Company Name SHIMANO INC.

President, Yozo Shimano

(Code Number: 7309 Tokyo Stock Exchange, First Section)

Media Contact Corporate Communications Dept.

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Notice of Organizational and Personnel Changes

SHIMANO INC. announces organizational and personnel changes to take effect on 1st January 2020, as outlined below.

1. Organizational Changes

(1) Establishments

- New Technology Planning Department, Bicycle Components Division will be established.
- Production Department and Procurement Department will be established within Shimonoseki Factory, Bicycle Components Division.
- Domestic Sales Department, Fishing Operations Division and Overseas Sales
 Department, Fishing Operations Division will be established and Sales
 Department, Fishing Operations Division will be dissolved.

(2) Integration

· SIT (Shimano IT) Development Department, SDM (Shimano Digital Manufacturing) Development Division will be integrated into SDM Development Department, SDM Development Division.

2. Personnel Changes

(1) Directors Changes

Takashi Toyoshima

New : Senior Executive Vice President

Head of SDM Development Division, Vice President, Assembly Engineering Department and Shimano Research Laboratories, SDM Development

Division

Chief of Technology Officer, Bicycle Components Division and Vice President,

Technology R&D Department, Bicycle Components Division

Current: Senior Executive Vice President

Head of SDM Development Division, Vice President, Assembly Engineering

Department, SDM Development Division

Chief of Technology Officer, Bicycle Components Division and Vice President,

Technology R&D Department, Bicycle Components Division

Yoshihiro Hirata

New : Executive Vice President

Supervising of Business Administration Department and Accounting

Department, General Operations Division

Current: Executive Vice President

Head of General Operations Division

Masahiro Tsuzaki

New : Executive Vice President

Head of General Operations Division and Vice President, Corporate

Communications Department, General Operations Division

Supervising of Lifestyle Gear Division

Chief of Internal Auditing Officer

Current : Executive Vice President

Vice President, Corporate Communications Department, General Operations

Division

Supervising of Human Resources Department, General Affairs Department,

Lifestyle Gear Division

Chief of Internal Auditing Officer

Kiyoshi Tarutani

New : Senior Vice President

Vice President, Quality Control Department

Chief of Headquarters Manufacturing Officer, Bicycle Components Division

Current: Senior Vice President

Vice President, Quality Control Department

Hiroshi Matsui

New : Senior Vice President

Vice President, Corporate Planning Department, General Operations

Division and Aifie Division

Current: Senior Vice President

Supervising of Business Administration Department, General Operations

Division

Vice President, Corporate Planning Department and Aifie Division

Tomohiro Ohtsu

New : Senior Vice President

Vice President, Shimonoseki Factory and Production Department,

Shimonoseki Factory, Bicycle Components Division

Current: Senior Vice President

Chief of Manufacturing Officer, Bicycle Components Division

Vice President, Shimano Research Laboratories

Masahiro Ohtake

New : Senior Vice President

Vice President, Human Resources Department, General Operations Division and Supervising of General Affairs Department, General Operations

Division

Current: Senior Vice President

Vice President, Human Resources Department, General Operations Division

Kinji Kiyotani

New : Senior Vice President, Head of Fishing Operations Division and Vice

President, Domestic Sales Department, Fishing Operations Division

Current: Senior Vice President, Head of Fishing Operations Division

(2) Vice Presidents Changes

Satoshi Murakami

New : Vice President, Procurement Department, Shimonoseki Factory,

Bicycle Components Division

Current: Vice President, Shimonoseki Factory, Bicycle Components Division

Yuzo Shimano

New : Vice President, Planning Department and Overseas Sales Department,

Fishing Operations Division

Current: Vice President, Planning Department, Fishing Operations Division

Takuma Kanai

 $New \qquad : Vice\ President,\ Business\ Administration\ Department,\ General\ Operations$

Division

 $Current\ : Vice\ President,\ Business\ Administration\ Department,\ General\ Operations$

Division and SIT Development Department, SDM Development Division

Takeshi Kuroiwa

New : Vice President, New Technology Planning Department, Bicycle Components

Division

Current: Assistant Vice President, Marketing Department, Bicycle Components

Division