

# Shimano Tricolor Report

— To Contribute to the Creation of a Sustainable World

[January 1 – December 31, 2023]



## Closer to Nature, Closer to People



This Corporate Brand Logo with a tricolor line represents Shimano's corporate mission. The tricolor line represents Shimano's business domains and the view of the world it is pursuing to achieve, while each color symbolizes the land, sky, and sea.

Shimano is engaged in the Shimano Tricolor Project, comprising various programs concerning the environment, society, and culture, in line with the company's tag line: Closer to Nature, Closer to People. This report introduces these programs in the following two parts:

- I. Contributing to the Creation of a Sustainable World — Shimano's Initiatives to Achieve the SDGs
- II. Fostering Corporate Culture — Closer to Nature, Closer to People

Shimano hopes that this report will help readers understand the view of the world Shimano is pursuing to achieve, along with the meaning of the company's existence.

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## On Issuance of the Shimano Tricolor Report



Since 1921, when its founder, Shozaburo Shimano, opened a small ironworks in Sakai, Osaka, Shimano has consistently operated its business while constantly devoting itself to developing various innovative technologies. In this regard, I would like to express my deepest gratitude to you for your generous support of Shimano over the past century.

Looking back at last year, the global situation became even more chaotic, as evidenced by the prolonged war in Ukraine. The rise in prices of raw materials, electricity, and gas has continued, making the economic outlook increasingly uncertain. Meanwhile, at the UN Climate Change Conference (COP) and other meetings to evaluate the progress of measures to mitigate climate change, discussions evolved around the necessity of diverse and practical approaches to replace fossil fuels with renewable energy sources. In this environment, we have renewed our resolve to continue and evolve our social activities and contribute further to the creation of a sustainable society in line with Shimano's corporate mission. With this resolution, we have issued the Shimano Tricolor Report, which we hope you will enjoy reading.

"Shimano Tricolor" refers to the tricolor line in Shimano's Corporate Brand Logo. The 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.

In line with its corporate mission, "To promote health and happiness through the enjoyment of nature and the world around us," Shimano will continue to supply Captivating Products to help its users enjoy a healthy lifestyle. At the same time, we will dedicate ourselves to environmentally conscious manufacturing and activities to contribute to local communities so that we can help build a sustainable society and create enriched cycling and fishing cultures.

It is my sincere hope that this report will deepen your understanding of Shimano's commitment to social responsibility.

**Taizo Shimano**  
President, SHIMANO INC.

# I

## Contributing to the Creation of a Sustainable World

— Shimano's Initiatives to Achieve SDGs



[8]  
Decent work and economic growth



[12]  
Responsible consumption and production



[13]  
Climate action

Shimano is engaged in various programs in line with its corporate mission. Fulfilling its corporate social responsibility is an essential part of its mission, and this also helps achieve the Sustainable Development Goals (SDGs). Among the 17 goals of the SDGs, Shimano focuses its efforts particularly on the following three goals: decent work and economic growth, responsible consumption and production, and climate action. This part introduces Shimano's initiatives to fulfill the SDGs, particularly those taken in 2023.

### ■ Creating a Healthy Workplace Environment ..... 08

The relevant section in this report introduces various initiatives related to human resource development, including initiatives to enhance the capacity of individuals/organizations and create a lively workplace atmosphere. In addition, the section sheds light on programs related to occupational health and safety.



### ■ Evolving as a Development-Oriented Digital Manufacturing Company ..... 14

The relevant section in this report introduces Captivating Products released in 2023, along with the news that, in recognition of Shimano's achievements in relation to intellectual properties, the company was certified as one of the Clarivate Top 100 Global Innovators 2023.



### ■ Working to Protect the Global Environment ..... 16

Preserving the global environment is a critical issue for Shimano since it offers products to be used in natural settings. To contribute to the preservation of the environment, Shimano takes initiatives to control and reduce CO<sub>2</sub> emissions, promote resource recycling, and preserve the local environment. These initiatives are introduced in the relevant section.



## 1. Initiatives to Develop Human Capital

Team Shimano's companies worldwide organize seminars to share with their employees Shimano's corporate mission, spirit of manufacturing, and corporate culture. In 2023, various programs were carried out to build the capacity of individual staff members and enhance their spirit of teamwork. In addition to practical knowledge related to their business, participants in these programs learned the essence of Shimano's spirit, which has remained unchanged and will stay unchanged for the coming years. These programs were designed to deepen employees' understanding of Shimano and strengthen the unity of Team Shimano members throughout the world.

### ■ To Enhance the Capacity of Individuals and Organizations

#### Initiatives to develop human capital [Japan]

In 2022, the headquarters of Shimano launched an in-house college program titled Shimano Campus to deepen staff members' understanding of its corporate history and visions. The program also offers opportunities to interact with other staff members and share both their expertise and experience so that participants will be able to create new knowledge through interactions.

In January 2023, the headquarters established a section dedicated to human capital development with the aim of reinforcing related measures and preparing an appropriate system to promote employees' spontaneous learning, foster their motivation and curiosity, and support challenges they take on.

#### Progressive training for employees at specific career stages [Japan]

The headquarters of Shimano annually holds progressive training for employees at specific career stages. The training for new employees is designed to cultivate participants' awareness of their responsibility as members of the society and to deepen their understanding about Shimano. The program for employees in their second year encourages them to review their achievements in the first year and to set their own goals to become self-reliant in the third year. Employees in their third year are encouraged to review how self-reliant they were, consider their future careers, and set goals to achieve at Shimano. Practical training is also offered to employees who have been promoted to managing positions so that they can obtain perspectives necessary for their positions.

#### Online classes [Japan]

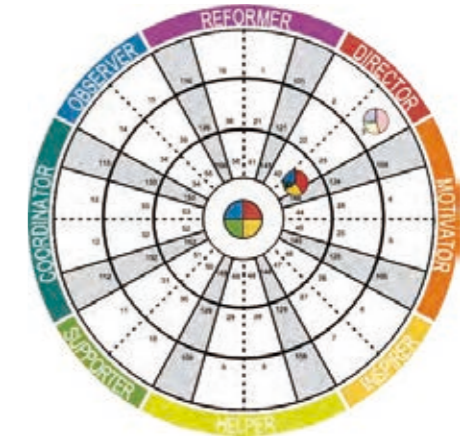
The headquarters of Shimano offers online classes to enable its employees to learn spontaneously. In addition to language lessons, they can take preparation courses for licenses for professional skills and knowledge needed for businesspersons. The headquarters also offers subsidization of part of the tuition fees of these classes.



#### Colorworks Learning [United Kingdom]

Since 2019

Employees of Shimano UK join a training program designed to enable them to find a communication style and behavior patterns that are the most suitable for themselves. To understand oneself more deeply, the program uses the means of personal color profile. In addition, participants learn four typical behavior patterns and communication styles and explore how they are regarded by other people. The programs are designed to offer clues on improving communication skills in daily work.



#### Seminars on legal affairs and compliance [Singapore] Since 2023

Since 2023

To raise employees' awareness of compliance, Shimano Singapore organizes biannual seminars on legal affairs and compliance. Specific themes of the seminars include harassment at workplaces and the Personal Data Protection Act of Singapore.



#### Leadership training [Europe]

Since 2017

Shimano Europe holds seminars for its employees at specific career stages. The seminars comprise various programs, including those for members who desire to enhance their capacity as players, for aspiring leaders who hope to gain practical knowledge necessary for team leaders, and for senior and executive leaders who desire to further reinforce their leadership.



#### Internship program for students [U.S.A.]

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.



## ■ To Create a Lively Workplace Atmosphere

The headquarters of Shimano is working to create employee-friendly workplace environments in line with its business policy "striving to provide a fair and vibrant work environment where all can share in the pleasure and satisfaction that come with achievement." To create a lively workplace atmosphere, the headquarters is striving to meet individual employees' diverse needs for their work styles.

In terms of diverse work styles, from 2022 we have expanded our flextime program to allow employees to work flexibly without regard to time or place, and introduced systems for taking hourly paid leave and remote work.

To create vibrant workplace environments, the Human Resources Department and Occupational Health Office are providing feedback and support to other divisions based on the results of stress checks.

### Shimano Drinking [Japan]

Shimano Drinking is the name of an in-house cycling club formed in 1978. 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 in actual races so that they are reflected in the development of new models.



### Enriching club activities [Japan]

At the headquarters of Shimano, there are various clubs, including baseball, futsal, flower arrangement, kimono dressing, softball, fishing, and surfing. Since club activities, which are held regularly, promote friendship among staff members of different sections and generations, they are effective in creating a workplace atmosphere good for both physical and mental health.



### Morning tea on International Women's Day

[Australia] Since 2023

On International Women's Day, Shimano Australia held a morning tea, involving all staff members. This program was designed to recognize, empower and show appreciation to our female workforce.



### Team-building activity [China]

Since 2022

Shimano Shanghai holds a two-day team-building program for its employees. During the program period, participants engage in outdoor activities and team games to reinforce their bond, foster a team spirit, and improve communication skills. The program helps its employees become more actively involved in creating value work.



### Team-building event [Italy]

Since 2023

To reinforce the solidarity of its employees through team-building activities, Shimano Italia organizes an offsite event in natural settings.



