

Fact Sheet 2005 (As of December 31, 2005)

Cover

Fact Sheet 2005

As of December 31, 2005



SHIMANO

Fact Sheet 2005 (As of December 31, 2005)

Company Profile

Company Profile and Organization (As of December 31, 2005)

Company Name

SHIMANO INC.

Head Office

3-77 Oimatsu-cho, Sakai, 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

975 (Shimano Inc. only)
 7,003 (Consolidated)

Stock Exchange Listings

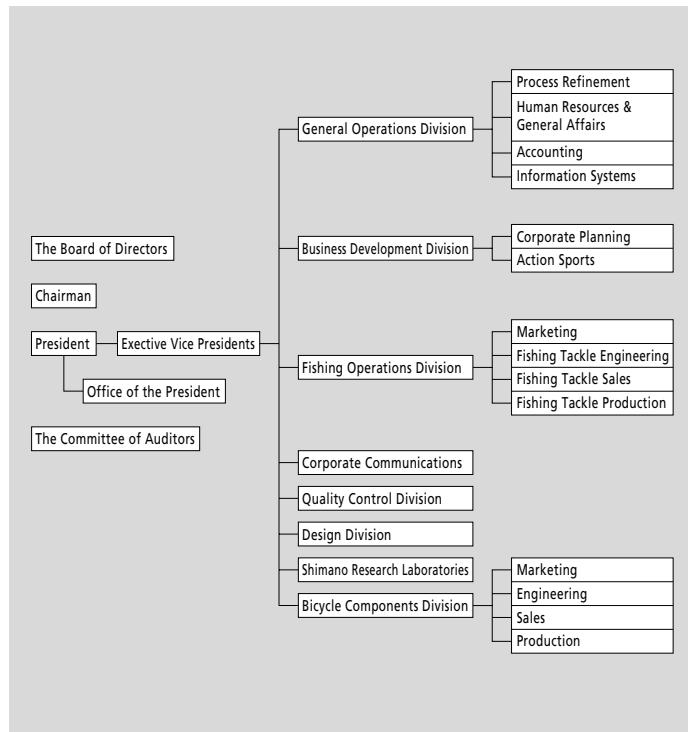
The First Section of the Tokyo Stock Exchange
 The First Section of the Osaka Securities Exchange

Description of Business

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

Operations

30 bases in 22 nations/region
 Factories: 14 in 9 nations



The Board of Directors

Chairman	Yoshizo Shimano
President	Yozo Shimano
Executive Vice Presidents	Shinji Fukuoka
	Chitoshi Yuge
Directors	Takeshi Oi
	Keiji Kakutani
	Nobutsugu Fuchizawa
	Kenji Fujimura
	Hideo Yamashima
	Fuminori Yoshida
	Chiam Yau Teng
	Satoshi Yuasa
	Shinji Wada
	Kazuo Ichijo
Corporate Auditors	Yoshinori Kajiyama
	Tadayoshi Usui
	Toshikuni Hirose
	Takayo Tsujinaka

Overseas Subsidiaries and Affiliates

Manufacturing

Shimano (Singapore) Pte. Ltd.	(Singapore)
Shimano Components (Malaysia) Sdn. Bhd.	(Malaysia)
Shimano (Mersing) 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)
Wooyun Co.,Ltd.	(Korea)
Shimano Czech Republic s.r.o.	(Czech)
Shimano Italia S.p.A.	(Italia)
G.Loomis Products, Inc.	(U.S.A.)

Sales and Marketing

Shimano American Corporation	(U.S.A.)
Shimano Canada Ltd.	(Canada)
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)
Dunphy Holding Pty. Ltd.	(Australia)
OOO Shimano Eurasia	(Russia)
Shimano Nordic Cycle AB	(Sweden)
Shimano Nordic Cycle OY	(Finland)
Shimano Nordic Cycle AS	(Norway)

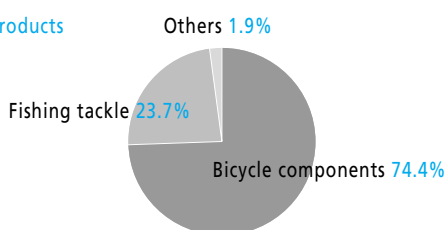
Fact Sheet 2005 (As of December 31, 2005)

