

Fact Sheet 2007 (As of September 30, 2007)

Cover

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SHIMANO

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Company Profile

Company Profile and Organization (As of September 30, 2007)

Company Name
SHIMANO INC.

Head Office
3-77 Oimatsu-cho, Sakai-ku, Sakai City
Osaka 590-8577, Japan
(Human Resources & 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

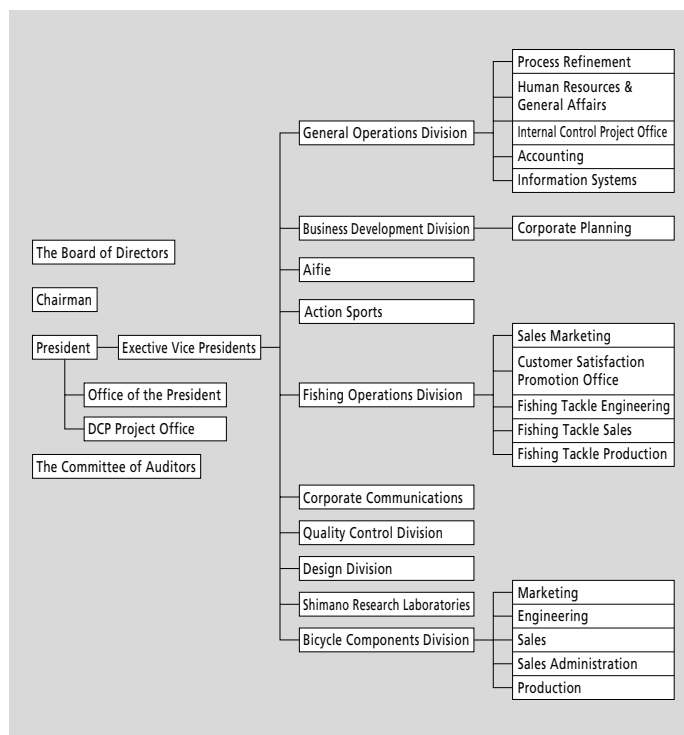
Paid-in Capital
JPY 35.6 billion

Number of Employees
1,016 (Shimano Inc. only) (As of Jun. 30, 2007)
7,711 (Consolidated) (As of Jun. 30, 2007)

Stock Exchange Listings
The First Section of the Tokyo Stock Exchange
The First Section of the Osaka Securities Exchange

Description of Business
Production and distribution of bicycle components, fishing tackle, cold forging products and snowboard equipment.

Operations
34 bases in 22 nations/region
Factories :13 in 7 nations



The Board of Directors

Chairman	Yoshizo Shimano
President	Yozo Shimano
Executive Vice Presidents	Shinji Fukuoka Chitoshi Yuge
Directors	Takeshi Oi Keiji Kakutani Hideo Yamashima Fuminori Yoshida Chiam Yau Teng Satoshi Yuasa Shinji Wada Kazuo Ichijo Koichi Shimazu Yoshihiro Hirata Etsuyoshi Watarai
Corporate Auditors	Yoshinori Kajiyama Nobutsugu Fuchizawa Toshikuni Hirose Takayo Tsujinaka

Overseas Subsidiaries and Affiliates

Manufacturing

Shimano (Singapore) Pte. Ltd.	(Singapore)
MSC Pte. Ltd.	(Singapore)
Shimano Components (Malaysia) Sdn. Bhd.	(Malaysia)
Shimano (Mersing) Sdn. Bhd.	(Malaysia)
Shimano (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 Czech Republic s.r.o.	(Czech)
G.Loomis, Inc.	(U.S.A.)

