



#### **Renewal of the Shimano Brand Logo**

On March 21, 2021, on the occasion of the centennial anniversary of its founding, Shimano renewed its Brand Logo. The new logo combines the existing Shimano logotype with a tricolor line, representing and visualizing the corporate mission: "To promote health and happiness through the enjoyment of nature and the world around us."

The tricolor line symbolizes nature itself: in order from the top, light green symbolizes the land, blue symbolizes the sky, and deep blue symbolizes the sea. These colors represent Shimano's business domains and the worldview that it pursues.

The existing logo, that is, the Shimano logotype, will now be used as the Shimano Product Brand Logo in its business activities.

Shimano Corporate Brand Logo

SHIMANO

**Shimano Product Brand Logo** 



## To promote health and happiness through the enjoyment of nature and the world around us.

In line with this corporate mission, Shimano has dedicated itself to providing its customers with not only Captivating Products but also opportunities to use them to promote healthy and enriched lifestyles. These activities, however, are only possible when both the beautiful natural environment and the safety of our society are maintained. As a corporate citizen, Shimano will continue to engage in activities to help realize a sustainable society as it has always done. As part of these efforts, we will tackle global challenges to help achieve the Sustainable Development Goals (SDGs), comprising 17 global goals set by the United Nations.

#### SDGs — 17 goals to transform the world

































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#### On Issuance of Social Activity Report



In 2020, the worldwide spread of the COVID-19 virus caused great turmoil, involving people all over the world and affecting both their economic activities and daily lives.

Inhibiting exchanges between countries and among people, the virus has changed our lifestyle and working style, which in turn has led to the wide spread of online business and remote work.

In response to such changes, many people have begun to search for new ways of keeping their body and mind healthy and peaceful. In this environment, cycling and fishing are drawing greater than ever attention, as outdoor activities that can be enjoyed in natural settings.

To further contribute to society, Shimano will continue to dedicate itself to environment-conscious manufacturing activities by seeking effective use of cutting-edge technologies while concurrently adhering to its mission, "To promote health and happiness through the enjoyment of nature and the world around us."

In March 2021, Shimano celebrated the centennial of its founding.

On this occasion, I would like to express my deepest gratitude to you for your generous support to Shimano over the past century.

Coincidentally, this important milestone for our company took place at a great turning point of the world at large.

On the centennial, we have renewed our resolve to devote ourselves to creating new cycling and fishing cultures by responding to social changes while at the same time keeping in mind Shimano's manufacturing spirit, which the company has been upholding all over the past century.

Throughout the coming century, we will strive further to remain a sustainable Value Creating Company, as well as a development-oriented digital manufacturing company based in Japan.

It is my sincere hope that this Social Activity Report will help deepen your understanding of Shimano.

Yozo Shimano President, SHIMANO INC.

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## **Enhancing Corporate Value**

#### Offering "Captivating Products"

Shimano offers what we call "Captivating Products," including bicycle components that ensure a comfortable ride and ease of operation, fishing tackle characterized by a fusion of advanced technologies and human sensitivity, and sportswear and shoes that further enhance the enjoyment of outdoor activities. By promoting cycling, fishing, and rowing, all pastimes enjoyed in natural settings, Shimano aims to help enrich the lifestyles of all users of our products.



#### <Bicycle Components Business>

#### Components for electric-assisting systems: the EP8 series

The new EP8 series for e-MTBs features lighter weight and higher power than conventional models. Moreover, light pedaling operations and an ideal assisting ratio make riders feel a sense of unity with the e-bike. Using the new app "E-TUBE PROJECT," riders can also customize their riding styles.



EP8 series

#### Components for MTBs: the SHIMANO DEORE M6100/5100/4100 series

The SHIMANO DEORE series has been used by a wide range of users, from beginners to experts. To enable users to select products that best meet their preference, Shimano has released 11-speed and 12-speed groupsets, adding them to the conventional lineup of rear 10-speed groupsets. The drivetrain and shifting performance, both inheriting features of higher-end series, have been proven to be dependable even on a harsh ride.





Shimano has launched new models for the flagship series of its racing shoes, known as the S-PHYRE RC9 series (for road races). Combining two types of materials, the new models transfer the rider's treading power more efficiently to the pedals. Shimano has also launched LAZER brand helmet VOLANTE, which incorporates the outcomes of many-year research programs to reduce air resistance. These helmets have been already used by leading racers at the time-trial stage of the 2020 Tour de France.



#### < Fishing Tackle Business >

#### A flagship model of versatile baitcasting reels: the Metanium series

Shimano has launched new models for the Metanium series, a versatile baitcasting reel that represents Shimano. Despite its compact size, the new model has a more rigid body and higher gear strength, which enable anglers to enjoy tougher fights with a fish. Incorporating Shimano's advanced technologies, such as Magnumlite Spool III and a core solid body, the new model is the right option for anglers who desire to use diverse techniques in various situations.



Since its debut in 2015, the ZODIAS series has been supported by anglers worldwide. While keeping the concept of a global standard, Shimano has updated its lineup by launching models that meet fishing styles different from country to country. The new rods, equipped with carbon monocoque grips that transfer delicate information from underwater, help anglers even more enjoy fights with a fish.

#### Shimano's products awarded at ICAST: the VANFORD and the SP-Orca FB

In 2020, the International Convention of Allied Sportfishing Trades (ICAST), the largest trade show of fishing tackle in the United States, was held online for the first time in its history due to the COVID-19 pandemic. At the ceremony to award new products, which was held as in previous years, the VANFORD, Shimano's spinning reel, won the Best Freshwater Reel Award, and the SP-Orca FB, its flash boost lure, won the Best Saltwater Hard Lure Award.

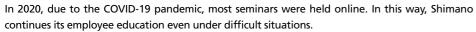




#### **Developing Human Resources Needed to Support Shimano**

#### **■ Employee education**

Team Shimano's companies worldwide organize seminars to share with their employees Shimano's corporate mission, spirit of manufacturing, and corporate culture. In 2020, various films produced toward Shimano's centennial were used at these seminars, including films on the corporate history, product development, initiatives to create a new culture, and establishment of new companies. Participants in these seminars learned the essence of Shimano's corporate culture, which has been nourished over the past century and which has remained unchanged and will stay unchanged for coming years. Seminars are also designed to deepen employees' understanding of Shimano and to strengthen the unity of Team Shimano members throughout the world.





The orientation for prospective employees and internship pro-



#### **Correspondence trainings**

In addition to progressive training for employees in specific career stages and seminars for leaders, the headquarters of Shimano offers online classes on various themes, including language lessons, preparation courses for licenses of professional skills, and liberal arts classes. The headquarters also offers subsidization of part of the tuition fees of online classes operated by external organizations.

Num	ber of applic	cations fo	r online c	lasses (2	016-202	0)
						2020
Applications	322	197	187	7	187	160
	Lang	uane clas	ses (2016	_2020)		
	Language					2020
Class	English	69	55	46	26	-
activities	Chinese	17	16	14	18	-
Online	English	87	44	77	111	192
Online	Chinese	-	_	_	_	35
Tota	al	173	115	137	155	227

\*Only online classes were held in 2020.



#### **Training for employees** in their second year

Shimano Inc. annually holds a two-day training camp for employees in their second year.



#### Training for employees in their third year

The headquarters annually holds a seminar for employees in their third year to encourage them to be self-reliant. In 2020, the seminar was held online. During the two-day seminar, participants reviewed how self-reliant they were, considered their future careers, and set their goals to achieve at Shimano.



#### **Employee training and** continuing education

since 2006

In cooperation with a local accreditation organization. Innovative Textiles, Inc. provides its employees with professional training to encourage them to build the capacity necessary for fulfilling their tasks.



#### **Cross-training programs**

since 2017

Innovative Textiles, Inc. transfers its employees to various in-house sections so that they can develop a wide range of skills. This system proved to be effective in enhancing their motivation and engagement.



#### **Provision of handbooks** for new employees

since 2020

Shimano Czech Republic prepares handbooks for new employees in Czech and Polish to deepen their understanding of Shimano and to share important information. The handbook comprises the following five parts: [1] company introduction, [2] working hours, [3] useful information for employees, [4] employee benefits, and [5] company rules.



#### New staff training

since 2020

Shimano Batam provided training for new employees from June to December 2020. The training programs covered diverse themes, including quality assessment,

safety training, certification of human resource supervisors. welding training, and forklift & crane driving technology.



#### **Activities to communicate** Shimano's spirit

since 2019

Shimano Cambodia lets its employees read the in-house newsletter, which is available in a corner of its main office. Moreover, every month the company holds a one-hour class to read it as part of personnel evaluation.



#### **Establishment of the** since 2020 **Company Training Committee**

Shimano Singapore signed the Company Training Committee Memorandum to showcase its commitment in providing relevant training to enable employees to keep up with as well as lead industry transformation.



#### Seminar for future leaders

since 2020

Shimano Philippines holds seminars to develop its future leaders. In 2020, a seminar, comprising group activities,

was held for potential leaders on the theme "Shine and Silent."



#### **Shimano Academy**

since 2013

The Shimano Academy is a European training program for a wide range of Team Shimano members, ranging from

new employees to executives. It proved to be effective in employees' career development.



#### Appointing first aid responders for each shift

since 2006

Innovative Textiles, Inc. has arranged first aid responders for each shift. They have been trained to respond to and control any emergency medical situation until medical professionals' arrival.



#### **Emergency training**

since 2019

In June 2020, Shimano Kunshan held emergency training, comprising first aid training and a fire drill, for out-

sourced staff members to enhance their safety awareness.





#### Warden and evacuation training

since 2014





#### Long-service awards

since 2020

Shimano Philippines commended the employees who had served the company for five years in recognition of their dedication to the growth of the company's business and its continued success.





