

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

1,153 (SHIMANO INC. only)
11,532 (Consolidated)

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.

Operations

22 nations/regions

The Board of Directors

Chairman*	Yoshizo Shimano
President*	Yozo Shimano
Senior Executive Vice President*	Takeshi Oi Keiji Kakutani
Executive Vice President	Etsuyoshi Watarai Shinji Wada
Senior Vice President	Satoshi Yuasa Kazuo Ichijo Koichi Shimazu Yoshihiro Hirata Hideo Katsuoka Taizo Shimano Kiyoshi Tarutani Masahiro Tsuzaki Takashi Toyoshima Yasuhiro Hitomi Chia Chin Seng
Corporate Auditor	Yoshinori Kajiyama Toshinori Tanino Takayo Tsujinaka Gohei Matsumoto

* Representative Director

Affiliated Companies and Facilities

Japan

SHIMANO SHIMONOSEKI FACTORY
FISHING SALES OFFICES
Golf Shop [Aifie]
Life Creation Space [OVE]
SHIMANO KUMAMOTO CO., LTD.
SHIMANO SALES CO., LTD.
Bicycle Museum

Overseas

< 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 U.K. LTD. (U.K.)
SHIMANO BELGIUM N.V. (Belgium)
SHIMANO ITALY FISHING S.R.L. (Italia)
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) BICYCLE COMPONENTS CO., LTD. (China)
SHIMANO (LIANYUNGANG) INDUSTRIAL CO., LTD. (China)
SHIMANO TAIWAN CO., LTD. (Taiwan)
SHIMANO CAMBODIA CO., LTD. (Cambodia)

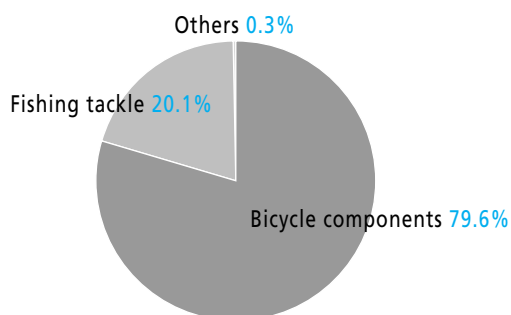
< Oceania >

SHIMANO AUSTRALIA PTY. LTD. (Australia)
DUNPHY HOLDINGS PTY. LTD. (Australia)
DUNPHY SPORTS/FISHING IMPORTS PTY. LTD. (Australia)

Consolidated Financial Data (As of September 30, 2011) *SHIMANO INC. and 42 consolidated subsidiaries

Segment Information of Net Sales

Segment

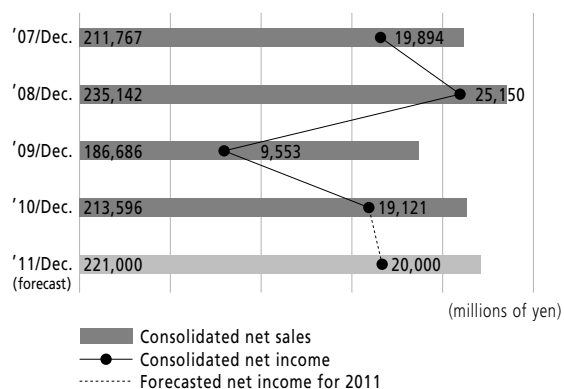


Summary of Consolidated Balance Sheet

	Balance at Sep. 30, 2011	Balance at Dec. 31, 2010
ASSETS		
Current assets	144,989	140,148
Fixed assets	64,195	65,100
TOTAL ASSETS	209,184	205,248
LIABILITIES		
Current liabilities	22,996	26,729
Long-term liabilities	8,951	4,918
TOTAL LIABILITIES	31,947	31,647
NET ASSETS		
Shareholders' equity	192,673	186,974
Valuation and translation adjustments	(15,985)	(13,990)
Minority interests	549	615
TOTAL NET ASSETS	177,237	173,600
TOTAL LIABILITIES AND NET ASSETS	209,184	205,248

(millions of yen)

Consolidated Net Sales and Net Income



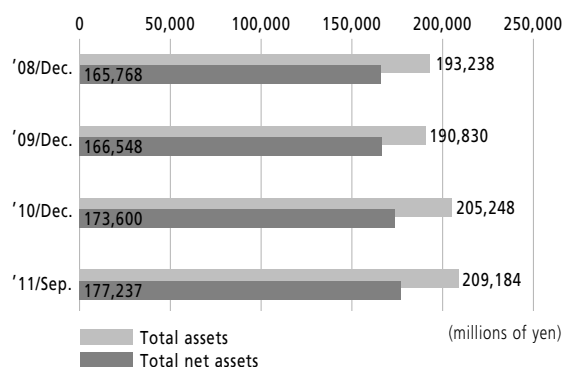
(millions of yen)

Summary of Consolidated Statements of Income

	Jan. 1, 2011 to Sep. 30, 2011	Jan. 1, 2010 to Sep. 30, 2010
Net sales	161,602	155,875
Operating income	22,740	25,558
Ordinary income	20,206	21,535
Income before income taxes and minority interests	18,330	21,535
Net income	11,420	14,413

(millions of yen)

Total Assets and Total Net Assets



(millions of yen)

Summary of Consolidated Statement of Cash Flows

	Jan. 1, 2011 to Sep. 30, 2011	Jan. 1, 2010 to Sep. 30, 2010
Cash flows from operating activities	14,721	24,105
Cash flows from investing activities	(6,587)	(4,302)
Cash flows from financing activities	(1,355)	(8,977)
Effect of exchange rate changes on cash and cash equivalents	68	(8)
Net increase (decrease) in cash and cash equivalents	6,847	10,816
Cash and cash equivalents at beginning of the period	65,107	54,058
Cash and cash equivalents at end of the period	71,955	64,874

(millions of yen)

This sheet uses Lake Papyrus (paper containing fibers made from reeds growing in Nishinoko, a lake close to Lake Biwa.) From spring through winter, reeds purify lake water, but they need to be cut before they wither each winter. The harvested reeds used in each copy of this publication purified approximately 100 liters of lake water.