and other matters within the Group based on her vast expertise, as well as fulfill her role in the proper oversight of business execution. Therefore, the Company has nominated her again as a candidate for Outside Director.	

(Notes)

1. There are no special interests between Ms. Mie Kitano and the Company.
2. Ms. Mie Kitano is a candidate for Outside Director as stipulated in Article 2, Item 15 of the Companies Act.
3. The Company has entered into an agreement with Ms. Mie Kitano to limit her liability pursuant to Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreement will be the minimum amount stipulated by laws and regulations if she acted in good faith and without gross negligence in performing her duties.
4. Ms. Mie Kitano satisfies the requirements for independent officers prescribed by the Tokyo Stock Exchange and the independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company. The Company designated her as an independent officer and filed a notification to the said exchange. The independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company are available on Page 17. She is a Partner of SynFiny Advisors. In the most recent fiscal year, the Company

had no business relationship with SynFiny Advisors.

5. The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contract covers damages including compensation for damages to be borne by the insured persons. Ms. Mie Kitano is an insured person under the insurance contract. If she is reappointed as Director, Member of the Board, she will continue to be included in the insured persons under the insurance contract. The Company plans to renew the insurance contract during her term of office. For the outline of the insurance contract, please refer to Page 18.

Proposal 3: Election of One (1) Substitute Audit & Supervisory Board Member

In order to ensure that the number of incumbent Outside Audit & Supervisory Board Members does not fall short of that required by laws and regulations, the election of one (1) substitute Audit & Supervisory Board Member is proposed.

The candidate for substitute Audit & Supervisory Board Member is as follows.

The Audit & Supervisory Board has previously given its approval to this proposal.

Name (Date of birth)	Career summary and significant concurrent positions		
Fumio Iwamoto (March 12, 1979) 	October 2006	Registered as attorney-at-law	Number of shares of the Company held: 0
	October 2006	Joined Yodoyabashi & Yamagami Legal Professional Corporation (to present)	
	June 2019	Outside Corporate Auditor, Koyosha Inc. (to present)	
<Reappointment> Substitute Outside Audit & Supervisory Board Member Independent Officer	[Significant concurrent positions] Partner attorney-at-law of Yodoyabashi & Yamagami Legal Professional Corporation Outside Corporate Auditor, Koyosha Inc.		
	[Reasons for nomination as a candidate for substitute Outside Audit & Supervisory Board Member and summary of expected roles] Mr. Fumio Iwamoto has abundant expertise and experience in legal affairs in general including corporate legal affairs as an attorney-at-law. The Company expects that he will properly provide audit and advice to the Company's management from the independent position drawing on such expertise and experience, and has nominated him again as a candidate for substitute Outside Audit & Supervisory Board Member. Although he has not been involved in corporate management in the past, the Company believes that he is capable of performing duties as an Outside Audit & Supervisory Board Member appropriately for the reasons stated above.		

(Notes)

1. There are no special interests between Mr. Fumio Iwamoto and the Company.
2. Mr. Fumio Iwamoto is a candidate for substitute Outside Audit & Supervisory Board Member.
3. If Mr. Fumio Iwamoto is appointed as Outside Audit & Supervisory Board Member, the Company intends to enter into an agreement with him to limit his liability pursuant to Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreement will be the minimum amount stipulated by laws and regulations if he acted in good faith and without gross negligence in performing his duties.
4. Mr. Fumio Iwamoto satisfies the requirements for independent officers prescribed by the Tokyo Stock Exchange and the independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company. If he is appointed as Audit & Supervisory Board Member, the Company intends to designate him as an independent officer and file a notification to the said exchange. The independence standards for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company are available on Page 17. He is a partner attorney-at-law at Yodoyabashi & Yamagami Legal Professional Corporation. Although the Company has business relationship (provision of services etc.) with Yodoyabashi & Yamagami Legal Professional Corporation, the amount of transactions with Yodoyabashi & Yamagami Legal Professional Corporation represents less than 0.1% of the Company's or Yodoyabashi & Yamagami Legal Professional Corporation's consolidated net sales for the most recent fiscal year and the ratios satisfy the independence standards (less than 2% of consolidated net sales) for Outside Directors and Outside Audit & Supervisory Board Members specified by the Company.
5. The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contract covers damages including compensation for damages to be borne by the insured persons. If Mr. Fumio Iwamoto is appointed as Audit & Supervisory Board Member, he will be included in the insured persons under the insurance contract. For the outline of the insurance contract, please refer to Page 18.

(Reference)

Composition of the Company's Audit & Supervisory Board

The composition of the Company's Audit & Supervisory Board will be as follows:

Name			Gender	Positions	Years served as Audit & Supervisory Board Member (at the closing of this Meeting)	Attendance at Board of Directors' meetings / Audit & Supervisory Board's meetings in FY2025
Makoto Koyazaki	Incumbent		Male	Audit & Supervisory Board Member	7 years	Board of Directors' meetings: 13/13 (100%) Audit & Supervisory Board's meetings: 17/17 (100%)
Yoichi Yamada	Incumbent		Male	Audit & Supervisory Board Member	1 year	Board of Directors' meetings: 10/10 (100%) Audit & Supervisory Board's meetings: 11/11 (100%)
Tsuyoshi Nishimoto	Incumbent	Outside Audit & Supervisory Board Member Independent Officer	Male	Audit & Supervisory Board Member (part-time)	6 years	Board of Directors' meetings: 13/13 (100%) Audit & Supervisory Board's meetings: 17/17 (100%)
Yuka Hayashi	Incumbent	Outside Audit & Supervisory Board Member Independent Officer	Female	Audit & Supervisory Board Member (part-time)	3 years	Board of Directors' meetings: 13/13 (100%) Audit & Supervisory Board's meetings: 17/17 (100%)

(Note) As for the attendance at the Board of Directors' meetings / Audit & Supervisory Board's meetings of Mr. Yoichi Yamada, the Board of Directors' meetings and Audit & Supervisory Board's meetings applicable to him were only those held subsequent to his assumption of office on June 26, 2025.