#### **Emergency drills**

since 1990

Shimano Inc. has annually held comprehensive emergency drills comprising training on evacuation guidance, fire extinction, and emergency announcement.





#### Fire evacuation drills

The Shimano Shimonoseki Factory annually holds evacuation drills, assuming the occurrence of a fire and other disasters within the factory's premises.





#### Fire evacuation drill

since 2012

Shimano Batam annually holds fire evacuation drills to improve employees' evacuation skills.





#### **Annual sports event**

since 2020

Shimano Batam annually holds sports events to develop employees' sportsmanlike spirit and awareness toward both their physical and mental health. The company believes that these programs are also effective in improving its productivity.



#### Fire evacuation drill

since 2017

In November 2020, Shimano Shanghai held a fire prevention seminar and evacuation drill to improve employees safety awareness and to share related knowledge.



#### **METI Minister's Award for Industrial Standardization Program**

On October 1, 2020, the 2020 METI Minister's Award for Industrial Standardization Program of the Japanese Standards Association was granted to Adviser Shinji Yoshimura (the Quality Control Department, Shimano Inc.). The award is annually presented to individuals and organizations with outstanding achievements in industrial standardization, including activities to prepare standards and evaluate conformity to them (activities to evaluate the conformity of products or services).\* \*Source: METI'S webs



#### **Initiatives to Promote Compliance**

#### **■** Initiatives to promote compliance

Shimano's Code of Conduct stipulates its policies that all Team Shimano members should observe in their business activities. Pursuant to the Code of Conduct, Shimano has compiled the Compliance Rules and the Compliance Guidelines. To establish both an adequate attitude and a system to ensure compliance, Shimano is also engaged in various programs, including questionnaire surveys concerning employees' compliance awareness and operation of a compliance hot line. Through these activities, Shimano seeks to promote three essential elements—cultivation of awareness, mastery of knowledge, and encouragement of action.

To promote compliance education, Shimano introduced a cloud-based e-learning system in 2019, starting its operation at the end of the same year. By organizing regular online seminars on various themes, Shimano is striving to enhance employees' compliance awareness and to encourage them to improve their business behaviors.

#### **Compliance activities**

#### **Domestic compliance activities**

#### Progressive training

Target: new employees, new managers, and managers

#### ·e-learning training

Number of topics:

12 (prohibiting harassment and adhering to the Anti-Monopoly Act, etc.) Participation rate: 96%

#### ·Awareness-raising activities

Raising awareness through monthly morning broadcasts and theme-specific tips posted on the company's electronic bulletin board

#### ·Specialized committee activities

Quarterly meetings to ensure compliance with the Sub-contractor Act

#### Compliance activities carried out both inside and outside Japan

·e-learning training

Target: all managers
Number of topics:

2 (raising awareness of information security and preventing discrimination and baracement)

Participation rate: 91%



#### **Compliance seminar**

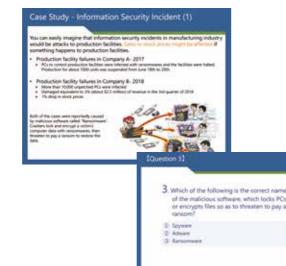
To enhance compliance awareness, Shimano Batam held several seminars during the past few years. The seminar programs include classes

for internal auditors on ISO9001/14001/45001.



#### Compliance seminar

Shimano Singapore organized a workshop on legal affairs and risk assessment for staff of related departments to enhance their awareness of environmental protection, health & safety, and energy and water conservation. Regularly holding such sessions is necessary to meet amendments of laws and regulations.



#### \*

#### **Compliance seminar**

Shimano Taiwan annually holds seminars for all employees. At monthly meetings, lectures are provided on compliance with laws and company regulations. E-learning programs are also available, and quizzes are provided to assess employee's levels of understanding. The results are analyzed and shared with employees so that they may learn from their mistakes. Seminars on specific themes for each year are also held by inviting specialists in relevant fields. In 2020, a seminar was held on cyber risks and their prevention measures.



#### **Compliance seminar**

Inviting a legal professional from a law office, Shimano Shanghai held lectures on the following two themes: "Fair transactions with suppliers and observance of the Subcontracting Act" and "Protection of intellectual property rights."

#### **Initiatives to Prevent Infections**

#### **■ Infection prevention measures**

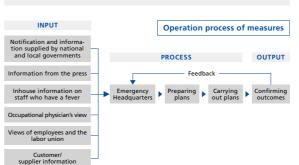
Shimano is involved in various activities to prevent infections of the COVID-19 virus, which emerged during the period from the end of 2019 to early 2020 and is still raging all over the world. All Team Shimano companies will continue to take every possible measure to protect their employees, their families, communities, and society at large.

#### Initiatives taken by the headquarters

The headquarters of Shimano prepared the Guidelines for Preventing COVID-19 Infections in early March 2020, when infections began spreading in Japan. The guidelines stipulate what employees should do when they feel sick. The headquarters also established a work-from-home system. At monthly meetings of the Safety and Hygiene Committee, it decided various prevention policies based on the professional views of an occupational physician. In April 2020, the Emergency Headquarters was established in response to the declaration of the state of emergency by the Japanese government. Since then, the secretariat of the Emergency Headquarters has revised the guidelines, prepared immediate measures to take in case of in-house infections, adopted various new measures based on the information offered by the national and local governments, and worked to share adequate information with stakeholders.

Since the onset of infections of Severe Acute Respiratory Syndrome (SARS) during the period from the end of 2002 to early 2003, the headquarters has regularly purchased emergency supplies, including face masks and rubbing alcohol. This enabled the headquarters to send masks to Team Shimano companies in China during the early stage of COVID-19 infections, regularly provide masks to employees in Japan, and set hand sanitizer sprays at various locations of Shimano's facilities.





#### Infection control measures

From August to December 2020, staff members of Shimano Bisiklet (Shimano Turkey) underwent biweekly tests for COVID-19 at medical institutions to thoroughly control their health condition.



since 2020

#### \*

#### Introduction and reinforcement of infection control

Shimano Australia introduced new cleaning and safety procedures to prevent COVID-19 infections.



#### Enhancing employees' health since 2020

Shimano Singapore organizes annual medical examinations to enhance health awareness of its staff members. The basic examinations comprise blood pressure measurement, BMI measurement, and blood tests to detect a disease if any. On these occasions, the medical staff emphasizes the importance of health examinations to staff members.



#### Infection control measures and since 2020 promotion of a flexible working style

Staff members of Shimano India continue to work from home even after the Indian government lifted the 21-day nationwide lockdown, aimed at preventing the spread of the COVID-19 virus. At present, India is ranked second in the world in terms of total number of cases, and the country's daily infection rate is also high. Accordingly, the employees of Shimano India will continue to work from home until the infection rate drops sharply or a vaccination becomes available.



#### Activities to prevent infections since 2020

To prevent infections of the COVID-19 virus, Shimano Kumamoto continues to take 19 daily measures (comprising

34 items), including ventilation of its meeting rooms, offices, and the dining room, as well as the arrangement of sanitizer sprays.



#### P

#### Promoting flexible working style

since 2020

Following the examples of the headquarters, Shimano Sales is building systems that meet the demand for diversifying work styles, such as the work-from-home and flextime systems to avoid commuting in crammed trains.

#### **Cybersecurity Measures**

#### ■ Measures against ransomware taken at Shimano Inc.

To prevent cyberattacks, the headquarters is enhancing its cybersecurity measures regarding the following three items as essential pillars: prevention by building an appropriate system, preparation to cope with serious security incidents, and precaution to enhance individuals' alertness and immunity.

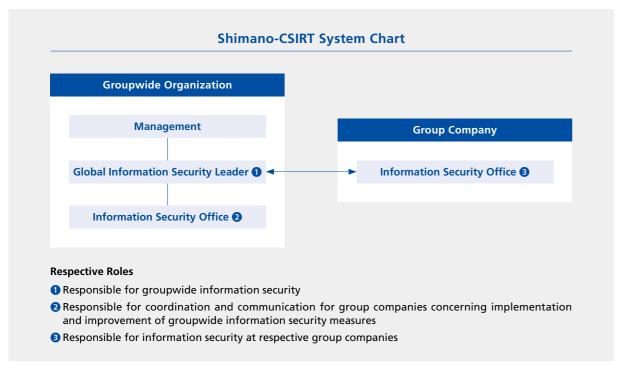


#### Commitment of Shimano's anti-malware team

Shimano has already built security systems to protect its servers, PCs, and other related machines from external attacks. Although these systems are effective against virtually all existing malware, they may not be sufficient for new, emerging malware. Since malware is becoming increasingly sophisticated and diversified, it is difficult to completely ensure cybersecurity by detecting risks and improving security systems. It is therefore essential that all Team Shimano members become alert for risks and enhance their own immunity to malware. To help the members deepen their understanding of malware and learn ways to cope with it, Shimano plans to provide e-learning programs.

#### Responses to serious security incidents from a global viewpoint

In June 2020, Shimano completely revised the Information Security Code, which stipulates Team Shimano's global security policies. The revised code defines the system to promote information security governance (Shimano-CSIRT, shown in the chart below), as well as the roles and responsibilities of respective organizations/individuals. To improve information security across Team Shimano, currently, the company is putting the system into practice, assessing the effectiveness of the governance system and detecting problems if any.



CSIRT (Computer Security Incident Response Team) is a collective term for organizations that handle computer security incidents. In December 2019, Shimano joined the Nippon CSIRT to share information with other member companies.

#### **Digital Transformation (DX)**



#### "Goodbye Hanko" Project

As a development-oriented digital manufacturing company, Shimano is committed to Digital Transformation (DX) projects, such as the Shimano Digital Manufacturing (SDM) project, to innovate the company's business practices in response to the changing business environment, as well as to meet the needs of customers, employees, and society at large.

