

As of December 31, 2012 (The Fourth Quarter of FY2012)

Company Profile

Company Name

SHIMANO INC.

Head Office

3-77 Oimatsu-cho, Sakai-ku, Sakai City
Osaka 590-8577, Japan

(General Affairs)

Phone: +81-72-223-3210 Fax: +81-72-223-3258

(Corporate Communications)

Phone: +81-72-223-3957 Fax: +81-72-223-6045

URL: www.shimano.com

Date of Establishment

February 1921

Date of Incorporation

January 1940

Paid-in Capital

JPY 35.6 billion

Number of Employees

1,155 (SHIMANO INC. only)
12,368 (Consolidated) (as of December 31, 2012)

Stock Exchange Listings

The First Section of the Tokyo Stock Exchange
The First Section of the Osaka Securities Exchange

Main Business

Production and distribution of
bicycle components, fishing tackle,
cold forging products and rowing equipments.

Consolidated Subsidiaries

43

The Board of Directors

| | |
|--|---|
| President*1 | Yozo Shimano |
| Senior Executive Vice President*1 | Takeshi Oi Keiji Kakutani |
| Executive Vice President | Etsuyoshi Watarai Shinji Wada Satoshi Yuasa |
| Senior Vice President | Yoshihiro Hirata Hideo Katsuoka Taizo Shimano Kiyoshi Tarutani Masahiro Tsuzaki Takashi Toyoshima Yasuhiro Hitomi Chia Chin Seng Hiroshi Matsui Kazuo Ichijo*2 |
| Full-Time Corporate Auditor | Toshinori Tanino Koichi Shimazu |
| Outside Corporate Auditor | Takayo Tsujinaka Gohei Matsumoto |

*1 Representative Director

*2 Outside Director

Principal Affiliated Companies

Japan

| | |
|----------------------------------|--|
| Factories and Offices | SHIMANO SHIMONOSEKI FACTORY FISHING SALES OFFICES |
| Consolidated Subsidiaries | SHIMANO KUMAMOTO CO., LTD. SHIMANO SALES CO., LTD. |
| Others | Bicycle Museum Life Creation Space OVE Golf Shop Aifie |

Overseas

Consolidated Subsidiaries

< North America/ South America >

| | |
|---|----------|
| SHIMANO AMERICAN CORPORATION | (U.S.A.) |
| DASHAMERICA, INC. (PEARL IZUMI USA) | (U.S.A.) |
| G. LOOMIS, INC. | (U.S.A.) |
| INNOVATIVE TEXTILES, INC. | (U.S.A.) |
| SHIMANO CANADA LTD. | (Canada) |
| SHIMANO LATIN AMERICA REPRESENTACAO COMERCIAL LTDA. | (Brazil) |

< Europe >

| | |
|---|-------------------|
| SHIMANO EUROPE HOLDING B.V. | (The Netherlands) |
| SHIMANO EUROPE FISHING HOLDING B.V. | (The Netherlands) |
| SHIMANO EUROPE BIKE HOLDING B.V. | (The Netherlands) |
| SHIMANO BENELUX B.V. | (The Netherlands) |
| SHIMANO EUROPE B.V. | (The Netherlands) |
| SHIMANO GERMANY FISHING GMBH. | (Germany) |
| PEARL IZUMI GMBH. | (Germany) |
| SHIMANO BELGIUM N.V. | (Belgium) |
| SHIMANO ITALY FISHING S.R.L. | (Italy) |
| SHIMANO CZECH REPUBLIC S.R.O. | (Czech) |
| SHIMANO FRANCE COMPOSANTS CYCLES S.A.S. | (France) |
| SHIMANO NORDIC CYCLE AB | (Sweden) |
| SHIMANO NORDIC CYCLE OY | (Finland) |
| SHIMANO NORDIC CYCLE AS | (Norway) |
| SHIMANO POLSKA BICYCLE PARTS SP. Z O.O. | (Poland) |

< Asia >

| | |
|--|-------------|
| SHIMANO (SINGAPORE) PTE. LTD. | (Singapore) |
| SHIMANO COMPONENTS (MALAYSIA) SDN. BHD. | (Malaysia) |
| P.T. SHIMANO BATAM | (Indonesia) |
| SHIMANO (KUNSHAN) BICYCLE COMPONENTS CO., LTD. | (China) |
| SHIMANO (KUNSHAN) FISHING TACKLE CO., LTD. | (China) |
| SHIMANO (TIANJIN) BICYCLE COMPONENTS CO., LTD. | (China) |
| SHIMANO (SHANGHAI) SALES CORPORATION | (China) |
| SHIMANO (LIANYUNGANG) INDUSTRIAL CO., LTD. | (China) |
| SHIMANO TAIWAN CO., LTD. | (Taiwan) |
| SHIMANO (CAMBODIA) CO., LTD. | (Cambodia) |