## 2. Occupational Health and Safety

In 2018, the Sakai Intelligent Plant started the *Shu-Ha-Ri* Project, aimed at creating a healthy workplace free from occupational injuries. At present, the company is involving various factories outside Japan in this project to establish appropriate systems in pursuit of both a safe workplace environment and safety-conscious workers.

### ■ Introduction of the Global Occupational Health and Safety (GOHS) system

In 2023, Shimano's factories within and outside Japan introduced the GOHS system and began its test operation. The system is designed to enable real-time sharing of information on occupational injuries and accidents. Using a common format for reports, the system enables related staff members to immediately recognize cases that occur at other factories and the progress of measures taken there. Since the system is linked to existing databases of in-house facilities, in case of a labor injury or an accident, the GOHS system enables related parties who use the same type of equipment/processes to promptly take preventive measures. By sharing safety information on a global basis, Shimano will further promote its initiatives to improve workplace safety.



### Emergency drills [Indonesia]

Since 2012

Shimano Batam annually conducts fire drills. In addition to preparing for fires, the drills include evacuation training in case of a natural disaster and any other emergency events.



### QEHS campaign [Indonesia]

Since 2012

Shimano Batam annually organizes a campaign to develop its employees' awareness toward Quality, Environment, Health, and Safety (QEHS). To achieve zero accidents, all staff members, regardless of their positions, are encouraged to participate in this campaign.



### Workshops on risks related to environment, health, and safety [Singapore]

Since 2008

Shimano Singapore holds workshops on legal risk assessment for staff members of various sections. The workshops are held regularly to ensure thorough legal compliance and improve the company's performance in terms of environmental protection, occupational health and safety, energy, and water resources.



### Industrial safety project [Czech Republic]

Since 2022

In 2022, Shimano Czech Republic started the *Shu-Ha-Ri* Project, which originated at the headquarters to promote industrial safety. In this project, managers and line leaders learn the relationships between production and safety to improve their ability to detect potential risks.

### Safe production campaign [China]

Since 2002

Shimano Lianyungang annually observes "safe production month" to maintain employees' safety awareness and prevent occupational accidents.



### AED seminars [Japan]

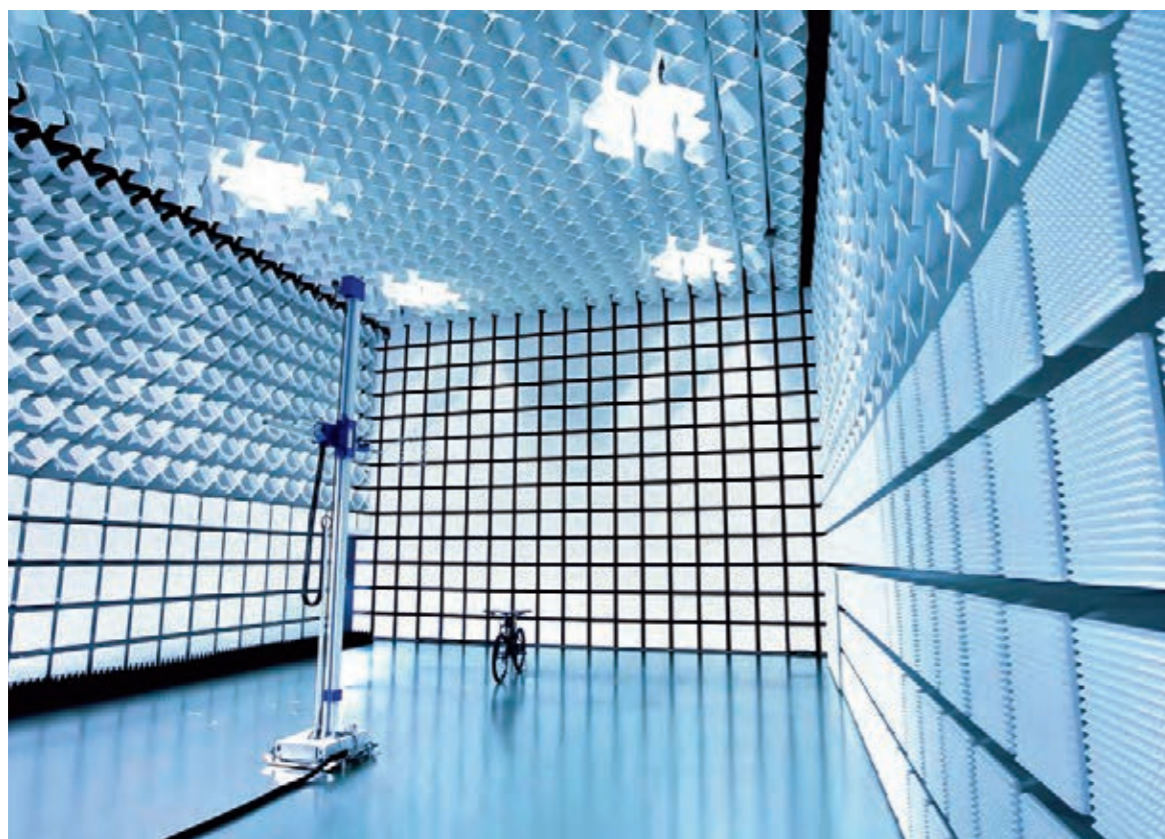
Since 2017

Shimano Sales CO., LTD. holds seminars on the automated external defibrillator (AED) to raise its employees' safety and health awareness. Inviting nurses and emergency medical technicians as instructors, the seminars offer practical training on how to use an AED and procedures of emergency medical care. The target audience of the seminars includes members of the fire and disaster prevention team responsible for emergency medical care, as well as other staff members desiring to attend the seminars. Offering a learning opportunity to as many people as possible, Shimano Sales intends to reinforce its occupational health and safety systems.

## Developing Innovative Products

### ■ Recognized as One of the Clarivate Top 100 Global Innovators 2023

In recognition of Shimano's achievements in relation to intellectual property, Shimano has been certified as one of the top 100 global innovators by Clarivate Plc, a global company providing information services (headquarters in Philadelphia, U.S.A.). At Shimano, the development team and the intellectual property team begin collaborating in the early stage of inventions to promote value creation in joint efforts.



#### Clarivate Top 100 Global Innovators

Clarivate Plc selects the Top 100 Global Innovators, based on strict and objective data extracted from the Derwent World Patents Index (DWPI), a major global database possessed by Clarivate Plc that contains patent applications and grants, and Derwent Innovation, a platform for surveying and analyzing patents. The major criteria for the selection include being innovative, being eager to protect intellectual property rights, and having inventions of global influence. Candidate companies are evaluated in two steps. In the first step, they are evaluated based on volume of inventive activity. In the second step, evaluation is conducted based on the following four factors: Influence, Success, Globalization, and Rarity.

### ■ Lifestyle Bike Components SHIMANO CUES

SHIMANO CUES, a new groupset designed for daily use by ordinary riders, features smooth shifting, robustness to withstand the demands of e-biking, and a durable gear design. While unifying several existing brands into a single brand named SHIMANO CUES, Shimano has also prepared a wide variety of specifications to meet diverse customer needs. This new brand has been launched as a new groupset that provides versatility for a wide range of bike styles.



SHIMANO CUES

### ■ Versatile Spinning Reel Vanquish

Since its debut in 2012, the Vanquish series has undergone a full model change for four times. The fourth generation, featuring radically enhanced performance, was developed, based on the concept "Beyond Lightness." To make the new model the pinnacle of the Magnumlite (MGL) series, which prioritizes direct operability and lightly rotating performance, Shimano pursued ultimate lightness, radically enhanced usability, durability, and power.



Vanquish

### ■ A Cooler Box for Outdoor Activities VACILAND

Shimano launched the VACILAND series, a flagship model of cooler boxes for outdoor activities. The cooler box features unprecedented cooling power, achieved with Shimano's expertise accumulated in the development of fishing cooler boxes. As a result of the renovation of interior structures, the ice retention period has been extended to 13 days, which is the longest for cooler boxes launched by Shimano. Optimal colors and special designs have been carefully selected for outdoor activities. The name "VACILAND" derives from the Spanish word "vacilando," which means a type of journey that prioritizes travel experiences rather than reaching a destination.



VACILAND



## 1. Controlling and Reducing CO<sub>2</sub> Emissions

Preserving and restoring the global environment is a critical issue for Shimano since it offers products to be used in natural settings. To contribute to the preservation of the beautiful global environment, Shimano believes that the company must continue various initiatives that it is taking to reduce negative impacts on the environment. At the same time, Shimano believes that contributing to the creation of a sustainable society helps enhance Shimano's competitiveness.

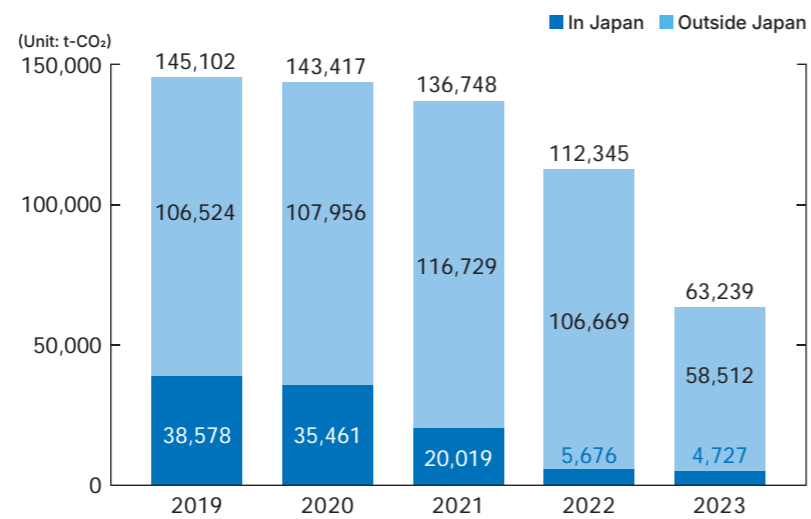
### ■ Addressing Climate Change

Shimano is striving to reduce CO<sub>2</sub> emissions by creating a highly efficient value creation structure that eliminates waste, reducing energy consumption, and promoting a transition to renewable energy.