To innovate business practices and organizations and to improve business efficiency, administrative sections of the headquarters initiated the "Goodbye Hanko (lit. seals)" Project in June 2020. The title "Goodbye Hanko" literally

refers to eliminating Japan's business practice of affixing name seals on office paperwork. However, the aim of this project is more than simply eliminating the use of such seals through digitalization of various forms requiring acknowledgement. The project members are radically reviewing the conventional procedures of paperwork across the company so as to achieve a type of digitalization desired by front line workers.

As of February 2021, 30% of application forms were digitalized. As to the remaining 70%, the project members reviewed the need of application procedures and planned to either innovate or abolish them. To support Shimano's manufacturing, the project members are striving to offer value-added service. The project is scheduled to be completed in mid-2021.



#### Digital transformation for improving business efficiency

Shimano Singapore has launched a digitalization program

to improve business efficiency. Through digitalization,

the company plans to reduce the number of processes

needed for design, drawing, review, and approval and to

eliminate paperwork, which in turn saves office space for

the storage of hardcopy documents.

since 2020

#### Digital transformation of LPC\* management

since 2020

In March 2020, Shimano Singapore began digitalizing the LPC management, which is mandatory and under the stringent control of the Singaporean government. Digitalization is effective in reducing paperwork and in saving office space for the storage of hardcopy documents. Moreover, since the system monitors the validity of LPC and informs expiration dates, it helps responsible staff take necessary procedures in time. Preparing and keeping digitalized master lists, instead of hardcopy documents, helps improve business efficiency and ultimately promote green manufacturing.

\*LPC: Licenses, Permits, and Certificates (which are required by the government)

#### **Safety and Quality Education**

#### ■ The Space for Safety and Quality Education for improving workplace safety and product quality

In October 2020, the Space for Safety and Quality Education opened at the headquarters. The space comprises two booths, one dedicated to safety education and the other to quality education. Both have been designed to facilitate the sharing of empirical knowledge, particularly lessons gained through serious accidents and quality problems in the past, through the display of related materials in an easy-to-understand manner. Visitors to these booths are expected to recognize the importance of maintaining workplace safety and producing quality items that will never spoil customers' trust in Shimano. In short, the space for education is a learning place for Team Shimano, where its members are inspired to build a safe workplace free from quality problems.

#### ■ Booth for safety education

This booth displays exhibits in the following two categories. First, it introduces material accidents that occurred at Shimano. The fire that occurred at the headquarters factory in 2018 and the generation of poisonous gas at the Shimonoseki Factory, for example, caused tremendous trouble for many stakeholders, particularly residents in the neighborhood, the police, and firefighters. From the viewpoint of Shimano's responsibility to supply its products, Shimano severely impacted its customers worldwide, particularly bicycle manufacturers. The exhibition has been designed to ensure that Team Shimano members will never forget these accidents and work to prevent recurrence.

Second, the booth displays exhibits related to accidents caused by non-use of protective equipment, which is one of the major causes of workplace injuries. To name a few, using chemicals and edged tools involves risks of injuries. Visitors to the booth can find out types of risks involved on these occasions and confirm the effect of protective equipment by actually using it.

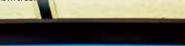
#### ■ Booth for quality education

This booth exhibits materials related to serious quality problems in the past, as well as real examples of non-conformance (NC) items. Looking at numerous NC items and products recalled from customers firsthand, Team Shimano members are expected to enhance their sense of responsibility for supplying flawless items to customers and to ponder what they should do to fulfill their responsibilities.



Display of protective equipment and





安全・品質 学びの場

Safety and Quality A Place to learn



#### An emergency response for ammonia leakage since 2020

To confirm the preparedness for fire and chemical spillage incidents, the emergency response team of Shimano Singapore (SPL) annually undergoes document and field audits by the Singapore Civil Defense Force (SCDF). Since there were no audits by SCDF in 2020, SPL held an emergency drill at its ammonia storage facility. The program comprised a rescue operation and first aid of the injured. The drill is essential to minimize the impact of chemical spillage on the environment, as well as on SPL's business, and to protect employees.

#### Enhancing awareness of workplace safety & Health, environmental protection, and energy & water conservation since 2020

Shimano Singapore annually holds campaigns to enhance employees' awareness of workplace safety & hygiene, fire prevention, environmental protection, and energy & water conservation. In 2020, a firefighting demonstration and hands-on training were held by using fire extinguishers. These programs are designed to prevent any compliance violation cases, cultivate staff competencies and improve production efficiency.

#### A safety confirmation service since 2020

To thoroughly confirm employees' safety in time of emergency, the headquarters and the Shimonoseki Factory have started a safety confirmation service. Shimano will make further efforts to improve its preparedness for unprecedented disasters, including epidemics, as well as typhoons and earthquakes.

#### **QEHS\*** Campaign

#### since 2012

To reduce the number of non-conformance (NC) items and workplace accidents to zero, Shimano Batam is promoting the QEHS campaign, which is aimed at building safety culture and practices of the 5 Ss\*\*. Specifically, there are the following five objectives of the campaign: [1] to maintain adequate product quality levels, [2] to reduce the number of accidents to zero, [3] to create a safe and environment-conscious workplace, [4] to promote a healthy lifestyle, and [5] to improve the level of the 5 Ss.



\*5 Ss\*\*: a method of organizing the workplace environment by reducing waste and improving safety and quality





#### **Promoting Bicycle Commuting**

Shimano encourages its employees to commute by bicycle. Increasing numbers of employees have begun commuting by bicycle since it is good for their health and riders can avoid rush hours/traffic jams, as well as the risk of COVID-19 infections.

#### Initiatives taken by the headquarters to promote bicycle commuting

#### Facilities for bike commuters

On the first floor of the headquarters' welfare wing (known as the Team Shimano Square or TSS), there is a parking area to accommodate about 550 bicycles. In addition, TSS houses bathrooms, shower booths, locker rooms, and a bike maintenance space equipped with compressor bicycle pumps and other tools.

#### About 40% of employees commute by bicycle

At the headquarters, about 40% of its employees (including contract employees) have registered as bicycle commuters.

#### Bicycle commuting allowance

To promote bicycle commuting, the headquarters provides bike commuters with a monthly allowance. Commuters wearing helmets receive 5,000 yen while those who do not wear helmets receive 2,600 yen per month.

#### Subsidizing part of the cost for a bicycle and a helmet

The headquarters subsidizes part of the cost for a bicycle and a helmet for commuting.

#### In-house seminars on traffic safety

At the headquarters, hands-on seminars on traffic safety are organized for beginners of sports bicycles. Participants learn daily inspection and maintenance methods by using real sports bikes.

#### ■ The headquarters (Shimano Inc.) and Shimano Sales certified as "declaration companies" to promote bicycle commuting

In 2020, Japan's Ministry of Land, Infrastructure, Transport and Tourism (MLIT) initiated a project to promote bicycle commuting and certify "declaration companies" that are eager to participate in the promotion. On August 27, 2020, the ministry certified 24 companies/organizations, including Shimano Inc. and Shimano Sales, as the first "declaration companies." From among these companies, the ministry will select "excellent companies" that take particularly remarkable initiatives.







Bicycle parking area, which can house 13 bicycles in a space for one car



#### MLIT's project to promote bicycle commuting

To support bicycle commutating campaigns, the minister of the MLIT (the head of the Bicvcle Use Promotion Headquarters) certifies companies/organizations that are promoting bicycle commuting

 Applications are invited for the certification of "declaration company" throughout the year, while "excellent companies" are selected

<:	Source: MLIT Bicycle Use Prom	otion Headquarters>	
	Declaration company	Excellent company	
Require- ments	Companies/organizations that meet all of the following three conditions:  [1] Have bicycle parking area for employees [2] Hold annual seminars on traffic safety [3] Obligate enrollment in bicycle liability insurance	Companies/organizations that are engaged in particularly out- standing, original programs are selected from among the "dec- laration companies" that have at least 100 bicycle commuters (or at which 20% of employees commute by bicycle) and which take advanced initiatives	
Duration	Valid for 5 years (can be extended)	Valid during the duration of "declaration company" (can be extended)	
Logo	<b>E</b>	<b>3</b>	
			2

#### **In-house Activities to Promote Cycling and Fishing**

#### **Shimano Drinking**

Shimano Drinking is the name of a cycling club formed in 1978 at the headquarters. In addition to providing its members with opportunities to enjoy cycle races, the club plays the essential role of feeding back findings gained by the members at actual races. In 2020, the club had 67 members of various generations, who belonged to diverse sections.



#### **Company Bike Ride**

since 2016

Lazer holds the company ride program every Tuesday. The program is aimed at strengthening bonds with colleagues, testing products, and keeping employees' physical and mental health. Anyone can join the program since the riding speed is adjusted to participants' levels. In 2020, limited numbers of events were held due to the COVID-19 pandemic.



#### Travel allowance for bike commuters

since 2020

In June 2020, Lazer began providing bike commuters with a travel allowance. In 2021, the company plans to initiate a bike lease program to employees.



#### **Summer Ride Challenge**

since 2020

In 2020, PEARL iZUMi held the first Summer Ride Challenge, a friendly competition to encourage its employees to ride more. The participants in this competition were divided into 12 teams, each comprising seven to nine people. They were encouraged to ride bicycles daily (for

exercise, errands, casual riding outings, etc.) and to log their miles. A prize was given to the team that marked the highest monthly total miles.





#### "Go Carless" campaign

since 2009

PEARL iZUMi is promoting the "Go Carless" campaign to encourage commuting without using a car. Points are provided to employees who do not use cars in accordance with the miles of commuting, and PEARL iZUMi's gear is offered according to the points they gain.



