

Company Profile

Company Name

SHIMANO INC.

Head Office

3-77 Oimatsu-cho, Sakai-ku, Sakai City
Osaka 590-8577, Japan

(General Affairs)

Phone: +81-72-223-3210 Fax: +81-72-223-3258

(Corporate Communications)

Phone: +81-72-223-3957 Fax: +81-72-223-6045

URL: www.shimano.com

Date of Establishment

February 1921

Date of Incorporation

January 1940

Paid-in Capital

JPY 35.6 billion

Number of Employees

1,129 (SHIMANO INC. only)
12,967 (Consolidated) (as of December 31, 2013)

Stock Exchange Listings

The First Section of the Tokyo Stock Exchange

Main Business

Production and distribution of
bicycle components, fishing tackle
and rowing equipments.

Consolidated Subsidiaries

45

The Board of Directors

President*1

Yozo Shimano

Senior Executive

Takeshi Oi

Vice President*1

Keiji Kakutani

Executive Vice President

Etsuyoshi Watarai

Shinji Wada

Satoshi Yuasa

Senior Vice President

Yoshihiro Hirata

Hideo Katsuoka

Taizo Shimano

Kiyoshi Tarutani

Masahiro Tsuzaki

Takashi Toyoshima

Yasuhiro Hitomi

Chia Chin Seng

Hiroshi Matsui

Kazuo Ichijo*2

Audit & Supervisory Board Member

Toshinori Tanino

Koichi Shimazu

Outside Audit & Supervisory Board Member

Takayo Tsujinaka

Gohei Matsumoto

*1 Representative Director

*2 Outside Director

Principal Affiliated Companies

Japan

Factory and Sales Offices	SHIMANO SHIMONOSEKI FACTORY FISHING SALES OFFICES
Consolidated Subsidiaries	SHIMANO KUMAMOTO CO., LTD. SHIMANO SALES CO., LTD.
Others	Bicycle Museum LIFE CREATION SPACE OVE The Amenity Golf Shop Aifie

Overseas

Consolidated Subsidiaries

< North America/ South America >

SHIMANO AMERICAN CORPORATION	(U.S.A.)
DASHAMERICA, INC. (PEARL IZUMI USA)	(U.S.A.)
G.LOOMIS, INC.	(U.S.A.)
INNOVATIVE TEXTILES, INC.	(U.S.A.)
SHIMANO CANADA LTD.	(Canada)
SHIMANO LATIN AMERICA REPRESENTACAO COMERCIAL LTDA.	(Brazil)

< Europe >

SHIMANO EUROPE HOLDING B.V.	(The Netherlands)
SHIMANO EUROPE FISHING HOLDING B.V.	(The Netherlands)
SHIMANO EUROPE BIKE HOLDING B.V.	(The Netherlands)
SHIMANO BENELUX B.V.	(The Netherlands)
SHIMANO EUROPE B.V.	(The Netherlands)
SHIMANO EUROPE RETAIL DIVISION B.V.	(The Netherlands)
BIKEFITTING.COM B.V.	(The Netherlands)
SHIMANO GERMANY FISHING GMBH.	(Germany)
SHIMANO - PEARL IZUMI SOFTGOODS DIVISION EUROPE GmbH	(Germany)
SHIMANO BELGIUM N.V.	(Belgium)
SHIMANO ITALY FISHING S.R.L.	(Italy)
SHIMANO CZECH REPUBLIC, S.R.O.	(Czech)
SHIMANO FRANCE COMPOSANTS CYCLES S.A.S.	(France)
SHIMANO NORDIC CYCLE AB	(Sweden)
SHIMANO NORDIC CYCLE OY	(Finland)
SHIMANO NORDIC CYCLE AS	(Norway)
SHIMANO NORDIC DENMARK APS	(Denmark)
SHIMANO POLSKA BICYCLE PARTS SP. Z O.O.	(Poland)

< Asia >

SHIMANO (SINGAPORE) PTE. LTD.	(Singapore)
SHIMANO COMPONENTS (MALAYSIA) SDN. BHD.	(Malaysia)
P.T. SHIMANO BATAM	(Indonesia)
SHIMANO (KUNSHAN) BICYCLE COMPONENTS CO., LTD.	(China)
SHIMANO (KUNSHAN) FISHING TACKLE CO., LTD.	(China)
SHIMANO (TIANJIN) BICYCLE COMPONENTS CO., LTD.	(China)
SHIMANO (SHANGHAI) SALES CORPORATION	(China)
SHIMANO (LIANYUNGANG) INDUSTRIAL CO., LTD.	(China)
SHIMANO TAIWAN CO., LTD.	(Taiwan)
SHIMANO (CAMBODIA) CO., LTD.	(Cambodia)

