

Public Country by Country Report (on income tax information)

Section 1. General information

Name of ultimate parent of group / of standalone company	SHIMANO INC.
Country of registered office of ultimate parent undertaking	Japan
Date of start of financial year	2025-01-01
Date of end of financial year	2025-12-31
Reporting currency	JPY
Application of option to report in accordance with taxation reporting instructions	Yes
Name and registered office of a single subsidiary undertaking which has published the report on income tax information of an undertaking that is not governed by the law of a Member State	Shimano Europe B.V. Netherlands
Name and address of a single branch which has published the report on income tax information of an undertaking that is not governed by the law of a Member State	None
Language of report	english - en

Section 2. Overview of information on a country-by-country basis

Name of Member State or tax jurisdiction	Country code of Member State or tax jurisdiction	Revenues	Profit (loss) before tax	Income tax paid (on cash basis)	Income tax accrued – current year	Accumulated earnings	Number of employees
Belgium	BE	2,872,324,000	84,749,000	74,656,000	22,967,000	344,963,000	41
Bulgaria	BG	56,295,000	15,986,000	1,670,000	1,670,000	40,833,000	3
Czech Republic	CZ	4,586,665,000	-1,738,247,000	8,224,000	8,232,000	4,809,545,000	438
Denmark	DK	2,869,447,000	54,302,000	12,437,000	12,437,000	109,784,000	10
Finland	FI	234,961,000	48,206,000	10,145,000	10,145,000	273,311,000	10
France	FR	12,357,716,000	1,061,820,000	277,813,000	275,187,000	2,097,433,000	74
Germany	DE	344,266,000	51,757,000	12,713,000	16,885,000	222,576,000	14
Greece	GR	248,624,000	-28,776,000	0	0	-43,574,000	13
Italy	IT	13,084,311,000	470,531,000	102,027,000	136,150,000	713,957,000	71
Netherlands	NL	64,491,584,000	-2,289,258,000	28,147,000	191,497,000	42,114,955,000	369
Norway	NO	2,082,916,000	71,658,000	16,280,000	16,280,000	352,835,000	10
Poland	PL	8,064,234,000	1,077,778,000	220,353,000	229,820,000	4,938,387,000	57
Romania	RO	1,222,334,000	184,138,000	23,985,000	23,985,000	378,366,000	11
Slovenia	SI	302,346,000	6,543,000	1,553,000	1,553,000	57,833,000	11
Spain	ES	10,034,822,000	581,728,000	196,668,000	185,223,000	1,195,091,000	57
Sweden	SE	5,287,737,000	224,253,000	47,241,000	47,241,000	1,606,703,000	40
Turkey	TR	2,657,586,000	-38,738,000	9,461,000	30,098,000	-513,591,000	35
Vietnam	VN	61,435,000	6,132,000	0	454,000	-89,000	1
All other tax jurisdictions (aggregated basis)							
		591,469,933,000	48,746,269,000	19,357,865,000	18,418,183,000	738,430,279,000	9,084

Section 3. List of subsidiaries and activities

Name of Member State or tax jurisdiction	Country code of Member State or tax jurisdiction	Name of subsidiary undertakings consolidated in financial statements of ultimate parent undertaking	Brief description per country of nature of activities in Member State or tax jurisdiction
Belgium	BE	Shimano Belgium N.V.	Sales, Marketing or Distribution
Belgium	BE	Lazer Sport N.V.	Research and Development / Holding or Managing Intellectual Property / Purchasing or Procurement / Manufacturing or Production / Sales, Marketing or Distribution
Bulgaria	BG	BG-Eurotrade Ltd.	Sales, Marketing or Distribution
Czech Republic	CZ	Shimano Czech Republic s.r.o.	Research and Development / Purchasing or Procurement / Manufacturing or Production / Sales, Marketing or Distribution
Denmark	DK	Shimano Nordic Denmark ApS	Sales, Marketing or Distribution
Finland	FI	Shimano Nordic OY	Sales, Marketing or Distribution
France	FR	SHIMANO FRANCE S.A.S.	Purchasing or Procurement / Sales, Marketing or Distribution
Germany	DE	Shimano Germany Fishing GmbH	Sales, Marketing or Distribution
Germany	DE	Shimano Holdings Germany GmbH	Holding Shares or Other Equity instruments
Greece	GR	Eurotrade Ltd.	Purchasing or Procurement / Sales, Marketing or Distribution
Italy	IT	Shimano Italia S.r.l	Sales, Marketing or Distribution
Italy	IT	Shimano Italia S.p.A. in liquidazione	Dormant
Netherlands	NL	Shimano Europe B.V.	Research and Development / Purchasing or Procurement / Manufacturing or Production / Sales, Marketing or Distribution / Administrative, Management or Support Services / Internal Group Finance / Holding Shares or Other Equity instruments
Netherlands	NL	Shimano Benelux B.V.	Sales, Marketing or Distribution
Netherlands	NL	Shimano South-East Europe B.V.	Holding Shares or Other Equity instruments
Netherlands	NL	Shimano Paul Lange Soft Goods Holding B.V.	Dormant

Name of Member State or tax jurisdiction	Country code of Member State or tax jurisdiction	Name of subsidiary undertakings consolidated in financial statements of ultimate parent undertaking	Brief description per country of nature of activities in Member State or tax jurisdiction
Norway	NO	Shimano Nordic AS	Sales, Marketing or Distribution
Poland	PL	Shimano Polska Sp. z o.o.	Purchasing or Procurement / Sales, Marketing or Distribution
Romania	RO	ROM-Eurotrade srl	Purchasing or Procurement / Sales, Marketing or Distribution
Slovenia	SI	CS-Eurotrade d.o.o	Purchasing or Procurement / Sales, Marketing or Distribution
Spain	ES	Shimano Iberia, S.L.	Sales, Marketing or Distribution
Sweden	SE	Shimano Nordic AB	Sales, Marketing or Distribution / Administrative, Management or Support Services / Holding Shares or Other Equity instruments
Turkey	TR	Shimano Menat Spor Etkinlikleri Spor Malzemeleri ve Ekipmanlari Ticaret Limited Sirketi	Administrative, Management or Support Services / Holding Shares or Other Equity instruments
Turkey	TR	Shimano Bisiklet Parca ve Ekipmanlari Satis Servis Ticaret Anonim Sirketi	Purchasing or Procurement / Sales, Marketing or Distribution
Turkey	TR	Shimano Balikcilik Malzemeleri ve Ekipmanlari Satis Ticaret Anonim Sirketi	Purchasing or Procurement / Sales, Marketing or Distribution
Vietnam	VN	Shimano Sales Vietnam Co., Ltd.	Sales, Marketing or Distribution

Section 4. Omitted information

Information omitted (if any) for this financial year		
Information omitted	Information omitted, other tax jurisdictions	Explanation of reason for omission of information
None	None	-
Disclosure of information omitted for previous financial years		
None		

Section 5. Explanations for material discrepancies between income tax paid and accrued

Explanation of any material discrepancies between income tax paid and accrued
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