#### Support of the "Go to Work since 2013 by BIKE" campaign

As a main sponsor, Shimano Czech Republic (SCRS) supports the "Go to Work by Bike" campaign, which has been held every May for more than seven years by an NPO called AutoMat. During this season, employees organize a compe-

tition of commuting by bicycle, on foot, or by running. In 2020, 30 employees formed 11 teams to participate in the event.



#### A cycling event at a bookstore since 2018

In August 2020, Shimano Shanghai held an event on the theme of the world of cycling at Xinhua Bookstore in Shanghai. The event was participated in by 36 children aged six to 12 from 30 families. At this event, children learned the history of the bicycle and how to ride it safely. They also enjoyed friendly exchanges and responded to a questionnaire survey.



#### **Lure Festival**

since 2019

To promote lure fishing, Shimano Shanghai holds fishing competitions, product demonstrations, and programs for parents and children. Through these programs for fami-

lies, the company seeks to develop young anglers and promote their brand affinity, as well as the popularity of the Shimano brand.



#### **≥** Fishing event for staff of **I** Shimano UK

since 2019

Staff of Shimano UK visited a local commercial fishery to get a hands-on experience with the latest Shimano products and received professional tuition from Shimano's professional angler, Nick Speed. For several members who

had never fished before, the event was a perfect opportunity to learn and enjoy fishing, which is the sport they work tirelessly to promote.





#### **Declaration of a bicycle commuting** promotion company and the establishment of the Bicycle since 2020 **Use Promotion Committee**

Shimano Sales established the Bicycle Use Promotion Committee pursuant to the ordinance to promote use of bicycles, enacted by Sakai City, home to the company. The committee members promote traffic safety education among the company's employees so as to create a cycling culture that is safe not only for riders but also for vulnerable road users, particularly the elderly.

# Creating Exhilarating Joy Offering enjoyment and fun for everyone

# Theme 1 Creation of New Value

The cultural value and social roles of cycling and fishing change with the times. In response to such changes, Shimano has redefined the cultural value of cycling and fishing and is supporting the creation of new lifestyles by offering relevant information, as well as products.



"Captivating Products" are designed to enable their users to enjoy cycling, fishing, and rowing to their hearts' content. Shimano believes that it is an important part of its mission to convey the fun and excitement of these activities and to offer the opportunity to enjoy them to as many people as possible. With this view, Shimano organizes and supports various cycling, fishing, and rowing events, where people can enjoy not only outdoor activities but also friendly interactions with many other people.

Since this year's Social Activity Report is issued on the occasion of Shimano's centennial anniversary, the publication sheds light on the endeavors that Shimano has been engaged in over the past years as a Value Creating Company. Under the headline "To Create New Cycling and Fishing Cultures," these endeavors are introduced with the following four themes: "Creation of New Value," "Creation of Fascinating Fields," "Expansion of Enjoyable Places and Opportunities," and "Establishment of Facilities for Cultural Promotion."

Theme 2

#### **Creation of Fascinating Fields**

Top-level athletes competing in road races. Fishing instructors exhibiting their excellent fishing techniques. Shimano is eager to support these dream makers in all aspects, helping them create exciting scenes by securing the fields of their activities, where dreams are born.



# To Create New Cycling and Fishing Cultures

Theme 3

## **Expansion of Enjoyable Places and Opportunities**

Shimano has organized and co-sponsored cycling and fishing events around the world by adopting creative ways to make them enjoyable not only for participants but also for spectators. Shimano has also been working to hold various events in countries where cycling and fishing cultures are still developing.





## **Establishment of Facilities for Cultural Promotion**

Shimano's responsibilities are not limited to developing products and holding related events. Sharing knowledge and information on the history and culture of cycling and fishing is also its key responsibility. To put this responsibility into practice, Shimano is operating facilities for cultural promotion, where visitors can share new experiences and value that Shimano proposes.









Since the 1970s, Shimano has been promoting the value of cycling and fishing, as well as lifestyles enriched by these activities, by offering products, hosting various events, and issuing publications. Shimano believes that its mission is not limited to creating products of excellent performance but that it includes creating new lifestyle cultures by conveying the fun and excitement of cycling and fishing.

01

# Subarashiki Jitensha Yaro (A wonderful cyclist guy) Shimano World The City Cycle Les Maillots

To disseminate cycling information to develop cycling culture

### Subarashiki Jitensha Yaro — an effort to spread a bicology boom in Japan

The sports bicycle boom began in the U.S. in the mid-1960s. For about one year from 1972, Shimano sponsored a TV documentary titled Subarashiki Jitensha Yaro (lit. a wonderful cyclist guy), the first TV program offered by Shimano and broadcast nationwide. The show widely covered the pleasure and fascination of cycling and attracted public attention, especially among bicycle enthusiasts.

A scene from Subarashiki Jitensha Yaro, the first TV show Shimano ever sponsored, which was broadcast nationwide



## Shimano World (SHIMANO CLUB) —— a magazine that connects Shimano to dealers and helps their business management

In 1977, Shimano first published Shimano World, a magazine for Japanese bicycle dealers. The magazine covered case studies from bicycle dealers in and outside Japan along with the introduction of a wide range of aspects of cycling culture. The magazine has been renamed as SHIMANO CLUB and is issued six times a year now.

## The City Cycle and Les Maillots — magazines that promoted cycling culture and contributed to the industry's revitalization

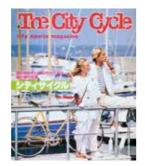
In 1980, Shimano launched The City Cycle, a magazine designed to promote cycling as a popular sport and fashionable activity for urban dwellers.

Les Maillots, first issued in 1984, on the other hand, was a graphic road race magazine that provided Japanese readers with fresh news and vivid photos of overseas cycle races.

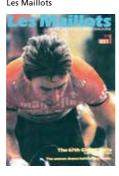




The first issue of Shimano World, published in the spring of 1977



The City Cycle



02

## Cycling and Good Health / "Cyclingood"

Health

Cycling for a

"Link to life"
hrough cycling

Life

S

Social

Offering suggestions for a healthier and more enriched lifestyle highlighted by the use of bicycles

In collaboration with universities and research institutions, Shimano is engaged in research programs on the effects of cycling in maintaining and improving energy metabolism and muscle strength, as well as the relation between cycling and mental health. Results of such programs are shared with various companies and local governments to promote health improvement.

Meanwhile, to share research results with bicycle dealers and users, in 2013, Shimano began issuing Cyclingood, a free newspaper and website. Subsequently, Shimano launched MIND SWITCH, a website proposing bicycle commuting, and Health Data File, downloadable data that shows study results in an easy-to-understand manner.

In the current changing society, greater than ever attention is being paid to how to maintain good health. Shimano will continue its efforts to enrich people's daily lives by sharing the value and attractive features of cycling with as many people as possible. Through these endeavors, Shimano hopes to contribute to the development of society at large, as well as the bicycle industry.



Japan Fishing Club, a monthly magazine of the

Japan Fishing Club project

3 "Fisl

"Japan Fishing Club"

"Fishing Café"

"Tsuri Hyakkei" (lit. one hundred fishing scenes)

"OTONA TSURI CLUB" (lit. a fishing club for seniors)

Aiming to create new fishing culture and to further develop the fishing tackle industry through cross-media activities

#### Japan Fishing Club (1979 – late 1980s)

Issued to convey attractive features of fishing as an outdoor sport

#### Fishing Café (2000-)

Delving into the cultural aspect of fishing to attract attention of more people

#### Tsuri Hyakkei (October 2013-)

Fishing travel show highlighted by fascinating natural landscapes

#### OTONA TSURI CLUB (September 2015-)

A proposal for senior citizens to enjoy leisure activities, particularly fishing



Tsuri Hyakkei, a fishing travel show on TV



Fishing event of OTONA TSURI CLUB

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Cycle races and other cycle events held around the world range from international professional races to local amateur races. At the forefront of fishing, on the other hand, the evolution of fishing methods and tackle products has expanded the enjoyment of fishing. By constantly providing on-site support to diverse programs held around the world, Shimano is striving to promote cycle sports and fishing culture and to improve their social value.

#### **Support for Riders and Cycling Teams**

Support for the development of the cycle sport culture

#### Sponsorship of professional and amateur riders and teams around the world

Shimano widely sponsors road races and other cycle races. A worldwide network of Shimano's marketing teams shares relevant information so that the teams and riders who are sponsored by Shimano can enjoy the same high-level services wherever in the world they are racing.

In regions where cycling culture is still developing, Shimano boosts the market and contributes to the advancement of cycling culture through sponsorship of riders and teams.



Shimano Suzuka Road

#### **Support for para-cycling**

Since the late 1990s, through a partnership with the Union Cycliste Internationale (UCI), Shimano has been supporting para-cycling or cycle races for disabled riders.

In addition to sponsoring para-cycling events and offering related products, Shimano organizes an exhibition hand bike race at Shimano Suzuka Road to promote recognition of para-cycling.



Exhibition hand bike race held in 2019 at

#### **Support for Races**

Efforts to ensure rider safety and well-organized race operations

Shimano provides technical support at various events, ranging from the world's leading professional races to grassroots cycling events, so that participants can enjoy their ride safely.



#### **Shimano Racing Team**

Working to develop and expand cycle sports in Japan



The Shimano Racing Team is a powerhouse that has produced national champions and Olympians since its establishment. It has also played an important role as a group of test riders who give feedback about the products they use for training and races so that their views can be reflected in product development.

At present, the team is committed to creating the cycle sports culture from a long-term, broad perspective. Specifically, the team is supporting a series of cycle races in Japan, offering cycling-related information to its supporters, and occasionally holding bicycle classes for beginners and children.



A bicycle class held by members of the Shimano Racing Team for beginners to mid-level riders

#### Fishing Instructors

Further elevating fishing culture with the mindset of anglers

In addition to creating new fishing methods and promoting activities to enhance the enjoyment of fishing as experts of the sport, fishing instructors also contribute to the development of Shimano's "captivating products" by taking advantage of their advanced skills and broad knowledge.