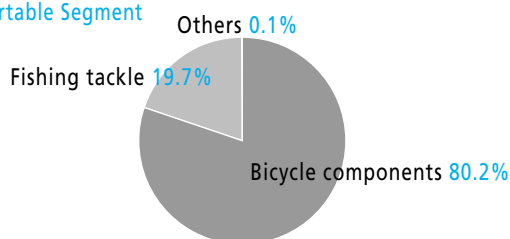
< Oceania >

SHIMANO AUSTRALIA CYCLING PTY. LTD.	(Australia)
SHIMANO OCEANIA HOLDINGS PTY. LTD.	(Australia)
SHIMANO AUSTRALIA FISHING PTY. LTD.	(Australia)

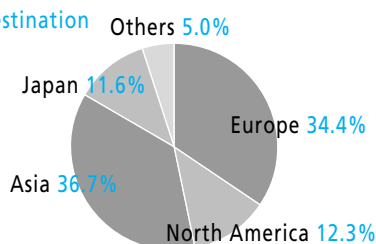
Consolidated Financial Data (As of December 31, 2013) *SHIMANO INC. and 45 consolidated subsidiaries

Segment Information of Net Sales

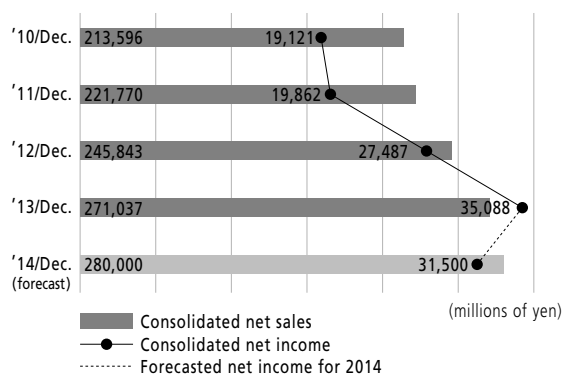
Reportable Segment



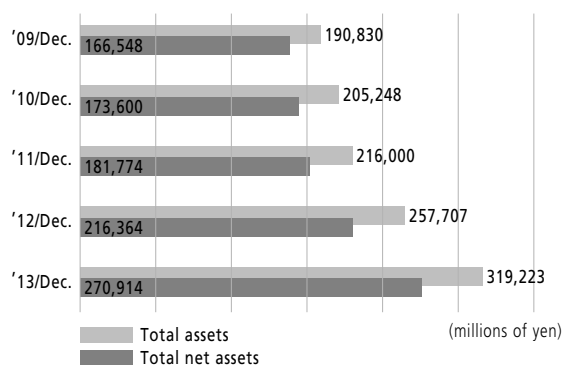
Shipping Destination



Consolidated Net Sales and Net Income



Total Assets and Total Net Assets



Summary of Consolidated Balance Sheet

	Balance at Dec. 31, 2013	Balance at Dec. 31, 2012
ASSETS		
Current assets	215,740	175,798
Fixed assets	103,482	81,908
TOTAL ASSETS	319,223	257,707
LIABILITIES		
Current liabilities	40,559	35,665
Long-term liabilities	7,749	5,677
TOTAL LIABILITIES	48,308	41,342
NET ASSETS		
Shareholders' equity	245,765	218,197
Accumulated other comprehensive income	24,229	(2,548)
Minority interests	919	716
TOTAL NET ASSETS	270,914	216,364
TOTAL LIABILITIES AND NET ASSETS	319,223	257,707

(millions of yen)

Summary of Consolidated Statements of Income

	Jan. 1, 2013 to Dec. 31, 2013	Jan. 1, 2012 to Dec. 31, 2012
Net sales	271,037	245,843
Operating income	41,775	40,961
Ordinary income	47,549	39,539
Income before income taxes and minority interests	45,222	38,477
Net income	35,088	27,487

(millions of yen)

Summary of Consolidated Statement of Cash Flows

	Jan. 1, 2013 to Dec. 31, 2013	Jan. 1, 2012 to Dec. 31, 2012
Cash flows from operating activities	49,021	38,187
Cash flows from investing activities	(27,205)	(18,928)
Cash flows from financing activities	(7,194)	(11,083)
Effect of exchange rate changes on cash and cash equivalents	16,437	8,084
Net increase(decrease) in cash and cash equivalents	31,058	16,259
Cash and cash equivalents at beginning of year	94,809	78,549
Cash and cash equivalents at end of year	125,867	94,809

(millions of yen)