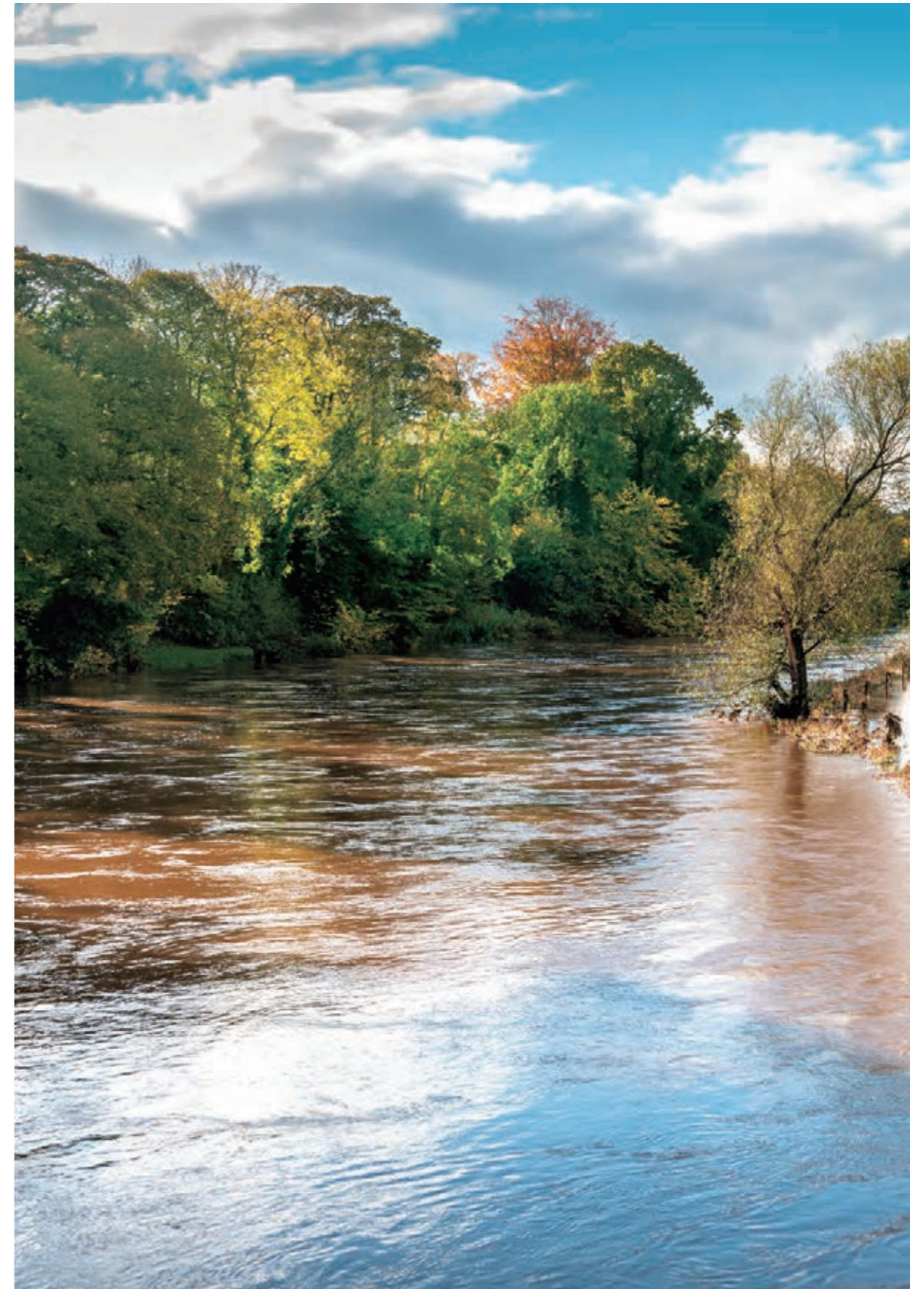
- Switching from equipment that burns fossil fuels to electrical equipment
- Using renewable energy-derived electricity for 100% of the electrical power consumed at factories in Japan
- Purchasing renewable energy certificates at some factories outside Japan

### ■ CO<sub>2</sub> Emissions (scope 1 + scope 2)

\* Scope of aggregation: all factories inside and outside Japan



\* CO<sub>2</sub> emissions in 2023 are calculated using actual amounts for January through November and an estimate for December.



## 2. Promoting Resource Recycling

Team Shimano companies across the world are engaged in dual-purpose activities, seeking to reduce environmental impacts and, at the same time, to enhance Shimano's corporate value. In these activities, Shimano places priority on their sustainability (possibility of lasting for a long time), economic rationality, benefits to society, and their effect in enhancing Shimano's corporate value.

### ■ Activities within Japan

#### Reusing resin pallets and containers used for logistics

In the past, it was necessary to frequently replace resin pallets and containers after using them to transport workpieces since they were vulnerable to contamination by oil. At present, contaminated pallets and containers are cleaned in a special washing machine to reuse them as many times as possible. Part of the pallets that are no longer usable are recycled as valuable resources.



Contaminated pallets are sorted and cleaned for reuse.

#### Material recycling of plastic containers

Among the plastic containers used for logistics, those no longer usable are sold to their suppliers as valuable resources. At the suppliers, 100% of the end-of-life containers undergo material recycling. The suppliers then reuse the recycled materials to create new products, thus realizing a favorable circular economy.



The end-of-life containers are shredded and processed into a secondary raw material for reuse.

#### Recycling resin trays discarded from factories

Among the resin trays used for transporting components to factories of Shimano and its partner manufacturers, those no longer usable are sorted according to the materials contained in them and sold to recycling companies as valuable resources. Recycled materials are used again to make new products.



After collecting resin trays, they are sorted and supplied to recycling companies.

## 3. Preserving the Local Environment

#### Cleanup of fishing spots [United Kingdom]

Since 2021

To preserve natural surroundings of fishing spots, Shimano UK sponsors a campaign to restore fishing spot environments by picking up litter. The company's employees also participate in cleanup programs around their office.



#### Tree-planting program [Poland]

Since 2023

On Earth Day, employees of Shimano Polska joined a tree-planting program.



#### Developing sustainable products [Belgium]

Since 2022

To minimize the carbon footprint of its helmets, LAZER SPORT works to reduce the number of manufacturing processes, use more recycled materials, and produce helmets within Europe. Moreover, the company designs helmets that can be disassembled into various parts so that their users will be able to sort the parts according to used materials before discarding the helmets. For packages and labels, the company uses recycled paper and prints them using ink of only one color.



#### Cooperation with TEAM RIVER CLEAN [France]

Since 2023

TEAM RIVER CLEAN, a French association encourages anglers to work for environmental protection. As part of its programs, the association hands out reusable trash bags to anglers so that they can collect litter while fishing. Shimano France supports this program as a sponsor.



#### Beach cleanup [Australia]

Since 2023

Staff members of Shimano Australia participated in a beach cleanup program in northern Australia. Together with members of local governments and NPOs, they collected marine litter.

#### Establishing stations to collect used fishing tackle products [Australia]

Since 2023

Together with fishing tackle shops, Shimano Australia established 50 stations to collect used fishing lines and other fishing tackle items. Collected items are sorted either for recycling or disposal in an appropriate manner.

### Beach cleanup [Singapore]

Since 2023

Fifty employees of Shimano Singapore and their families cleaned the beach at East Coast Park. Along the beach that extends about 1.5 km, they collected about 35 kg of litter, including used plastic bottles, straws, and plastic utensils that had been washed ashore.



### Wastewater treatment system [Singapore]

Since 2023

To prevent negative impacts on the environment, people, and other creatures, Shimano Singapore engages in constant and thorough wastewater management. The company developed a wastewater management system that enables digital surveillance and prompt responses to problems, if any.



### Cleanup campaign [Japan]

Since 2006

As part of corporate citizenship activities, Shimano Kumamoto cleans its neighborhood twice a year (spring and autumn).



### Recycling acetone [U.S.A.]

Since 2006

Innovative Textiles, Inc. treats waste dyestuff by using equipment to recycle industrial solvent and distills acetone contained in the dyestuff. The distilled acetone can be reused for producing new dyestuff. At the same time, this process helps reduce the volume of hazardous waste to dispose.