Shimano organizes cycle sports events, including Shimano Suzuka Road and the Shimano Biker's Festival, as well as fishing events, such as the Shimano Japan Cup, which conveys the true joy of fishing competition. In addition to these events held in Japan, Shimano organizes and supports various cycling and fishing events around the world to provide both professionals and ordinary people with opportunities to enjoy these activities.

#### **Shimano Suzuka Road**

One of Japan's largest cycle sports events, held by Shimano

Shimano Suzuka Road is one of Japan's largest cycle sports events participated in by a wide range of cyclists, from children to adults and from beginners to top-level racers, from around the world. The event started in 1984 at Greenpia Miki in Hyogo Prefecture under the title of Shimano Greenpia Road. From the ninth edition, the venue was changed to Suzuka Circuit, and the event was renamed to the present title. Since the first edition, 36 events have been held to date with the most recent one held in 2019. Over time, Shimano has established a system to invite entries from more and more cyclists, resulting in an increase in the number of participants from about 1,000 in the early days to about 15,000 at the largest.

To make the road race enjoyable and exciting not only for racers but also for spectators, since the first edition, Shimano's employees have constantly supported this event behind the scenes. They are eager to engage in the event from its planning phase, driven by their strong aspiration to make the event even more enjoyable for visitors and to benefit the bicycle industry in the long run. At the venue, while sharing the exciting atmosphere with visitors, Shimano's staff serve participants on various occasions of races, some as receptionists, others as course guides, still others as judges and first-aid assistants.

Shimano Suzuka Road has been enjoyed by visitors and has been evolving with their support. Shimano will continue to offer even more opportunities to enjoy cycling.



The first edition held in 1984 was titled Shimano Greennia Road



The Milky Race, which targets pre-school children, started at the 15th edition held in 1998.



At the 28th edition (2011). a women's class was added to the Team Time Trial

#### Shimano Biker's Festival

One of Japan's largest events featuring sports bikes, particularly mountain bikes



The Shimano Biker's Festival is a two-day event held in rich natural settings surrounded by the Japanese Southern Alps and the Yatsugatake Mountains. It offers an opportunity to enjoy a wide range of sports bike events, from cross-country, downhill and other off-road races to trail rides, long rides, and other touring events. In recent years, a variety of subevents have been organized in collaboration with local people, such as a welcome party that serves local foods and a market that sells locally produced vegetables.

#### Shimano Biker's Festival in China / Shimano Fest in Brazil

To promote and develop cycling and fishing cultures in emerging countries



In 2003, Shimano Shanghai held the first Shimano Biker's Festival in China in Beijing. Since then, the event has been held in various Chinese cities, including Shenyang/ Xinyang, Guangzhou, Nanjing and Chengdu. All these events proved to be effective in significantly promoting cycle sports in China.



Since 2010, Shimano Latin America has annually held Shimano Fest in São Paulo, Brazil. The event was started to pursue the following two objectives from a social and a cultural perspective, respectively: first, to provide urban dwellers with an opportunity to enjoy outdoor activities in natural settings and second, to help promote a local cycling culture.

#### Shimano Japan Cup / **Events in Different** Fishing Categories

To promote fishing in Japan as a competitive sport and to create opportunities to enjoy a wide variety of fishing styles



#### [Shimano Japan Cup] Japan's highest-level fishing tournament

In 1984, when few fishing tackle manufacturers in Japan hosted fishing competitions, Shimano started a fishing tournament in response to requests from enthusiastic anglers. The event was designed to offer opportunities to enjoy fishing as a competitive sport and to improve the social value of fishing. Today, the Shimano Japan Cup has developed into Japan's leading fishing tournament, participated in by more than 10,000 anglers in five fishing categories and held at 57 venues across Japan.





Shimano has established cultural hubs in and outside Japan to share the enjoyment of cycling and fishing with many more people by stimulating their interest in these activities. To create new cycling and fishing cultures, Shimano has been expanding the range of its activities to encompass programs of regional development and international exchange.

#### LIFE CREATION SPACE OVE

Proposing an enriched lifestyle highlighted by use of bicycles by redefining the value of cycling

In January 2006, Shimano opened Life Creation Space OVE to further develop cycling culture and to provide a wider range of people, including those who seldom ride a bicycle, with opportunities to learn attractive features of cycling. "OVE" stands for the following three elements: Opportunities, Value, and Ease. It is also infused with the idea of going beyond oneself or growing beyond one's current self and pursuing a more attractive lifestyle. This "life creation space" is designed to help visitors discover or learn something new through encounters with various things, events, and people. The facility has a café highlighted by carefully selected furniture and a wide variety of daily use items and holds various seminars and other events. Through these activities, Life Creation Space OVE aims to enhance the value of cycling and eventually to create a new cycling culture.



Riding slowly, just like taking a stroll, while enjoying encounters with people and things on the way

Event space Offering opportunities to satisfy

visitors' intellectual curiosity







Lunch prepared based on nutrition of



#### SHIMANO CYCLING WORLD

To develop cycling culture and promote the Shimano brand in Southeast Asia

In September 2014, a facility named Shimano Cycling World opened at the Singapore Sports Hub, one of Asia's largest sports complexes in the center of Singapore. This hands-on exhibition facility on the theme of bicycles has an area of about 650 m2 and is operated with the threefold purpose of developing cycling culture in Singapore, promoting cycling as a lifestyle, and spreading the Shimano brand awareness across Southeast Asia. Shimano Cycling World proposes various new ideas so that visitors can feel more familiar with bicycles and enjoy a new lifestyle.





Outdoor bike cruise

#### **Cycle Cassette**

A section that showcases the history



The Forge

An area for hands-on learning of technologies and functions of bicycles



#### **Dream Machine**

Visitors can feel the dynamic beauty of bicycle designs and the world of cycling



03

#### **SHIMANO SQUARE**

## An urban platform for intellectual creation and interaction to share attractive features of cycling and fishing

SHIMANO SQUARE opened in February 2017 in the Knowledge Capital at the Grand Front Osaka commercial complex (Kita ward, Osaka City) with the aim of offering visitors opportunities to encounter both people and ideas, to appreciate the value offered by Shimano, to have thrilling experiences, and simply to rest and relax. Taking advantage of its location in a busy downtown district of Osaka, the facility proposes a new urban lifestyle highlighted by cycling and fishing and promotes the value of both cultures, as well as attractive features of products created by Shimano. The facility has a café, a library, galleries that display items related to cycling and fishing, and a store of stylish items. SHIMANO SQUARE also holds various events, including lectures, workshops, and sanso (slow cycling just like taking a stroll) and other cycling events. Designed as an urban platform for intellectual creation and interaction, SHIMANO SQUARE is expected to fulfill its role to promote the fun and excitement of cycling and fishing among many more people.





Fishing seminar

04

#### **SHIMANO EXPERIENCE CENTER**

To share the enjoyment of cycling, fishing, and rowing with many more people

The Shimano Experience Center (SEC) opened in April 2019 in Valkenburg, a city in the southern region of the Netherlands and close to the national borders with Germany and Belgium. Valkenburg is well known to cyclists as a venue of a professional road race. The facility covers all the business fields of Shimano—bicycle components, fishing tackle, and rowing equipment. In addition to seeing exhibits, visitors can have virtual reality experiences of cycling, fishing, and rowing by using virtual displays and simulators. Moreover, they can have real experiences of using Shimano's latest products in the pictorial natural settings. In the lounge and workshop area at SEC, various events for children are held by SEC. In addition, businesses, local schools, cycling clubs, and other groups can hold events there. SEC will continue to promote the enjoyment of cycling, fishing, and rowing and will work to enable visitors to discover and experience something new each time they visit the facility.



Eiching Piyo

## 05

#### **BICYCLE MUSEUM CYCLE CENTER**

#### Aiming to create a rich cycling culture

The Bicycle Museum Cycle Center, Japan's only registered museum dedicated to bicycles, was established by the Shimano Cycle Development Center (a public interest incorporated foundation) in April 1992 in Sakai City, Osaka Prefecture. Through video shows and exhibits of bicycles, the museum showcases the history of bicycles, as well as that of the bicycle industry in Sakai, where rich traditions of gunsmithing helped foster the industry. To share attractive features of bicycles and cycling culture, the Bicycle Museum Cycle Center organizes various programs, such as exhibits for hands-on learning of bicycle structures, hands-on lessons for children to adults, lectures, and cycling events.

- This floor houses an open repository where about 200 bicycles are exhibited along with a library that holds books on bicycles.
- **2F** Fifty bicycles are displayed, ranging from (a replica of) a classic bicycle produced in 1818 to one used at the most recent Olympics.
- The section of "bicycle structures and safety mechanisms" features hands-on exhibition of brakes, derailleurs, power generators, etc. In the section of "bicycle lifestyle proposal," visitors can learn the proper way of riding a bicycle and how cycling can be enjoyed.







#### **Organizing and Supporting Various Events**

Shimano organizes and supports cycling and fishing events (races, tournaments, and other events) in various parts of the world, ranging from Europe and North America, both being advanced regions of cycle races, to Asia and Latin America.



(Switzerland)

Supporting the Enduro World Series 
......since 2003









..... since 2016

(Netherlands)

Hosting fishing events for elderly people and children **①** 

since 2020

(Canada)

Family Ice Fishing Day 2

..... since 2019

(United Kingdom)

Exhibiting Shimano products at the Northern Angling Show and

Northern Angling Show and the Big one - Stoneleigh 
.....since 1992

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## Taking Care of the Environment

Cooperation in taking care of the natural, living, and product-use environment

Protecting the natural environment is a prerequisite for enjoying outdoor sports. Striving to preserve the natural setting is, of course, a basic responsibility for Shimano. With this in mind, Shimano is actively involved in cleanup campaigns for seashores and rivers, as well as other environmental preservation activities, while improving and innovating its facilities to minimize the environmental impact caused by its manufacturing processes.