(Reference)

**Skill Matrix of Each Director and Audit & Supervisory Board Member
after the closing of this Annual General Meeting of Shareholders**

The skill matrix of each Director and Audit & Supervisory Board Member of the Company will be as follows if Proposal 2 is approved as originally proposed:

The composition of the Shimadzu Board of Directors is determined based on achieving a size and diversity appropriate for deploying businesses, the given business environment, and other factors. Shimadzu deploys businesses globally based on the corporate philosophy of “Contributing to Society through Science and Technology” in four business segments—Analytical & Measuring Instruments, Medical Systems, Aircraft Equipment, and Industrial Machinery. In pursuit of planetary health, Shimadzu is committed to provide social value across four customer domains—Healthcare, Green, Material, and Industry.

From the perspective of managing the company in this way, in order to achieve a good balance between decision-making for executing important business activities based on extensive discussion by the Board of Directors and functions for appropriately supervising and auditing such business execution, currently the following areas of knowledge and experience are considered important for the Board of Directors: company management, international experience, technology/R&D/manufacturing, DX/IT, sales/marketing, sustainability, finance/accounting, compliance/risk management, and personnel/human resources strategy. Directors are appointed from candidates with appropriate knowledge and experience in the above areas. The above areas of knowledge and experience will continue to be reassessed based on external business conditions and company circumstances.

Name			Knowledge/Experience of Directors								
			Company Management	International Experience	Technology/ R&D/ Manufacturing	DX/IT	Sales/ Marketing	Sustainability	Finance/ Accounting	Compliance/ Risk Management	Personnel/ Human Resources Strategy
Directors	Teruhisa Ueda		○	○	○	○	○	○		○	○
	Yasunori Yamamoto		○	○	○	○		○	○	○	○
	Akira Watanabe			○			○	○	○	○	
	Nobuo Hanai	Outside Shimadzu	○	○	○			○		○	○
	Yoshiyuki Nakanishi	Outside Shimadzu	○	○			○	○		○	○
	Nami Hamada	Outside Shimadzu	○	○					○		○
	Mie Kitano	Outside Shimadzu		○				○		○	○
Audit & Supervisory Board Members	Makoto Koyazaki			○			○				
	Yoichi Yamada			○	○		○			○	
	Tsuyoshi Nishimoto	Outside Shimadzu		○		○				○	
	Yuka Hayashi	Outside Shimadzu							○	○	○

(Note) The above is not intended as a complete list of knowledge and experience held by members of the Board of Directors and Audit & Supervisory Board.

(Reference)

Independence Standards for Outside Directors and Outside Audit & Supervisory Board Member

An Outside Director or an Outside Audit & Supervisory Board Member (including candidates for such posts) is considered independent and is unlikely to have any conflicts of interest with general shareholders if none of the following applies.

- (1) A person for whom the Company is a major business partner (i.e., a person who received payments from the Company that represent 2% or more of its annual consolidated sales for the most recent fiscal year), or an executive officer thereof
- (2) A major business partner of the Company (i.e., a person who made payments to the Company that represent 2% or more of the Company's annual consolidated sales for the most recent fiscal year), or an executive officer thereof
- (3) A consultant, accounting professional, or legal professional who has received a large amount of monetary consideration or other property (10 million yen or more in the most recent fiscal year) from the Company besides compensation as a Director, Member of the Board or an Audit & Supervisory Board Member (If the person who has received such property is an organization such as a corporation or a union, a person who is affiliated with a such organization)
- (4) A person to whom any of the items (1) through (3) applies during the most recent 12 months
- (5) A second-degree relative or closer of a person listed in items 1) through 3) below (excluding immaterial persons)
 - 1) A person listed in items (1) through (4) above
 - 2) An executive officer of a subsidiary of the Company (including a director who does not serve as an executive officer in the case of designation of an Outside Audit & Supervisory Board Member as an independent officer)
 - 3) A person to whom 2) applied during the most recent 12 months or who was an executive officer of the Company (including a director who does not serve as an executive officer in the case of designation of an Outside Audit & Supervisory Board Member as an independent officer) during the most recent 12 months

(Reference)

Outline of Directors and Officers Liability Insurance Contract

The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contract covers damages including compensation for damages to be borne by the insured persons. The outline of the insurance contract and other related information are as follows:

(1) Insured persons applicable

Directors, Members of the Board, Audit & Supervisory Board Members, Corporate Officers, and important employees of the Company

(2) Outline of the insurance contract

1) Actual ratio of the insurance premium paid by the insured persons

In principle, the Company pays the insurance premium. Regarding the premium to cover damages arising from the shareholders derivative actions, however, Directors, Members of the Board and Audit & Supervisory Board Members bear the cost.

2) Outline of insurance accidents covered by compensation

The insurance contract, together with premium, shall cover compensation for damages and court cost etc. to be borne by the insured persons in case where a claim for damages is made due to an act (including omission) based on the position of officers etc. of the Company. However, there are certain exemptions such as in the case where damages from intentional action of violation against laws and regulations are not covered by the insurance.

3) Measures to prevent diminishment of the appropriateness of execution of duties by officers and other important personnel

The insurance contract has provisions for a deductible, and damages up to the deductible amount are not covered by the insurance.