## Shimano Green Plan

[Global] Since 2004

In 2004, Shimano adopted the Shimano Green Plan (SGP), guidelines for promoting manufacturing with reduced impact on the environment and users' health. 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 and shares the information thoroughly with its partner manufacturers. Shimano occasionally revises the SGP to meet changing customer demands, as well as regulations that become increasingly rigorous year by year. While seeking understanding and cooperation from partner manufacturers, Shimano's factories inspect the products they make 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 2023, Shimano took the following initiatives to further promote legal compliance:

- Issuing a revised version of 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
- Searching alternative substances for Shimano's products in response to the expiration of restriction exemptions of the RoHS Directive



Online meeting with members of the 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 regulations 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. In addition, Shimano discloses necessary information to comply with the EU's system to register and disclose substances of very high concern (SVHCs).

\*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 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.

## 4. Promoting Bicycle Commuting

Shimano actively supports bicycle commuting. The value of bicycle commuting is being recognized more than ever since it is good for the environment and people's health, and they can avoid rush hours/traffic jams.

<Initiatives taken by the headquarters to promote bicycle commuting>

- **Facilities designed to ensure that bike commuters feel comfortable at their workplaces**

The headquarters has a parking area to accommodate about 1,000 bicycles. In addition, there are bathrooms, shower booths, locker rooms, and a bike maintenance space equipped with compressor bicycle pumps and other tools. Dormitories and company residences are also equipped with bicycle parking and maintenance spaces to support bicycle commuting of their residents.

- **About 40% of employees commute by bicycle.**

At the headquarters in Sakai, about 40% of its employees have registered as bicycle commuters.

- **Provision of bicycle commuting allowance**

To promote bicycle commuting, the headquarters provides an allowance to bike commuters.

- **Subsidizing part of the cost for a helmet**

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

- **In-house seminars on bicycles**

The headquarters holds seminars for employees who desire to attend them. At the seminars, they learn the types and features of bicycles and how to select the most suitable bicycles.

### Shimano Certified as an Excellent Company in the Declaration Project of Bicycle Commuting Promotion Companies

The Ministry of Land, Infrastructure, Transport and Tourism implements the Declaration Project of Bicycle Commuting Promotion Companies. In this project, the companies and organizations that are eager to promote bicycle commuting are recognized as "declaration companies." From among the declaration companies, the companies and organizations with particularly outstanding efforts are selected and commended as "excellent companies." In May 2022, Shimano was selected as one of the "excellent companies." As a manufacturer of bicycle components, Shimano is striving to enhance cycling culture. At the same time, the company will continue to promote the use of bicycles, which is effective in preserving the global environment and maintaining good health.



### Bicycle commuting program [Czech Republic]

Since 2010

Shimano Czech Republic has been taking part in the nationwide program known as "Go to Work by Bike." In 2023, 32 employees formed 11 teams and participated in the program. The total of their bike commuting distance reached 15,000 km in one month (May).



### Promoting bicycle commuting [Sweden]

Since 2023

To support the employees who commute by bicycle, Shimano Sweden created a workspace to wash and maintain bicycles in the office. In addition, the company has a bicycle parking area that enables recharging batteries for e-bikes.



### Cycling month [Belgium]

Since 2023

LAZER SPORT specified April as "cycling month" to encourage its employees, including those who seldom ride bicycles, to commute by bicycle. At the end of the month, its employees had a group ride and enjoyed cycling culture.



### Establishment of a mobility hub [Italy]

Since 2021

To promote bicycle commuting, Shimano Italia has established a mobility hub, a space dedicated to bicycle commuters. The mobility hub is designed to support the employees, collaborators and partners who choose to commute by bicycle and to create a positive impact on society in line with Shimano's corporate philosophy.



# II

## Fostering Corporate Culture

Closer to Nature, Closer to People

To promote health and happiness through the enjoyment of nature and the world around us. In line with this corporate mission, Shimano is dedicated to various unique programs that are related to its business fields. At the core of these programs are efforts to foster Shimano's corporate culture. In particular, Shimano has been working for many years to create new cycling and fishing cultures, and the scope of related activities has been expanded. Shimano also believes that developing dynamic human resources is essential for fostering the corporate culture and creating the future of Shimano. Still another essential element to foster Shimano's corporate culture is contributing to local communities steadily and proactively.

### ■ Creating New Cycling and Fishing Cultures ..... 26

"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. This section sheds light on various programs that Shimano has been engaged in to create new cultures as a Value Creating Company. They are introduced under the following four headlines: [1] organizing and supporting events, [2] bases for cultural promotion, [3] other cultural activities, and [4] media for cultural promotion.



### ■ Developing Dynamic Human Resources ... 48

It is no exaggeration to say that each employee has significant influence on Shimano's corporate culture and determines the future state of the company. In addition to standard employee education, where participants are taught basic business manners, Shimano provides its staff members with opportunities to learn spontaneously and proactively so that they will be able to help evolve Shimano's corporate culture. As typical programs, this publication introduces an in-house college program titled "Shimano Campus" and the Learning Team Shimano Program (LTSP), which is designed to foster leadership unique to Shimano.



### ■ Contributing to Local Communities ..... 52

As a corporate citizen, Shimano seeks to maintain close communication with local residents and works to benefit their communities. Since Shimano has its offices and factories in various parts of the world, the company is working to foster a corporate culture that benefits communities worldwide in line with Shimano's tagline: "Closer to Nature, Closer to People." Moreover, Team Shimano companies worldwide are engaged in their original programs to foster even more trustworthy relationships with communities in their respective regions.



## 1. Organizing and Supporting Events

Cycling races and other cycling 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.

### Supporting Sports Events Held by A.S.O. as a Neutral Support Partner

In 2021, Shimano became a neutral support partner of cycling events held by A.S.O.\* The term "neutral support" refers to a service involving following riders in a car loaded with repair and replacement equipment and offering services to all riders in trouble so that they will be able to resume racing as soon as possible. Taking advantage of its experience and expertise in neutral support services, Shimano will work even harder to support cycling events and to further enhance users' trust in the Shimano brand.

\* A.S.O.: Amaury Sport Organisation, a French sports and media company that organizes the Tour de France and other world-class sporting events



## Shimano Biker's Festival

On July 29 (Sat.) and 30 (Sun.), 2023, the 31st Shimano Biker's Festival was held at Fujimi Panorama Resort in Nagano Prefecture, Japan. It is one of Japan's largest mountain bike (MTB) events and offers an opportunity to enjoy a wide range of sport bike programs. The number of participants for the two-day event reached 1,900. In 2023, the new event "Trail Ride +" was held, in addition to conventional race events, such as cross-country and downhill, and on-road and off-road touring events. The new event gained riders' interests since all cyclists, from beginners to experts, were able to enjoy mountain biking without competing based on time or position. In addition to races and touring programs, many people enjoyed visiting various booths opened at the venue, which displayed outdoor goods, in addition to cycling items. About 130 employees supported the event as staff.



### Shimano Biker's Festival × In-house College Program "Shimano Campus"

For staff members who have little experience in mountain biking, Shimano organized an E-MTB tour in Fujimi, the host town of Shimano Biker's Festival. While viewing breathtaking landscapes of the Japanese Southern Alps and the Yatsugatake Mountains, participants rode E-MTBs on a rough terrain, which made them recognize the assisting power of E-MTBs.

## Shimano Suzuka Road



### Virtual Shimano Suzuka Road

Following 2022, the "Virtual Shimano Suzuka Road" was held in addition to the real race on the circuit. Using Rouvy, a service that enables indoor cycling while viewing an actual course on a video, Shimano reproduced the complete course of Shimano Suzuka Road in a virtual space. This virtual event had many entries, including those from outside Japan, who were unable to join the real event.



The 38th Shimano Suzuka Road was held on August 19 (Sat.) and 20 (Sun.), 2023, at the Suzuka Circuit in Mie Prefecture, Japan. About 8,000 people gathered at this two-day road race event, which was enjoyable for cyclists of all ages and from beginners to leading professional riders from around the world. To give young riders more opportunities, Shimano increased the number of events that junior high school students can participate in. Moreover, the Shimano Suzuka Road Race Classic, the highest-class competition authorized by the JCF,\* enabled spectators to view high-level heated races close at hand. At the venue, sponsor companies opened their booths, which provided sport bike fans with an opportunity to see new products. Throughout the two days, about 110 employees served as support staff.

\* JCF: Japan Cycling Federation

## Shimano Suzuka Road × In-house College Program "Shimano Campus"

For staff members who have little experience in riding sport bicycles, Shimano organized a program to support their participation in Shimano Suzuka Road. Some participants said that they enjoyed taking part in road races for the first time, and a few others said that by joining the races, they were able to understand riders' perspectives. The program helped the participants deepen their understanding of cycling culture.



## SHIMANO FEST 2023



SHIMANO FEST 2023 was held in São Paulo, Brazil. It is one of the largest cycling events in Latin America and has been annually held since 2010 by Shimano Latin America. The event in 2023 had 50,250 visitors, the largest number in its history. A wide variety of programs were held, including MTB races, rides on diverse courses, BMX shows, and talk shows, all of which were designed to be enjoyable for visitors of all generations and to encourage the creation of a new cycling culture. The event brought together both beginners and experts, as well as cycling fans of all categories. Held under the theme "#biketransforma," SHIMANO FEST 2023 was designed to promote cycling as a healthy and environment-conscious activity. Various initiatives were taken to make the event eco-friendly. For example, visitors were encouraged to sort refuse at the venue to treat it appropriately, and environmental classes were held for children. In addition, in joint efforts with recycling companies, the waterproof sheets used for the previous year's event were recycled into shopping bags and saddle bags.