A focus on this year's report is on the Shimano Tricolor Project, which was inaugurated on the centennial anniversary of Shimano's founding.



## Reduce

To promote eco-friendly manufacturing, Shimano's factories worldwide are taking various initiatives to cut CO<sub>2</sub> emissions, promote energy conservation, reduce the use of single-use plastics, and minimize water intake.



#### **The Shimano Tricolor Project**

#### ---- Shimano's vision reflected in the three colors

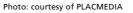
In 2015, the Sustainable Development Goals (SDGs) were set by the United Nations General Assembly, while the Paris Agreement was adopted at the COP 21, held in Paris. In tandem with this growing momentum towards sustainable development, Shimano inaugurated the Shimano Tricolor Project to contribute to the creation of a sustainable society, which is being sought on a global basis. In this project, Shimano seeks to promote environment-conscious corporate activities in every aspect while accelerating its efforts in the existing 3 'Rs' campaign to Reduce (CO<sub>2</sub> emissions and use of single-use plastics), Reuse (water) and Recycle (batteries).

On the centennial anniversary of Shimano's founding, the company adopted its new corporate brand logo, featuring a tricolor line (see page 3), which represents nature itself with the light green symbolizing the land, blue symbolizing the sky, and deep blue symbolizing the sea. Adopting the tricolor line for its corporate brand logo, Shimano has declared its strong resolve to continue to pursue the creation of a sustainable society.

The Shimano Tricolor Project has been launched based on this resolve, as well as Shimano's corporate policy and vision.









Shimano's factories worldwide are committed to water recycling activities.

#### **Creating a Sustainable Environment** for Future Generations

Preserving the global environment is a critical issue for all people. It is an essential mission particularly for Shimano since it offers products to be used in natural settings. In addition to engaging in a variety of environmental conservation activities on a daily basis, Shimano takes comprehensive environmental initiatives throughout its manufacturing process, including the production, packaging, and logistics stages.

#### Reduce

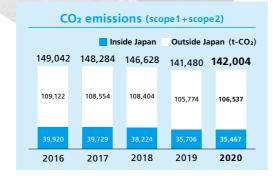
Reducing CO<sub>2</sub> emissions, use of single-use plastics, and water intake

#### ■ Cutting CO<sub>2</sub> emissions

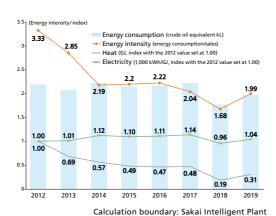
Considering energy conservation as one of the essential ways to cut CO<sub>2</sub> emissions, Shimano takes various systematic measures to improve energy efficiency by seeking an optimal balance between productivity and energy conservation.

#### ■ Reducing environmental impacts of manufacturing activities

As part of its efforts to improve energy efficiency by seeking an optimal balance between productivity and energy conservation, in 2013, Shimano electrified a vacuum carburizing furnace at the Sakai Intelligent Plant (SIP), which resulted in significant reduction of CO<sub>2</sub> emissions. Following the SIP, other factories in various parts of the world took similar measures one by one. Shimano has also renovated its production facilities to improve manufacturing efficiency and to promote energy conservation. At the same time, the headquarters of Shimano holds regular meetings of the Energy Conservation Promotion Committee to share information on the measures taken in various production stages and their outcomes. In this way, Shimano is eagerly promoting energy conservation programs.



Calculation boundary: all plants inside and outside Japan



#### ■ The BCA GREEN MARK AWARD given to Shimano Singapore

The Building and Construction Authority (BCA), Singapore, has given the GREEN MARK AWARD (PLATINUM) to Shimano Singapore for its new plant, which will be completed after 2021. Considering this honor as commendation for and expectation of the company's energy conservation initiatives, Shimano Singapore will continue its eco-friendly corporate management.



Use of LED lights and heat pumps since 2019

The Shimano Experience Center has installed LED lights, heat pumps, and smart energy management systems to reduce the use of fossil fuels and its carbon footprint.

#### ■ Reducing the use of single-use plastics

By decreasing the use of single-use plastics, Shimano seeks to reduce greenhouse gas emissions and marine plastic waste, thereby contributing to the building of a low-carbon society. To realize eco-friendly manufacturing without degrading the value of its products, Shimano first seeks to eliminate the use of plastics as much as possible, but when it is impossible, the company reduces the use of plastics or replaces them with alternative materials of lower environmental impacts. In the long run, Shimano seeks to promote industry-wide elimination of plastics by seeking understanding of related parties so as to contribute to the creation of a sustainable society.

#### Initiatives taken by the **Fishing Operations Division**

Since around 2010, the Fishing Operations Division has been reducing the amount of plastic used in rod packages. In 2020, the division began to analyze user preferences in diverse fishing categories to replace plastic rod cases with paper cases. The division is also working to reduce the use of plastics for packages of reels, lines, and other fishing gears.







#### Initiatives taken by the **Bicycle Components Division**

In the Bicycle Components Division, staff engaged in planning, design, procurement, production, and other tasks all around the world make concerted efforts to reduce the use of plastics. They began reviewing the use of plastics in order from those of greatest usage. For example, they examined the use of small plastic parts in packages of bicycle components and plastic materials used for packing small parts. In the summer of 2020, they began to eliminate the use of plastics sometimes by replacing them with other materials. In 2021, Shimano's factories began thorough numerical control of plastics to be used while taking into consideration the effect of these initiatives on bicycle assembling processes to be taken by bicycle manufacturers. Concerning products to be sold to end-users at dealers' shops, Shimano is striving to develop eco-friendly packages that will not degrade Shimano's brand image.

#### Eliminating unnecessary plastic parts that used to be contained in packages









Adopting a simple design to reduce use of plastics









#### <Practical measures to reduce use of plastics>

- · Eliminating or reducing plastic packaging materials Using recycled plastics
- Using recycled paper as much as possible
- Reducing printing to cut ink consumption
- Reduction of packaging size
- Using recycled/recyclable materials for packages









Ideas for new packages containing less amount of plastic (As of February 2021)

#### ■ Initiatives taken by companies outside Japan



#### **PEARL IZUMI**

PEARL iZUMi is developing a new method of packing and shipping its products. It is estimated that by bundling several products together and shipping them in smaller polybags, the company can save as much as 50% of polybags in the initial stage.



#### Innovative Textiles

Innovative Textiles has changed the package design for new models. Since the new packages have no plastic windows, the usage of plastics is estimated to decrease by more than 19,000 lbs (about 8.6 t).



#### **Shimano Singapore**

In 2019, single use water bottles and plastic bags contributed to an estimated waste amount of 168kg in Shimano Singapore. With the emphasis for the need to reduce plastic usage, Shimano Singapore started Phase 1 of Plastic Reduction Campaign in February 2020 and eliminated single use plastic bags for fruits in the staff cafeteria, as well as replaced mineral water bottles with water dispensers for events and meeting rooms. Through these efforts, it is estimated to reduce plastic waste by 43.5%. In Phase 2, the Company plans to further eliminate plastic usage for take-away foods and commercial beverages in the cafeteria.

#### ■ Approaches in the logistics section

In 2017, the Rinkai Logistics Center, which had been built on the premises of Shimano Sales Japan, started its operations, integrating logistics functions of the headquarters and Shimano Sales. Full-fledged recycling activities started on that occasion. Although Shimano had been collecting used cardboard for the preceding 20 years, the new logistics center began to quantify the amount of recycled cardboard, which in turn improved the efficiency of the recycling process. The center also began collecting and recycling wooden pallets used for sea freight, with the collection rate having reached 90% on average. Moreover, by thinning plastic cushioning material, the center has considerably reduced the amount of plastic waste. Similar initiatives are also being taken at companies outside Japan.



#### ■ Reducing water intake

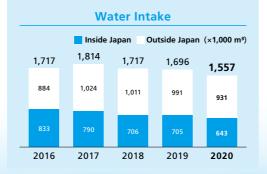
In 2020, Shimano began to visualize water intake at all of its factories in the world and, it is now working to reduce the volume of water intake.



#### **Innovative Textiles**

since 2020

Innovative Textiles, Inc. has installed an evaporative boiler to reduce the volume of wastewater generated by the cleaning of machine components. Moreover, the use of an ultrasonic tank has improved cleaning efficiency and reduced the need for chemicals since the cleaning process employs the scrubbing power of water to decompose contaminants.



Calculation boundary: all plants inside and outside Japan

## Reuse **Recycling** water

#### ■ Reusing wastewater from factories

In addition to building wastewater treatment systems to reduce environmental impacts. Shimano's factories have built facilities to reuse treated wastewater.



#### Sakai Intelligent Plant

since 2014

The Sakai Intelligent Plant (SIP) treats wastewater discharged from its facilities in compliance with its own standard, which is even stricter than relevant laws and regulations. Moreover, the SIP reduced its annual wastewater volume by about 30% from the level of wastewater discharged from the previous factory. The SIP also reuses 30 to 40% of the treated wastewater.



#### **Shimano Batam**

since 2020

In August 2020, Shimano Batam began to study a bio-treatment method of the wastewater that cannot be treated in the existing treatment plant. For example, it has not been possible to treat the wastewater generated in heat treatment and spray-painting processes. After the bio-treatment, the quality of the treated wastewater is examined in accordance with Indonesian water quality standards. The factory then recollects verified treated wastewater in tanks and uses it in cooling towers, which in turn helps promote water conservation.



#### **Initiatives to Preserve Local Environment**

<Tree-planting campaigns>



#### Tree-planting campaign

since 2020

Nearly 80 employees of Shimano Lianyungang planted trees at Zhongyun forest farm.