Financial Data

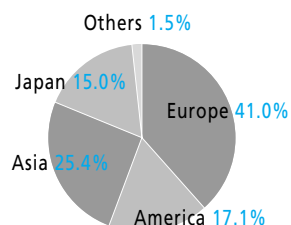
Consolidated Financial Data (As of December 31, 2005) *Shimano Inc. and 32 consolidated subsidiaries

Segment Information of Net Sales

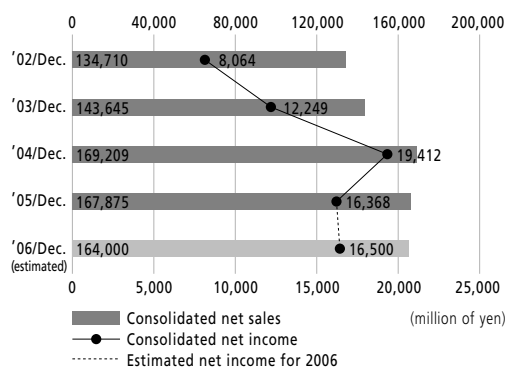
By Products



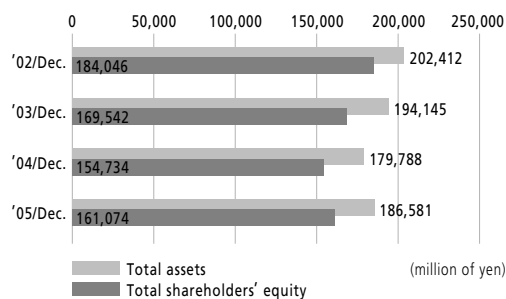
By Region



Consolidated Net Sales and Net Income



Total Assets and Total Shareholders' Equity



Consolidated Balance Sheet

	Balance at Dec.31,2005	Balance at Dec.31,2004
ASSETS		
Current assets	116,509	117,744
Investments and other		
Property, Plant and equipment	70,071	62,043
Total assets	186,581	179,788
LIABILITIES AND SHAREHOLDER'S EQUITY		
Current liabilities	21,488	20,520
Long-term liabilities	3,478	4,122
Total Liabilities	24,967	24,642
Minority Interest	540	410
SHAREHOLDER'S EQUITY		
Common stock	35,613	35,613
Capital surplus	15,455	31,830
Retained earnings	104,481	98,307
Unrealized gain(loss) on other securities, net of taxes	4,905	2,187
Foreign currency translation adjustments	874	△ 8,637
Treasury stock, at cost	△ 255	△ 4,565
Total shareholders' equity	161,074	154,734
Total liabilities, minority interests and shareholders' equity	186,581	179,788

(million of yen)

Consolidated Statements of Income

	Jan.1,2005 to Dec.31,2005	Jan.1,2004 to Dec.31,2004
Net sales	167,875	169,209
Operating income	25,275	29,391
Income before income taxes	24,608	29,738
Net income	16,368	19,412

(million of yen)

Consolidated Statement of Cash Flows

	Jan.1,2005 to Dec.31,2005	Jan.1,2004 to Dec.31,2004
Cash flows from operating activities	25,032	18,968
Cash flows from investing activities	△ 10,898	3,282
Cash flows from financing activities	△ 23,021	△ 32,991
Effect of exchange rate changes on cash and cash equivalents	4,661	△ 1,316
Net increase(decrease) in cash and cash equivalents	△ 4,226	△ 12,057
Cash and cash equivalents at beginning of the period	52,113	64,170
Increase in cash and cash equivalents is based on new net	128	—
Cash and cash equivalents at end of the period	48,015	52,113

(million of yen)

Fact Sheet 2005 (As of December 31, 2005)

Key Events in Shimano History



1921
The founder and "3.3.3." freewheel



1957
Production of 3-speed hub bigins



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 AB (present Shimano Nordic Cycle AB) and Hallman Sports O.Y. Established sales firms in the three Scandinavian countries.