### Outline

- Period:  
August 17-18: Trade Days (Only for people in the industry)  
August 19-20: Festival Days (Open to the public)
- Admission: free  
(Visitors are requested to donate 1 kg of food for a charity organization.)
- Number of visitors: approximately 50,250 people  
(Total for the four days)
- Food donation: about 8 tons





## Other Cycling Events

### ① Technical support for Tour de Tohoku [Japan] Since 2013

Tour de Tohoku was launched in 2013 to support the restoration of the Tohoku region after the Tohoku Earthquake and Tsunami of 2011. Shimano supported the 10th memorial event held in 2023 as a technical supplier and partner and worked to ensure that participants from around the nation would be able to enjoy cycling without safety concerns.

### ② Encouraging visitors to come to a fair by bicycle [Italy] Since 2023

During the first edition of the Fair of the Cyclotourism held in Bologna, Shimano Italia encouraged visitors to come to the fair by bicycle instead of car. Shimano Italia created a bike park close to the venue, and also involved the Shimano Service Center for the free bike check to visitors by bicycle. More than 20,000 people visited the venue, among which more than 1,800 came by bicycle.

### ③ Supporting road safety campaign [Brazil] Since 2017

To support the Yellow May Campaign (road safety campaign), Shimano Latin America offers support along cycle lanes and provides riders with free instructions about the maintenance of their bicycles.

### ④ Internship Cycling Program [Singapore] Since 2017

Shimano Singapore organizes a cycling program for interns. The program is aimed at promoting and cultivating bicycle commuting and deepening participants' understanding of cycling as a sport and leisure activity. As stated in the following tagline: "Closer to Nature, Closer to People," this activity is expected to have a positive impact on people's lifestyles.

### ⑤ Shimano Blue Race [Singapore] Since 2018

The Shimano Blue Race is a Gran Fondo (long-distance road) cycling event annually held in Thailand. Participants in this event can select courses in accordance with their levels and enjoy cycling along a route of scenic beauty. In this event, Shimano Singapore opens a booth to exhibit Shimano products, offers neutral support services, and provides visitors with opportunities to take test rides.

### ⑥ Philippines Cycling Festival [Singapore] Since 2022

Shimano Singapore supports the Philippines Cycling Festival, a grand cycling event for all cyclists, ranging from beginners to professionals. To promote cycling culture in the Philippines, various programs are organized, including races that are friendly to beginners, displays of products of various brands, lectures on cycling, and activities for families with children.

### ⑦ Collaboration with Virtual Shimano Suzuka Road [Singapore] Since 2023

By installing indoor cycle trainers and other equipment, Shimano Cycling World helped people in Singapore participate in the virtual version of Shimano Suzuka Road. While the real event was held at Suzuka Circuit in Japan, the participants were able to enjoy racing along Suzuka's course reproduced in a virtual space.

### ⑧ Shimano Carnival [China] Since 2023

Shimano Shanghai held Shimano Carnival, an event that combined fishing and cycling cultures based on the concept of Shimano's tagline: "Closer to Nature, Closer to People." To promote fishing among cycling fans and cycling among anglers, Shimano Shanghai prepared various programs, which were enjoyed by more than 1,000 visitors.

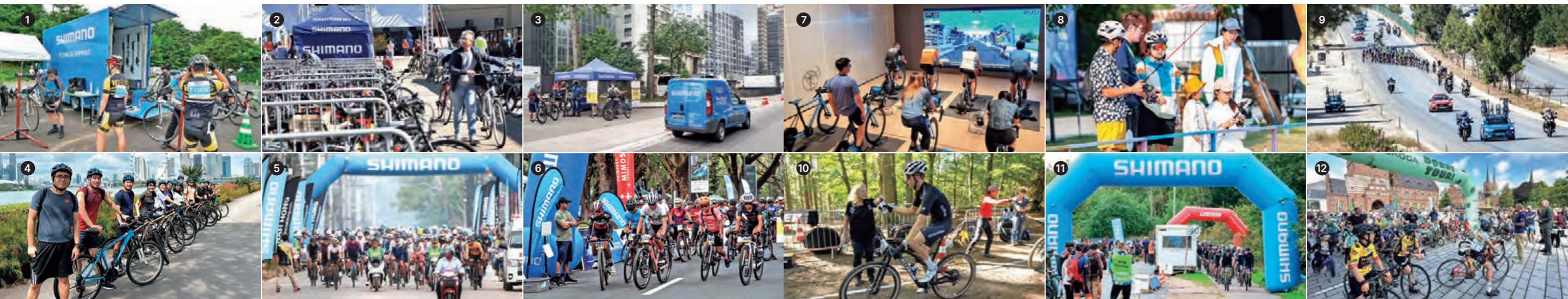
### ⑨ Neutral support service [Turkey] Since 2008

Shimano Turkey supports the Presidential Cycling Tour of Turkey, one of the most prestigious sports events in Turkey. Many professional teams participate in the event to prepare for the three Grand Tours. In 2023, the company offered neutral support service in this event.

### ⑩ Supporting races of the MTB league [Denmark] Since 2018

### ⑪ Supporting races of a MTB event held by a local club [Denmark] Since 2021

### ⑫ Supporting various bike festivals for children in connection with Tour de France [Denmark] Since 2022



## Shimano Japan Cup

Since 1984, Shimano has been organizing the Shimano Japan Cup with the aim of offering not only fishing tackle products but also opportunities to enjoy fishing. Since the first event, the Japan Cup has been held based on the vision that Shimano should lead the creation of a new fishing culture. In 2023, many staff members supported the operation of the event, held in various parts of Japan. At present, the Shimano Japan Cup comprises the following five programs: rock shore fishing, surfcasting fishing, *ayu* (sweetfish) fishing, *hera* (deepbodied crucian carp) fishing, and black sea bream fishing. Shimano organizes these programs throughout Japan to increase the number of anglers and enhance the social recognition of fishing. During the event period, Shimano works to contribute to local communities in collaboration with the governments of host municipalities. For example, Shimano supports the promotion of tourism, engages in cleanup of fishing spots, and donates the fish caught at the event to local facilities.



## Fishing Events Held outside Japan

### Fishing event for users of fishing tackle products [United Kingdom] Since 2021

During the fishing month, which is annually held in the United Kingdom, Shimano UK organizes a fishing event for users of fishing tackle products. During the month, various companies in related industries hold fishing events to promote fishing as a means to enjoy outdoor activities and relax in natural settings.



### Surfcasting Cup [France] Since 2023

Shimano France organized the Surfcasting Cup. The event was very exciting with 80 competitors participating in. Concurrently with the event, the company held a program to teach children about fishing and fishing tackle items and to pick up litter from the fishing spot.



### Project to promote the enjoyment of fishing [Italy] Since 2022

Through partnerships with young entrepreneurs, Shimano Italia offers fishing-related services and holds events for tourists at national parks. The company also organizes programs for children in collaboration with local schools. Moreover, with cooperation given by the National Park Management, Shimano Italia is preparing new fishing rules and supporting spawning programs to develop recreational fishing and invigorate the local economy. As a result, the number of young fish is gradually increasing.



### Kids Fishing Clinics [Australia] Since 2022

Shimano Australia sponsors Kids Fishing Clinics at local fishing clubs across Australia. In these programs, children learn the enjoyment of outdoor activities, as well as the basics of fishing. Shimano's gift bags are provided to the children who attend the clinics.



## 2. Bases for Cultural Promotion

### Life Creation Space OVE (Tokyo, Japan)

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

In 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. The base has a shop with selected books and sundries, as well as a hall to hold events and seminars. Through these activities, OVE aims to create a new cycling culture.

In 2023, OVE organized various events to enrich lifestyles, including *sanso* or riding a bicycle slowly— just like taking a stroll. Held under various themes, *sanso* events were designed to offer opportunities to enjoy encounters with things and events specific to respective places to visit as well as to the time of the visit. In addition, OVE School was held monthly to teach basic methods of bicycle maintenance for people hoping to enrich their lifestyle by using bicycles.



## SHIMANO SQUARE (Osaka, Japan)

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

SHIMANO SQUARE opened in 2017 in the Knowledge Capital at the Grand Front Osaka commercial complex (Kita Ward, Osaka City). Taking advantage of its location in a busy downtown district of Osaka, the base 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 base has a café, a library, and galleries that display items related to cycling and fishing. SHIMANO SQUARE also holds various events, including lectures, workshops, and *sanso* (slow cycling just like taking a stroll) and other cycling events. Among them, particularly notable are RIDE & FISH events that combine *sanso*, fishing, and other outdoor activities, including camping.



## Shimano Experience Center (the Netherlands)

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

The Shimano Experience Center (SEC) opened in 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 base covers all the business fields of Shimano—bicycle components, fishing tackle products, 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 and technologies in the pictorial natural settings. In the lounge and workshop area at the SEC, various events for children are held by the SEC. In addition, businesses, local schools, cycling clubs, and other groups can hold events there. The 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 base.



## Shimano Cycling World (Singapore)

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

Shimano Cycling World opened in 2014 at the Singapore Sports Hub, one of Asia's largest sports complexes, in the center of Singapore.

This hands-on exhibition base on the theme of bicycles has an area of about 650 m<sup>2</sup> and is operated with the threefold purpose of developing cycling culture in Singapore, promoting cycling as a lifestyle, and spreading 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. In 2023, Shimano Cycling World organized various events, including virtual races held in collaboration with Shimano Suzuka Road in Japan and cycling tours to various historical sites in Singapore.