#### Converting horticulture waste to compost

since 2020

Shimano Singapore collects horticulture waste and shreds it into small pieces. In about six to eight weeks, these pieces are converted into compost. The compost is then placed around shrubs and trees to provide nutrients to the soil and help plants grow.



#### <Cleanup activities>



#### Cleanup of the beach to protect the environment

since 2020

About 100 employees of Shimano Lianyungang cleaned the beach in Lianyungang.



#### **Daan Beach Cleanup** in Taichung

since 2020

In 2020, Shimano Taiwan (STC) began a beach cleanup campaign. Its employees and their families cleaned Daan beach in Taichung, collecting 170 kg of rubbish to help reduce marine debris. STC will continue such cleanup activities every year to improve the marine environment.



#### <Reducing environmental impacts>



#### Recycling in break rooms and office spaces

since 2015

Innovative Textiles, Inc. places receptacles in all of its break rooms so that its employees can deposit their recyclables.



#### Acetone recycling

since 2019

At Innovative Textiles, Inc., scrap dye is processed through an industrial solvent recycler that distills out the acetone component of the dye.



#### Collecting coffee capsules since 2019 for recycling

Since 2019, Lazer Sport has been collecting used coffee capsules to return them to the supplier for recycling.



#### **Total Recycling Program**

since 2019

Shimano Singapore (SPL) has established a recycling collection center, where wastes from its factories are sorted into the following categories: general waste, metals, cartons, paper, plastics, food waste, electronic waste, etc. SPL records all wastes daily to review their conformity to the baseline and to raise employees' awareness towards the 3 'Rs.'



#### Reducing hazardous waste since 2020 through wastewater treatment

To reduce the amount of hazardous waste generated in the wastewater treatment process, Shimano Tianjin has installed filtration equipment, renovated water treatment facilities, and adopted a secondary wastewater treatment system that uses a chemical reaction.



#### Reinforcing a wastewater checklist

since 2020

In 2020, Shimano Cambodia added several items to its wastewater checklist so as to improve the safety and quality of its wastewater treatment process.





#### Filtration of stormwater for its reuse

since 2012

On its premises of seven acres (about 28,000 m<sup>2</sup>), PEARL iZUMi has nine infiltration basins, which collect all the

stormwater runoff from the building exterior, premises, and parking facility. The stormwater is fed back to the ground after being filtered through seven types of sand and soil in the basins. In this way, the infiltration basins remove pollutants contained in the stormwater and recharge the groundwater.



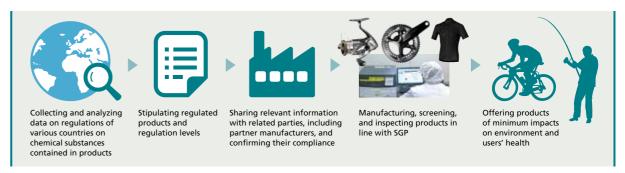
#### Shimano Green Plan since 2004



In 2004, Shimano adopted the Shimano Green Plan (SGP), quidelines for promoting manufacturing with reduced environmental impact. In joint efforts with its partner manufacturers, Shimano has been making constant efforts to comply with the SGP.

#### Reducing impact on the environment and users' health

The SGP is a procurement standard that Shimano has adopted with the purpose of providing its customers around the world with products that have a minimum impact on both the environment and users' health. To this end, Shimano has clarified the regulated levels of chemical substances contained in raw materials, parts, and products to be used in Shimano's own products to share the information thoroughly with its partner manufacturers. Shimano occasionally revises the SGP to meet the changing demands of the market and customers, as well as regulations that become increasingly rigorous year by year. While seeking understanding and cooperation from partner manufacturers, Shimano's factories inspect products to confirm their conformance to the SGP by using various analyzers and asking external organizations for analyses when necessary. In this way, Shimano is striving to create the most dependable products.



#### Initiatives to promote legal compliance

In 2020, Shimano took the following initiatives to further promote legal compliance:

- Revising the SGP in response to new laws and regulations
- Sharing information with SGP committee members inside and outside Japan to respond to regulations as a team
- Holding online seminars to share necessary information. Encouraging to hold such seminars as a means to replace business trips, which are restricted due to the pandemic



Online meeting with members of an SGP committee outside Japan

#### Responses to inquiries about chemical substances

As a result of growing concern for environment- and health-related issues, increasing numbers of bicycle manufacturers have begun to ask Shimano to comply with their own environmental standards, as well as laws and requlations of relevant countries/regions, including the EU's REACH\*1, POPs\*2, and RoHS Directive\*3, When Shimano receives inquiries from its customers, the company confirms product conformity with the SGP and prepares either reports or declarations of conformity to provide them to the customers concerned.

- \*1: Registration, Evaluation, Authorization and Restriction of Chemicals
- \*2: Convention on Persistent Organic Pollutants
- \*3: Restriction of Hazardous Substances Directive (directive on the restriction of the use of certain hazardous substances in electrical and electronic equipment)

#### Initiatives to enhance Shimano's corporate value

To enable timely responses to the revision of laws and regulations, the requirements of which are becoming increasingly complex, it is essential to detect relevant information in a short time from among accumulated data. To meet this need, Shimano is building online systems that improve efficiency of information communication and which also reduce paperwork. To enhance Shimano's corporate value, the company will continue to reinforce the control of chemical substances contained in its products throughout the supply chain and promote the development of products that have minimum impacts on the environment and users' health.

## Building Confidence

Collaboration with local communitiés a corporat

As a responsible corporate citizen, Shimano seeks to maintain close contact with local communities and work together for mutual benefit. With this in mind, Team Shimano companies across the world play an active role in community activities.

All of the Team Shimano companies plan their original programs to build confidence and carry out these programs steadily on an annual basis. Although continuing some programs involves challenges due to the COVID-19 pandemic, Shimano will offer whatever services within its capacity to help people who need support.

#### **Toward the Safe and Enjoyable Use of Bicycles**



**Development of a kids** cycling experience

since 2020

In collaboration with a regional government, the Shimano Experience Center developed a cycling program for children aged from nine to 12. The program, which comprises both theoretical lessons and practical training,

is designed to teach children a safe, healthy, and enjoyable way of cycling.





since 2018

Every year, employees of PEARL iZUMi engage in volunteer activities to build and maintain trails. In addition to helping the cycling community, the activities help promote team-

work among employees. In 2020, the employees helped build a section of a new mountain biking trail on Maryland Mountain in Black Hawk, Colorado.



#### Maintenance of a bicycle air-pump station

since 2018

In 2020, the number of events held in Road Safety Park was radically reduced due to the COVID-19 pandemic. However, Shimano Singapore continued its regular program to clean and maintain the bicycle air-pump station in the park.

#### **Educational Programs for Students**



#### Internship program for students

since 2014

In partnership with Colorado Mesa University, Innovative Textiles, Inc. provides internship programs for students majoring in human resources, engineering, information technologies, and accounting/finance.



#### Inviting university students since 2014 to the factory

To reinforce partnerships with Colorado Mesa University, Innovative Textiles, Inc. annually invites students of the university to the company to tour the factory.



#### Apprenticeship programs for high school students

since 2019

In partnership with an occupational training program in the local school district, Innovative Textiles Inc. provides high school students with apprenticeship programs in which they can learn the roles of logistics technicians and maintenance technicians.

#### **Donations and Relief Activities**



#### **Donating Lazer's** goggles to hospitals

since 2020

After the first outbreak of COVID-19, many hospitals suffered from a shortage of medical supplies, such as face masks and protective clothing. In response, Lazer donated 200 of its googles to three hospitals in Antwerp.



#### Donation to an organization since 2020 to support the disabled

Shimano Czech Republic donated funds to Collierysrdcem z.s., an organization supporting disabled people. The donation was used for the training of physical therapists who assist rehabilitation of disabled people.



#### **Blood donation drives**

The headquarters of Shimano held blood donation drives twice in 2020 as in past years. A total of 127 employees

donated blood. This is particularly notable since the number of donors has radically declined due to the spread of COVID-19, resulting in a severe shortage of blood.





#### **Donation to the Japan** Association for the **2025 World Exposition**

since 2020

The headquarters of Shimano has decided to donate 300 million yen to the Japan Association for the 2025 World Exposition, the organizer of EXPO 2025 Osaka, Kansai. As a company based in Osaka, the EXPO's host municipality, Shimano will support the event, which will be held with the objective of building a sustainable society under the following slogan: "Designing Future Society for Our Lives.



#### Donating toiletries to a charity organization

since 2020

All employees of Shimano Oceania bought extra toiletry items, such as shampoo, toothpaste, and soap, when they went shopping and donated these items to The Beauty Bank, a charity organization that provides gift bags of toiletries to women and children who had been obliged to leave their homes due to domestic violence.



#### **Nobel Gift**

since 2015

As an annual event in the Christmas season, members of Shimano Poland participate in a Polish charity program, known as Nobel Gift. The aim of this program is to make all people happy and cheerful by making them feel they are not alone.



#### **Donation to the Digest Science Foundation**

since 2010

The technical support team of Shimano France offers repair and maintenance service at various cycle events and shows. At the end of each year, the team members donate twice the amount they have received for such services to the Digest Science Foundation, which is dedicated to research on digestive diseases.



#### **Rice donation**

since 2014

Every month, Shimano Cambodia contributes one ton of rice to Orphans Care & Training Organization in Kampong Speu Province, Cambodia.

#### **Corporate Citizenship Activities**



#### **Commendation from the Tatsuno City Council of** Social Welfare

since 2020

Shimano annually holds the Japan Cup semi-final ayu (sweetfish)-fishing tournament in west Japan at the Ibo River, which flows through Tatsuno City, Hyogo Prefecture. Each year, Shimano offers the sweetfish caught by participants during the tournament period to the city's council of social welfare. In 2020, on the 15th anniversary of the council's founding, it commended Shimano in recognition of the company's contribution to the development of the city's welfare programs.