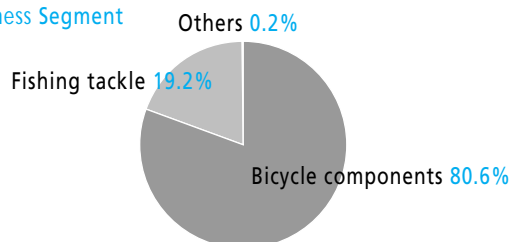
< Oceania >

| | |
|-------------------------------------|-------------|
| SHIMANO AUSTRALIA CYCLING PTY. LTD. | (Australia) |
| SHIMANO OCEANIA HOLDINGS PTY. LTD. | (Australia) |
| SHIMANO AUSTRALIA FISHING PTY. LTD. | (Australia) |

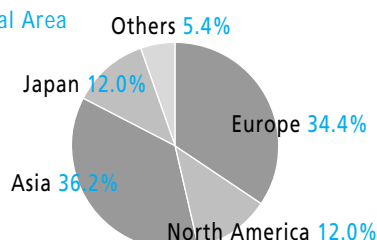
Consolidated Financial Data (As of December 31, 2012) *SHIMANO INC. and 43 consolidated subsidiaries

Segment Information of Net Sales

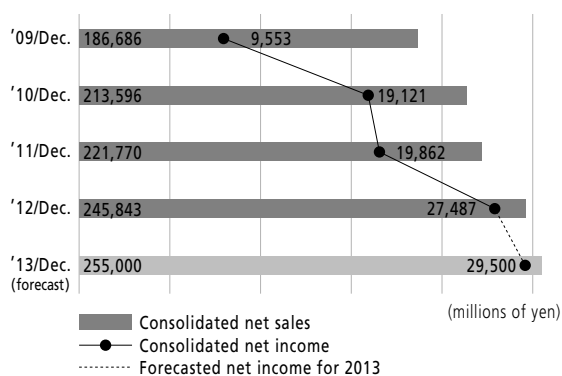
Business Segment



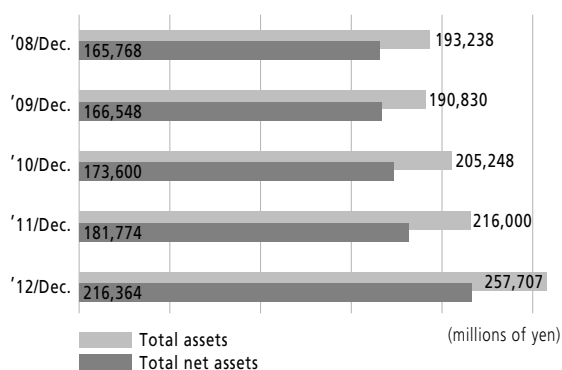
Geographical Area



Consolidated Net Sales and Net Income



Total Assets and Total Net Assets



Summary of Consolidated Balance Sheet

| | Balance at Dec. 31, 2012 | Balance at Dec. 31, 2011 |
|---|--------------------------|--------------------------|
| ASSETS | | |
| Current assets | 175,798 | 150,842 |
| Fixed assets | 81,908 | 65,157 |
| TOTAL ASSETS | 257,707 | 216,000 |
| LIABILITIES | | |
| Current liabilities | 35,665 | 26,803 |
| Long-term liabilities | 5,677 | 7,422 |
| TOTAL LIABILITIES | 41,342 | 34,225 |
| NET ASSETS | | |
| Shareholders' equity | 218,197 | 200,908 |
| Other accumulated comprehensive income | (2,548) | (19,719) |
| Minority interests | 716 | 584 |
| TOTAL NET ASSETS | 216,364 | 181,774 |
| TOTAL LIABILITIES AND NET ASSETS | 257,707 | 216,000 |

(millions of yen)

Summary of Consolidated Statements of Income

| | Jan. 1, 2012 to Dec. 31, 2012 | Jan. 1, 2011 to Dec. 31, 2011 |
|---|-------------------------------|-------------------------------|
| Net sales | 245,843 | 221,770 |
| Operating income | 40,961 | 31,742 |
| Ordinary income | 39,539 | 31,701 |
| Income before income taxes and minority interests | 38,477 | 29,555 |
| Net income | 27,487 | 19,862 |

(millions of yen)

Summary of Consolidated Statement of Cash Flows

| | Jan. 1, 2012 to Dec. 31, 2012 | Jan. 1, 2011 to Dec. 31, 2011 |
|--|-------------------------------|-------------------------------|
| Cash flows from operating activities | 38,187 | 25,484 |
| Cash flows from investing activities | (18,928) | (9,521) |
| Cash flows from financing activities | (11,083) | 17 |
| Effect of exchange rate changes on cash and cash equivalents | 8,084 | (2,539) |
| Net increase(decrease) in cash and cash equivalents | 16,259 | 13,441 |
| Cash and cash equivalents at beginning of year | 78,549 | 65,107 |
| Cash and cash equivalents at end of year | 94,809 | 78,549 |

(millions of yen)