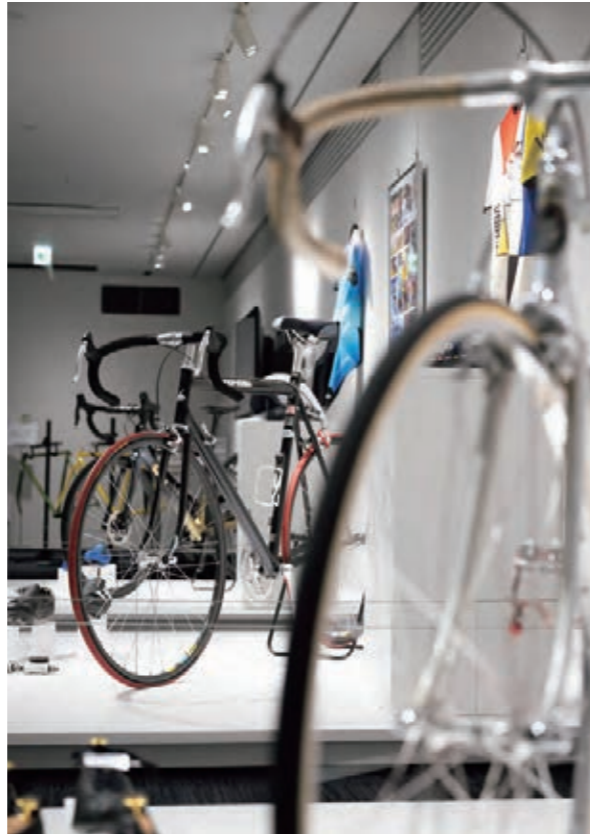


## Shimano Bicycle Museum (Osaka, Japan)

### Aiming to create and pass on 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 Daisen Park (Sakai City, Osaka Prefecture). In March 2022, the base was relocated from Daisen Park to a new building close to Sakaihigashi Station of the Nankai Railway and was renamed as the "Shimano Bicycle Museum."

Upholding the motto "Making every visitor want to ride," the museum is promoting attractive features of bicycles from diverse viewpoints to inspire visitors to confirm the enjoyment and true value of cycling. In addition to individual visitors, the museum is eager to accept groups of elementary school children on school excursions. In 2023, many children visited the museum to learn about bicycles. The museum also holds the annual Summer Vacation Painting Competition for Children. In 2023, there were 32,283 entries of paintings on the theme of bicycles from elementary school students. From among the entries, the best works were commended and exhibited in the museum.



### 3. Other Cultural Activities

#### Sixth "Social × Sanso" Planning Contest

"Sanso" or riding a bicycle slowly while enjoying views and other attractive features along a path is an element of a lifestyle friendly to people and the environment. To promote *sanso* and build a sustainable local society, Shimano organizes the "Social × Sanso" Planning Contest, in which the company encourages students who are eager to address social problems to submit *sanso* plans on the theme "environment, interactions, and health." From among the entries, excellent plans are commended. The sixth contest held in 2023 had entries from 18 teams (77 people involved). Although the number of entries decreased from the previous event, they all had high quality. From among them, six plans were selected for the final screening meeting, held in December 2023 at the Shimano Bicycle Museum (Sakai City, Osaka Prefecture), where the grand award and special award were presented.



#### Shimano Racing Team

The Shimano Racing Team is a cycling club that has produced national champions and Olympians since its establishment in 1973. It has also played an important role as a group of test riders who give feedback about Shimano's 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 a cycle sports culture in Japan 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.



#### Major achievements in 2023

- Mar. 25 J pro tour Fukuroi-Kakegawa Road Race DAY 1: Tadaaki Nakai: 3rd place
- Mar. 26 J pro tour Fukuroi-Kakegawa Road Race DAY 2: Shotaro Iribe: 2nd place
- Apr. 30 J pro tour East Japan Road Classic DAY 2: Tadaaki Nakai: 2nd place
- Apr. 30 J pro tour East Japan Road Classic DAY 2: Shotaro Iribe: 1st place
- Jun. 23 All Japan Cycling Championships Time Trial 2023 male U 23: Yoshiki Terada: 1st place
- Sept. 17 J pro tour Minami-Uonuma Criterium: Yuki Ishihara: 1st place
- Sept. 23 J pro tour Gunma CSC Road Race September DAY 1: Tadaaki Nakai: 1st place
- Sept. 24 J pro tour Gunma CSC Road Race September DAY 2: Tadaaki Nakai: 1st place
- Oct. 22 J pro tour Kasumigaura Road Race: Yoshiki Terada: 2nd place
- Nov. 12 Tour de Okinawa UCI 1.2: Shoma Kazama: 2nd place



A bicycle class for children at an elementary school in Sakai City, held by members of the Shimano Racing Team



## 4. Media for Cultural Promotion

### Cycling and Good Health *Cyclingood* and *MIND SWITCH*

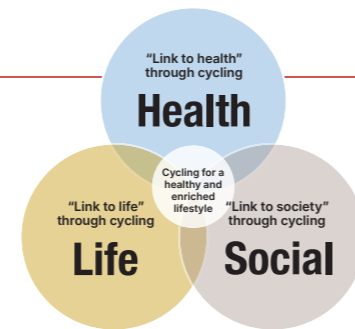
#### Offering suggestions for a healthier and more enriched lifestyle highlighted by the use of bicycles

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, fitness facilities, and users, Shimano used to publish *Cyclingood*, a free newspaper on the relation between cycling and health. Although Shimano stopped the publication of the newspaper at the end of July 2023 (after the issuance of Vol. 035) in consideration of resource conservation, a website version is available, which contains Health Data File, downloadable data that shows study results in an easy-to-understand manner. Health Data File is used by local governments and companies for various purposes, including urban planning and health promotion programs for residents and employees of various companies.

In addition, Shimano operates *MIND SWITCH*, a website introducing information useful for bicycle commuting to promote it.

In pursuit of a sustainable society, many people have begun to pay greater attention 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.



MIND SWITCH



Cyclingood

### Promoting Attractive Features of Fishing *Fishing Café*, *Tsuri Hyakkei*, *OTONA TSURI CLUB*, and *SHIMANO TV*

Shimano believes that it is an important task for the company to promote the enjoyment of fishing, which has been developing over its long history as part of a culture. In Japan, as part of its efforts to fulfill this task, Shimano is engaged in collaboration with professional anglers and cross-media activities to disseminate related information. Shimano continues these activities to create a new fishing culture and develop the fishing tackle industry in the long run.

#### *Fishing Café*

Shimano started the *Fishing Café* project with the aim of promoting friendly conversations about fishing by involving as many anglers as possible. To create a new fishing culture, the project introduces attractive features of fishing from cultural and social perspectives. The project, originating in the form of a magazine, currently uses various media, including a website, videos on the YouTube channel, and a radio program.



Triannual magazine *Fishing Café*

#### *Tsuri Hyakkei* (lit. one hundred fishing scenes)

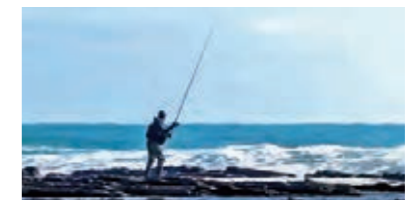
This TV program sheds light on celebrities who love fishing and expert anglers, introducing their fishing styles, policies, and personalities. The program also portrays the characters of individual anglers and their diverse fishing styles against the backdrop of magnificent natural settings.



*Tsuri Hyakkei*, a fishing travel show

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

This program is aimed at proposing leisure activities, particularly fishing, for senior citizens to enrich their lifestyle. In addition to TV, videos are available on the YouTube channel.



*OTONA TSURI CLUB* on the YouTube channel

#### *SHIMANO TV*

*SHIMANO TV* is a fishing content channel that provides videos, accessible anytime from anywhere in the world. In addition to videos on new products, *SHIMANO TV* offers various programs to promote fishing culture, including fishing classes for beginners and talks by instructors who love fishing in natural settings.



YouTube *SHIMANO TV* official channel



## 1. In-house College Program "Shimano Campus"

The in-house college program, titled Shimano Campus, was launched in March 2022 to enable staff members to visit it whenever they feel like it and select subjects of their own interest. Shimano Campus offers opportunities to obtain both academic and practical knowledge necessary for Shimano's employees as businesspersons and specialists in their own business. Upholding "Knowledge Creation" as its motto, the Shimano Campus enables staff members to encounter new knowledge, put the knowledge into practice, and create new knowledge through interactions with other members. The campus comprises both virtual (online) and real campuses. In March 2023, an online campus opened for staff members outside Japan. Shimano plans to reinforce programs for international members and develop the campus into a lively, global platform for learning.



Shimano Campus (web)

### Learning Contents

Shimano Campus has the following two faculties: the Faculty of Innovation, where students learn professional knowledge, and the Faculty of Team Shimano, where they learn liberal arts. Each faculty has a few departments. The Faculty of Innovation has departments of Production Engineering and Quality Assurance among others. These departments offer educational contents specialized for individual business fields.

The Faculty of Team Shimano has the following two departments: the Department of Philosophy to cultivate the vision and mindset required for Shimano's staff members and the Department of Liberal Arts to deepen knowledge needed for members of society.

