November 17, 2026

To whom it may concern:

SHIMANO INC.
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(Securities code: 7309, Tokyo Stock Exchange Prime Market)
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Notice of Organizational Changes and Personnel Changes

SHIMANO INC. hereby announces the following organizational changes and personnel changes, effective January 1, 2027.

1. Organizational Changes

To formulate development strategies based on the core technologies underlying bicycle components and fishing tackle products, and to strengthen governance over the management of intellectual property and product technical information as a development-oriented digital manufacturing company, the Company will establish the Technology Development Division. The existing three departments, the Technology R&D Department, Technical Information Management Department and R&D Strategy Department, will be reorganized into four departments: the Technology Planning Department, Technology R&D Department, Technical Information Management Department and Intellectual Property & Technical Compliance Department.

2. Personnel Changes

(1) Changes in Executive Officers

Name	New Position	Current Position
Gozo Shimano	Senior Executive Officer Head of Fishing Operations Division, and Vice President, Fishing Business Management Department and Fishing Purchasing Department	Executive Officer Head of Fishing Operations Division, and Vice President, Fishing Business Management Department and Fishing Purchasing Department
Hiroshi Mushigami	Senior Executive Officer Head of Technology Development Division, and Vice President, Technology Planning Department and Technology R&D Department	Development Advisor

Name	New Position	Current Position
Shin Tanabe	Executive Officer Vice President, Shimonoseki Factory and Production Department Shimonoseki Factory, and Supervising of Procurement Department Shimonoseki Factory in Bicycle Components Division	Vice President, Production Department Shimonoseki Factory in Bicycle Components Division
Atsushi Komatsu	Executive Officer Supervising of Technical Information Management Department, and Vice President, Intellectual Property & Technical Compliance Department in Technology Development Division	Vice President, R&D Strategy Department

(2) Changes in Vice Presidents

Name	New Position	Current Position
Atsushi Fujisaki	Vice President, Global Procurement Department and Mechatronics Procurement Department in Production Division	Vice President, Overseas Procurement System, Global Procurement Department
Taketoshi Sato	Vice President, Product Planning Department in Bicycle Components Division	Vice President, BC Marketing Department in Bicycle Components Division
Hiroyuki Ishiyama	Vice President, Bicycle Procurement Department in Bicycle Components Division	Vice President, Bicycle Procurement Department in Production Division
Kazuhiro Takeda	Vice President, Digital Marketing Department in Bicycle Components Division	Assistant Vice President, BC Marketing Department in Bicycle Components Division

End