Sales and Marketing

Shimano American Corporation	(U.S.A.)
Shimano Canada Ltd.	(Canada)
Shimano Latin America Representacao Comercial Ltda.	(Brazil)
Shimano Europe Holding B.V.	(The Netherlands)
Shimano Europe B.V.	(The Netherlands)
Shimano Europe Fishing Holding B.V.	(The Netherlands)
Shimano Benelux B.V.	(The Netherlands)
Shimano France Composants Cycles S.A.S.	(France)
Shimano Belgium N.V.	(Belgium)
Shimano Germany Fishing GmbH.	(Germany)
Shimano U.K. Ltd.	(U.K.)
Shimano Italy Fishing S.r.l.	(Italia)
Shimano Taiwan Co.,Ltd.	(Taiwan)
Shimano (Shanghai) Bicycle Components Co.,Ltd.	(China)
Shimano Australia Pty. Ltd.	(Australia)
Shimano Oceanic Ltd.	(New Zealand)
OOO Shimano Eurasia	(Russia)
Shimano Nordic Cycle AB	(Sweden)
Shimano Nordic Cycle OY	(Finland)
Shimano Nordic Cycle AS	(Norway)

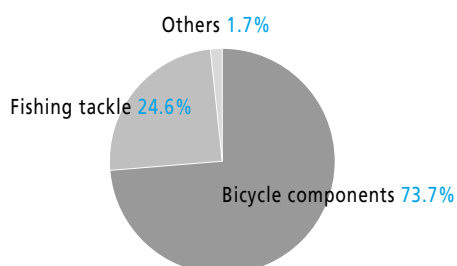
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Financial Data

Consolidated Financial Data (As of September 30, 2007) *Shimano Inc. and 33 consolidated subsidiaries

Segment Information of Net Sales

By Products

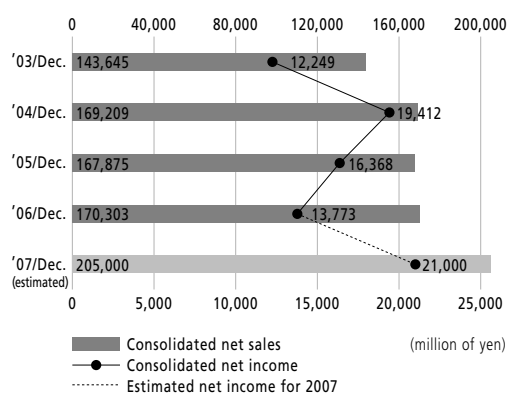


Consolidated Balance Sheet

	Balance at Sep. 30, 2007	Balance at Sep. 30, 2006
ASSETS		
Current assets	120,953	111,376
Investments and other		
Property, Plant and equipment	70,887	73,826
TOTAL ASSETS	191,840	185,203
LIABILITIES		
Current liabilities	25,769	19,513
Long-term liabilities	2,559	3,496
TOTAL LIABILITIES	28,329	23,009
NET ASSETS		
Shareholders' equity	154,108	151,662
Valuation and translation adjustments	8,536	9,953
Minority interest	866	577
TOTAL NET ASSETS	163,511	162,193
TOTAL LIABILITIES AND NET ASSETS	191,840	185,203

(million of yen)

Consolidated Net Sales and Net Income



Consolidated Statements of Income

	Jan. 1, 2007 to Sep. 30, 2007	Jan. 1, 2006 to Sep. 30, 2006
Net sales	152,070	122,148
Operating income	22,031	13,877
Income before income taxes	22,902	13,837
Net income	15,829	9,829

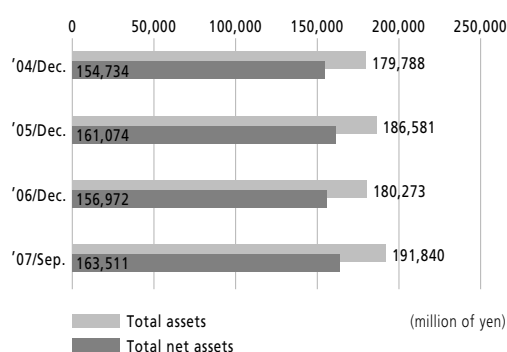
(million of yen)