Web contents of various departments are accessible by its employees. In addition, they can attend lectures and sessions held on the real campus during their work hours.



## Four Components of Shimano Campus



### <Library>

The library, featuring more than 700 books of diverse genres, is accessible by all staff members. In 2023, the library introduced a new checkout and return system to enhance users' convenience. Staff members can ask the library to purchase new publications. They can also access web contents on a broad range of knowledge, including contents on Shimano's corporate history and visions, specialized knowledge related to their business, and liberal arts.



### <Auditorium>

In addition to text data, Shimano provides various web contents that effectively use videos and regularly updates them. To name a few, they include films on stories associated with successive presidents of Shimano and the development of new products. In addition to web contents, various face-to-face programs are frequently held in the auditorium, including video shows of Shimano's history, coupled with presentations by senior staff members who have firsthand knowledge of historical events, and seminars to deepen participants' knowledge about bicycles and fishing.



### <Plaza>

Plaza is an online site where staff members can freely post their questions. The office responsible for the plaza introduces appropriate staff members who reply. In this way, in addition to offering answers to posted questions, Plaza is a place for employees to connect with each other and create communications.



### <Field>

To deepen employees' understanding about cycling, fishing, and rowing, various programs have been prepared that enable them to visit the front lines (fields) where Shimano's products are produced, sold, and used. Through firsthand experiences in these fields, visitors can gain totally new perspectives.

Shimano Campus will continue to improve its programs by reflecting staff members' requests. As a learning platform, it will continue to evolve endlessly, constantly responding to social changes. In March 2023, Shimano expanded the "campus" to reach its staff members outside Japan so as to support their spontaneous learning.

## 2. Learning Team Shimano Program to Foster Next-Generation Leaders for Companies outside Japan

The Learning Team Shimano Program (LTSP) was launched in 2015 in Sakai, Shimano's birthplace, with the aim of deepening participants' understanding about the vision of Team Shimano, sharing Shimano's history and future direction, and fostering the management ability the participants are expected to have as global leaders. In 2023, the program was participated in by 14 candidates for the next-generation global leaders from various parts of the world.

The major themes of the one-week program were [1] fostering Shimano's DNA/Spirit, [2] deepening understanding of Shimano's Development-Oriented Digital Manufacturing, and [3] strengthen the organizational perspective that leaders of any organization are expected to hold.

The participants gained firsthand knowledge of Shimano through various programs available only at the headquarters: sessions provided by the chairman, the president, and other executives; a factory tour; and a visit to the Shimano Bicycle Museum. Having learned Shimano's spirit and its vision of leadership, the participants determined to share what they had learned at the seminar in Sakai with their colleagues in their home countries and to use it to improve their own organizations. Shimano plans to continue the LTSP and other training programs to foster next-generation leaders for companies outside Japan so that Shimano can continue to develop as a Value Creating Company.



Talk session with Chairman Yozo Shimano

### Support of Royal Fishing Kinderhilfe [Germany]

Since 1999

Through Royal Fishing Kinderhilfe, Shimano Germany supports fishing events for socially disadvantaged children in collaboration with celebrity ambassadors from sports, media, and economic circles. At fishing schools and fishing safaris, children learn how to approach wildlife and nature.



### Donation to support children with pediatric cancer [Germany]

Since 2023

Shimano Germany offers donations to the Angler mit Herz (lit. angler with heart), an organization that supports children with pediatric cancer.

### Promoting the use of a helmet to protect the head [Belgium]

Since 2023

LAZER SPORT holds a campaign to promote the use of a helmet in collaboration with Hersenstrijdfonds, a Dutch charity organization promoting cycling and the use of a helmet. For an auction, the company put up helmets used for the Paris-Roubaix, a professional road race, and donated their earnings to Hersenstrijdfonds.



### Food donation [Brazil]

Since 2010

At the SHIMANO FEST, a cycle event held by Shimano Latin America, the company collects food from visitors to donate it to charity organizations, NGOs, and orphanages. In 2023, about eight tons of food was collected in the event.



### Blood donation drives [Australia]

Since 2023

Shimano Australia launched blood donation drives as part of its activities to contribute to the local community. Staff members donated either blood or plasma to a local clinic.

### Donation to a local care center [Singapore]

Since 2023

Shimano Singapore donates various items, including food and daily necessities, to a local care center that provides services to the elderly and people with intellectual disability.



### Children's drawing contest [Turkey]

Since 2020

Shimano Turkey held a drawing contest on the theme "bicycles" for children aged between 5 and 13. The winners were given bicycles.



**Provision of school supplies [China]**

Since 2020

Shimano Lianyungang offers school supplies to children of needy families.



**Blood donation drives [Japan]**

Since 1981

With cooperation from the Japanese Red Cross Society, the headquarters of Shimano held blood donation drives in June and November 2023. During the two drives, a total of 116 employees donated blood.



**JINC (work training/support program) [Europe]**

Since 2021

Shimano Europe supports the JINC program, aimed at ensuring that the future careers of children are not affected by the environments in which they are raised. In this program, Shimano Europe invites children to its office, teaches them how to apply for jobs, and offers internship opportunities.



## Some Thoughts about the Shimano Tricolor Report 2023



Toshihiko Fujie

Professor Emeritus, Chiba University of Commerce  
Chairman, Japan Institute of Management and Administration

In 2023, the global economy and international community regained vitality, released from the impacts of the COVID-19 pandemic, which continued for the past few years. On the other hand, wars continued in Ukraine and the Middle East, and so did decoupling, caused by the conflicts between major powers. At the same time, given the impacts of climate change, which became increasingly outstanding, full-fledged efforts were made to achieve carbon neutrality.

Concerning the market, rising logistic costs, particularly those of maritime trade, raised prices of raw materials and energy sources, which in turn progressed inflation. As a result, many companies were obliged to raise prices of their products and services. Apparently, we have entered the epoch of the so-called VUCA (volatility, uncertainty, complexity, and ambiguity), characterized by the difficulty of predicting future trends.

Amid this severe business environment, I was impressed that in the beginning of this report, the president of Shimano discussed the meaning of Shimano's existence and the importance of fulfilling its corporate mission to contribute to

the creation of a sustainable society. This is also indicated in the title "Shimano Tricolor Report," with the tricolor representing Shimano's business domains and the land, the sky, and the sea. In addition to Shimano's business activities, this report thoroughly conveys the company's resolve to fulfill its corporate mission.

Reading through the report, I understood that Shimano was seriously pursuing human capital management. In January 2023, the company established a section dedicated to human capital development. Moreover, Shimano Campus, an in-house college program opened in March 2022, operates both virtual and real classes, available in two faculties, one for offering practical, professional knowledge and the other for liberal arts. Companies outside Japan also organize various seminars, training programs, and outdoor activities to foster team spirit. To foster next-generation global leaders, Shimano implements the Learning Team Shimano Program (LTSP) in Sakai, Shimano's birthplace. In this program, candidates for future leaders learn Shimano's spirit and basic attitude towards manufacturing as a development-oriented digital manufacturing company.

With regard to occupational health and safety, Shimano's factories, including those outside Japan, introduced the Global Occupational Health and Safety (GOHS) system, which is designed to enable real-time sharing of information on occupational injuries and accidents. This is a good initiative to prevent recurrence of similar accidents, and I believe that the system should be introduced to factories in other regions, along with the Quality, Environment, Health, and Safety (QEHS) campaign, which is currently carried out in Indonesia. Meanwhile, the importance of intangible assets is increasing in corporate management. Amid this trend, it is worth noting that Shimano was certified as one of the top 100 global innovators, a fact indicating that Shimano was recognized as a global innovator in terms of the survey and analysis of patents. Since human capital is a key to creating intellectual properties, this achievement is attributable to Shimano's policy to prioritize human capital development.

The Japanese government has set a goal to achieve carbon neutrality by 2050 by cutting CO<sub>2</sub> emissions and increasing

its absorption by planting trees and taking other measures. To reduce CO<sub>2</sub> emissions, Shimano's factories take various measures, including switching from equipment that burns fossil fuels to electrical equipment, using renewable energy-derived electricity for 100% of the electrical power consumed at factories in Japan, and purchasing renewable energy certificates at some factories outside Japan. I evaluate these initiatives highly since they are effective in mitigating climate change and reducing environmental impacts. While the report introduces a tree-planting program in Poland to increase CO<sub>2</sub> absorption, I believe that such programs should also be carried out in Japan.

I also value the initiatives to reuse pallets and containers used for logistics and promote thorough material recycling of containers that are no longer usable by selling them to suppliers as valuable resources. It is also economically rational and beneficial to sort resin trays that are no longer usable according to the materials contained in them and sell them to recycling companies as valuable resources so that they can be recycled and used again to make new products.

Twenty years ago, Shimano adopted the Shimano Green Plan (SGP), guidelines for promoting manufacturing with reduced impact on the environment and users' health, and has been making constant efforts to comply with the SGP in joint efforts with its partner manufacturers. This early adoption of the SGP is attributable to Shimano's policy of providing safe products to users. In response to frequent changes in laws and regulations on chemical substances contained in products, Shimano occasionally revises the SGP, shares relevant information with SGP committee members, and operates online systems to enable timely responses to the revision of laws and regulations.