#### A visit to facilities for children and old people

since 2020

About 30 employees of Shimano Lianyungang visited facilities in an urban district of Lianyungang, where the employees interacted with children in need and old people who were feeling lonely.



#### Relief supplies during the pandemic

since 2020

In May 2020, Shimano Philippines (SPH) offered relief supplies to residents of Santo Tomas City, Batangas. As a

corporate citizen, SPH is engaged in community support programs to help people in this global crisis of the pandemic.



#### Some Thoughts about the Social Activity Report 2020

The year 2020 saw a global upheaval caused by the COVID-19 pandemic. Amid this turmoil, however, Shimano achieved good performance. This is partly attributable to the social trend in which increasing numbers of people have begun to seek activities in natural settings to liberate themselves from various restrictions and partly to Shimano's own efforts to steadily offer products that meet their needs and wants. Meanwhile, Shimano celebrated the centennial anniversary of its founding in March 2021. Accidentally, this important milestone for the company coincides with the historic paradigm shift that the world is currently involved in.

When I read this year's Social Activity Report, Shimano's new logo first caught my attention. While this logo, which is highlighted by a tricolor line, was used exclusively for the company's social and cultural activities, Shimano has decided to use it as the corporate brand logo. The tricolor line symbolizes nature and represents the following corporate mission: "To promote health and happiness through the enjoyment of nature and the world around us." The adoption of this new logo indicates Shimano's proactive attitude toward environmental protection, including fulfillment of the Sustainable Development Goals (SDGs).

This year's Social Activity Report comprises the following four sections: Enhancing Corporate Value, Creating Exhilarating Joy, Taking Care of the Environment, and Building Confidence. Although the number of events and programs has

decreased due to the COVID-19 pandemic, Shimano concentrates its efforts and resources on essential activities. Concerning the bicycle components business described in the section of "Enhancing Corporate Value," the publication introduces the EP8 series for electric-assisted bicycles, which are becoming increasingly popular. The EP8 series features lighter weight and higher power, as well as improved assisting ratio. The SHIMANO DEORE series for MTBs is also introduced with a description that 11-speed and 12-speed groupsets have been added to the conventional lineup to give users more options. I believe that both products have been developed based on users' operation experiences. Concerning the fishing tackle business, the publication introduces new models of flagship versatile baitcasting reels, which feature a more compact size and higher gear strength. I understand that users value the new models highly, recognizing the fusion of advanced technologies and human sensitivity. In the fishing tackle business, Shimano has updated its lineup by launching models that meet fishing styles that differ from country to country while concurrently keeping the concept of a global standard.

Meanwhile, Shimano is committed to many educational and training programs for its employees, who are supporting Team Shimano. In addition to holding seminars and online classes, toward Shimano's centennial, the headquarters produced films on the corporate history and initiatives to create a new culture. Using these films, Team Shimano companies in various parts of the world organized their own educational programs to deepen employees' understanding of Shimano and to strengthen the unity of Team Shimano members. To improve preparedness for disasters, the number of which is increasing in recent years, emergency training programs have been held by many Team Shimano companies. Among those, the report introduces disaster drills, fire drills, evaluation training, and first-aid training, held in Japan, Asia, and Oceania. I believe these programs are indispensable for protecting employees.

Concerning initiatives to thoroughly ensure legal compliance, Shimano compiled the Compliance Guidelines in 2013, which have been revised several times. In 2019, the company also introduced a cloud-based e-learning system and started regular online seminars to enhance employees' compliance awareness and to encourage them to improve their business behaviors. To raise employees' awareness of safety and quality, a space for safety and quality education opened at the headquarters, where employees can learn from lessons gained through material accidents and quality problems in the past. The opening of this facility indicates Shimano's strong determination to avoid recurrence of safety and quality incidents.

As infection prevention measures, Shimano prepared the Guidelines for Preventing COVID-19 Infections during the early stage of the epidemic and established a work-from-home system. In response to the declaration of the state of emergency by the Japanese government, Shimano established the Emergency Headquarters, prepared immediate measures to take in case of in-house infections, and worked to share adequate information with stakeholders. These measures are an essential part of risk management, as well as Business Continuity Management (BCM). Shimano is one of only a few companies that take advanced measures against the risk of infections. However, I hope that Shimano will take still more advanced and thorough measures.

Today, taking cybersecurity measures is becoming increasingly important. To protect the company's online systems from malware, Shimano takes various initiatives with a focus on the following three items: prevention by building an appropriate system, preparation to cope with serious security incidents, and precaution to enhance employees' alertness and immunity. Shimano has completely revised the Information Security Code and established its own system to promote information security governance. While these initiatives are worthy of valuing, the company should remain alert, constantly monitor and update security systems, and provide training to its employees so as to prepare for the emergence of new and unknown viruses. Since we see increasing cases of flaming and information leaks in cyberspace, I believe that this year's report should also have included Shimano's policies towards these problems. Concerning digital transformation (DX), on the other hand, I believe that Shimano will be able to complete a related project in mid-2021 since companywide efforts are being made.

As one of infection prevention measures, Shimano encourages its employees to commute by bicycle. The company subsidizes part of the cost for a bicycle and a helmet for commuting. In 2020, Japan's Ministry of Land, Infrastructure, Transport and Tourism (MLIT) certified Shimano Inc. and Shimano Sales as "declaration companies" that are eager to promote bicycle commuting. I believe that this fact indicates the ministry's recognition of Shimano's efforts to resolve social problems.

In "Creating Exhilarating Joy," Shimano's endeavors to create new cycling and fishing cultures are introduced by sorting related programs in a few categories under specific themes. Shimano has been engaged in these programs based on the concept that this is the responsibility of a Value Creating Company. I believe that the "value" in this context refers to fun and enjoyment that Shimano offers to users of its products. In addition to supplying products, Shimano offers opportunities to enjoy cycling, fishing, and rowing and operates facilities for cultural promotion. The establishment of the Bicycle Museum Cycle Center, Japan's only registered museum dedicated to bicycles, is particularly noteworthy since it has social and historical significance. I hope Shimano will disseminate information on the museum to a broader range of people.

In "Taking Care of the Environment," focus is on the Shimano Tricolor Project, which originated in the 3 'Rs' (Reduce, Reuse, and Recycle) campaign. CO2 emissions are decreasing at Team Shimano companies both inside and outside Japan. They are also reducing the use of plastics in bicycle components by eliminating their use and replacing them with other materials. Shimano's factories began thorough numerical control of plastics to be used while taking into consideration the effect of the initiative on productivity. As regards wastewater treatment, in addition to observing laws and regulations of relevant countries/regions, Shimano's factories have built systems to reuse treated wastewater to reduce environmental impacts. Moreover, the Shimano Green Plan (SGP), a procurement standard for partner manufacturers, stipulates the regulated levels of chemical substances so as to share the information with partner manufacturers and to reduce impacts of Shimano's products on the environment and users' health. While complying with related laws and regulations of various countries, which become increasingly rigorous year by year, Shimano responds to customers' inquiries by issuing reports and declarations of product conformity to relevant laws and regulations. This practice attests to Shimano's sincere attitude toward its business, as well as its eagerness towards environmental protection.

In "Building Confidence," various corporate citizenship activities performed around the world are introduced. I was particularly impressed by the fact that even amid the pandemic, Shimano makes steady efforts to benefit related communities as much as possible. To name a few, these activities include a cycling program for children, internship programs for university students, donation of googles to hospitals that suffered from a shortage of face masks and protective clothing, blood donation drives, and donation to the Japan Association for the 2025 World Exposition. I believe these activities are taken in various parts of the world with the aim of building trustworthy relationships with respective communities.

Throughout this year's report, Shimano conveys its endeavors to fulfill its corporate mission "To promote health and happiness through the enjoyment of nature." Underlying these endeavors, I recognized the company's will to achieve the Sustainable Development Goals (SDGs) and to promote well-being in life among many more people through its social activities. Reading the publication, I felt the strong unity of Team Shimano, which I believe is supported by its decent corporate culture. On the occasion of the centennial of Shimano's founding, I truly hope that all Team Shimano members will align their efforts to support the dynamic growth of Shimano as a global Value Creating Company.

#### Toshihiko Fujie

Professor Emeritus, Chiba University of Commerce Vice Chairman, Japan Business Management Association

#### **Team Shimano's Social Activity Policy**

All Team Shimano members are committed to social activities based on the following three pillars of the company's guiding principles:

"Creating Exhilarating Joy," "Taking Care of the Environment," and "Building Confidence."

At the same time, Shimano believes that it is important to steadily and consistently carry out programs that are suitable for Shimano. In principle, the company is involved in social activities that are related to its business and that will contribute to the local communities concerned.



Offering enjoyment and fun for everyone

Taking Care of the Environment

Cooperation in taking care of the natural, living, and product-use environment

Building Confidence

Collaboration with local communities as a corporate citizen

#### **Company Profile**

Company Name: SHIMANO INC.

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Osaka 590-8577, Japan

Contact Information: General Affairs Department

TEL: +81-72-223-3210

Corporate Communications Section, Corporate Culture Communications

Department

TEL: +81-72-223-3957

URL: www.shimano.com

Date of Establishment: February 1921

Date of Incorporation: January 1940

Paid-in Capital: JPY 35.6 billion

Stock Exchange Listings: the First Section of the Tokyo Stock Exchange

Number of Employees: 1,442 (SHIMANO INC. only)

12,244 (consolidated)

Main Business: development, production and distribution of

bicycle components, fishing tackle and

rowing equipment

Consolidated Subsidiaries: 51





As of December 31, 2020

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#### 100th ANNIVERSARY

#### SHIMANO INC.

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