Consolidated Statement of Cash Flows

	Jan. 1, 2007 to Sep. 30, 2007	Jan. 1, 2006 to Sep. 30, 2006
Cash flows from operating activities	21,515	11,034
Cash flows from investing activities	△ 6,583	△ 5,798
Cash flows from financing activities	△ 8,449	△ 14,074
Effect of exchange rate changes on cash and cash equivalents	247	2,097
Net increase(decrease) in cash and cash equivalents	6,729	△ 6,741
Cash and cash equivalents at beginning of the period	36,057	48,015
Increase in cash and cash equivalents is based on new net	—	—
Cash and cash equivalents at end of the period	42,787	41,274

(million of yen)

Total Assets and Total Net Assets



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Key Events in Shimano History



1921
The founder and "3.3.3." freewheel



1957
Production of 3-speed hub begins



1965
The first overseas sales company established in New York city



1973
The first overseas factory established in Singapore



1992
The bicycle museum is inaugurated in Sakai city



2003
The third factory in China established in Tianjin

Key Events in Shimano History

- 1921 Shozaburo Shimano establishes Shimano Iron Works. Begins production of the bicycle freewheel.
- 1940 The company is incorporated. The name is changed to Shimano Iron Works Co., Ltd.
- 1956 Production of external speed changer (the first Shimano derailleur) begins.
- 1957 Production of internal speed changer (3-speed Hub) begins. Research on cold forging begins.
- 1965 Shimano American Corporation is established in New York. Shimano exhibits at Milan Bicycle Show in Italy (the start of full-fledged sales in Europe).
- 1970 Shimano Yamaguchi Co., Ltd. is established in Yamaguchi Prefecture, Japan. Fishing Tackle Division is launched.
- 1972 Shimano (Europa) GmbH. is established in Dusseldorf, West Germany. Stock is listed on 2nd Section of the Osaka Securities Exchange. Corporate Identity System is introduced and logo mark etc. are unified.
- 1973 Shimano (Singapore) Pte. Ltd. is established in Jurong, Singapore. Stock listing raised to 1st Section of both Tokyo and Osaka Securities Exchanges. Shimano comes out with Dura-Ace series of road racing components. The Shimano-Frandria professional racing team, which is the first such sponsored team by Japanese company, is formed in Europe.
- 1978 Bantam series of reels are released.
- 1982 The Deore XT series for MTB is released.
- 1984 A new Dura-Ace series equipped with the groundbreaking Shimano Index System (SIS) for shifting is born.
- 1988 Shimano U.K. Ltd. is established, starts sales of fishing tackle in Europe.
- 1990 Shimano Components (Malaysia) Sdn. Bhd. is established. SPD(Shimano Pedaling Dynamics) is released. STI concept Dura-Ace dual control levers are released.
- 1991 Corporate name is changed from Shimano Industrial Works to Shimano Inc.
- 1992 Shimano (Kunshan) Bicycle Components Co., Ltd. is established in Kunshan, China. The Cycle center (Bicycle Museum) opens. The Stella reel, equipped Shimano Balance Lock (SBL) is released.
- 1997 Action Sports Division is launched. The stock of G.Loomis Products, Inc. is acquired.
- 1998 The stock of Alfred Thun S.p.A. is acquired and the name is changed to Shimano Italia S.p.A. The Aifie golf shop is opened.
- 2001 80th Anniversary of Shimano Shimano (Shanghai) Bicycle Components Co., Ltd. is established in Shanghai, China. Shimano Czech Republic s.r.o. is established in Czech.
- 2003 Shimano (Kunshan) Fishing Tackle Co., Ltd. is established in Kunshan, China. Shimano (Tianjin) Bicycle Components Co., Ltd. is established in Tianjin, China. OOO Shimano Eurasia is established in Moscow, Russia.
- 2005 Shimano Kumamoto Co., Ltd. is established. Acquired the stocks of Hallman Sports (present Shimano Nordic Cycle). Established sales firms in the three Scandinavian countries.