The value of bicycle commuting is being recognized more than ever since it is good for the environment and people's health, and they can avoid rush hours/traffic jams. In the Declaration Project of Bicycle Commuting Promotion Companies, implemented by the Ministry of Land, Infrastructure, Transport and Tourism, Shimano was selected as one of the excellent companies. The headquarters of Shimano, where about 40% of its employees have registered as bicycle commuters, offers a

bicycle commuting allowance, subsidizes part of the cost for a helmet, and operates a large parking area, shower booths, locker rooms, and a bike maintenance space equipped with compressor bicycle pumps and other tools. I believe that these initiatives are taken as part of human capital management, designed to benefit the main business.

Shimano is one of only a few companies that count the creation of new value as an element of its corporate culture. In addition to supplying "Captivating Products" for cycling and fishing, Shimano organizes various events and cultural activities to offer opportunities to enjoy cycling and fishing and promote the fun and excitement of such activities. These programs can increase customer lifetime value. Moreover, holding such programs on a continual basis can help enhance Shimano's corporate value and foster its corporate culture. Involving users, these events and cultural activities are held in not only Japan but also various parts of the world. Holding virtual events, which enable participation from around the world, can broaden accessibility and benefit the global community. Moreover, bases for cultural promotion, such as the Shimano Bicycle Museum, and various related media cultivate people's interest in and deepen their understanding of Shimano's activities and can help cultural promotion of the company and local communities.

As an additional initiative to make this report even more convincing, I would like to recommend disclosing Shimano's human rights policy as an essential part of its human capital management. In addition, I would like to suggest that Shimano disclose relevant information in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Since Shimano's business is closely related to the natural environment, disclosing relevant charts and messages would help it gain the trust of investors, rating agencies, and financial institutions.

The Shimano Tricolor Report has been compiled in line with Shimano's business domains. In conclusion, I truly hope that Shimano will continue to work for sustainability and achieve still better results in the creation of shared value through the pursuit of both social contribution and business growth.



# Evolving as a Value Creating Company

To promote health and happiness through the enjoyment of nature and the world around us.  
 In line with this corporate mission, Shimano is dedicated to the manufacturing of truly trustworthy products while constantly making effective use of cutting-edge technologies.  
 As a development-oriented digital manufacturing company, Shimano will continue to supply Captivating Products.  
 At the same time, Shimano will steadily contribute to the creation of new cycling and fishing cultures.

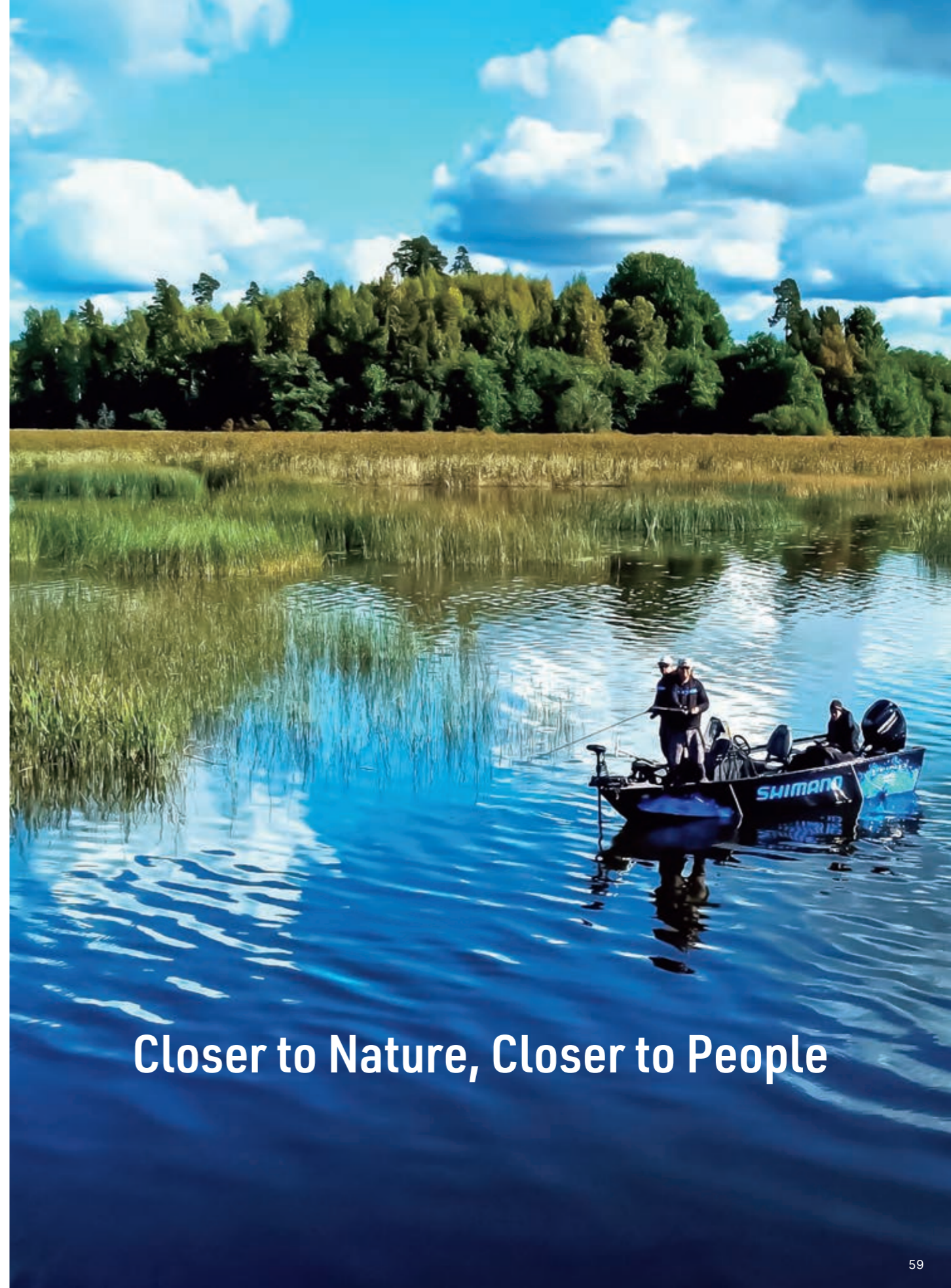
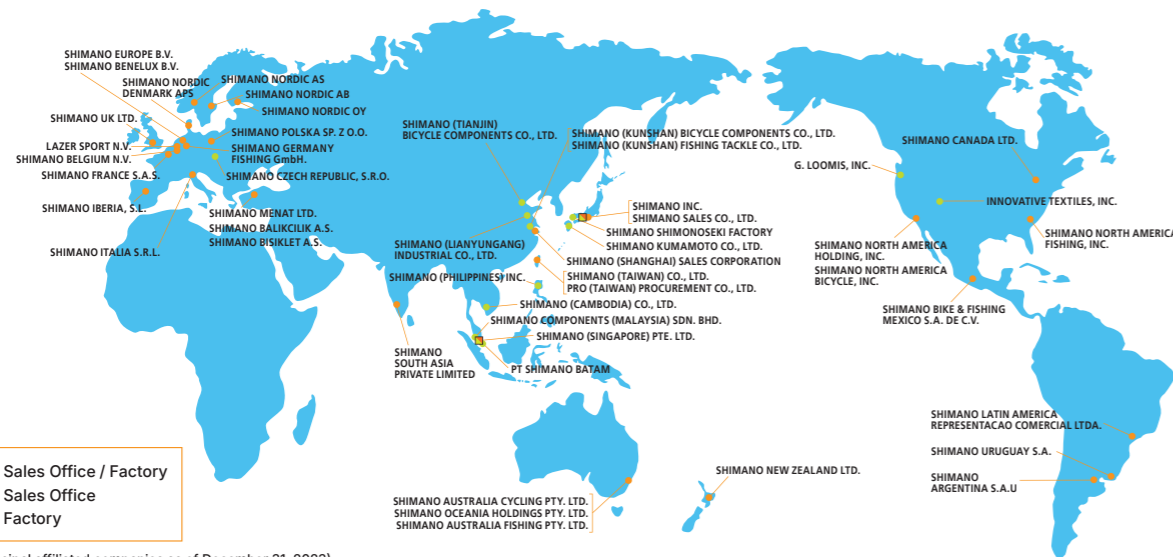
## Company Profile

**Company Name:** SHIMANO INC.  
**Headquarters:** 3-77 Oimatsu-cho, Sakai-ku, Sakai City, Osaka 590-8577, Japan  
**TEL:** +81-72-223-3210  
**URL:** www.shimano.com  
**Date of Establishment:** February 1921  
**Date of Incorporation:** January 1940  
**Paid-in Capital:** JPY 35.6 billion  
**Stock Exchange Listings:** Prime Market of the Tokyo Stock Exchange  
**Number of Employees:** 1,651 (SHIMANO INC. only) 9,703 (consolidated) (As of December 31, 2023)  
**Main Business:** Development, production and distribution of bicycle components, fishing tackle and rowing equipment  
**Consolidated Subsidiaries:** 48 (As of December 31, 2023)



Technology Innovation Center (TIC)

Manufacturing Technology Center (MTC)



Closer to Nature, Closer to People



**SHIMANO INC.**  
Corporate Culture Communications Department  
3-77 Oimatsu-cho, Sakai-ku, Sakai, Osaka 590-8577, Japan