4/23/2026

Supplemental Information

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Shimano Inc.

* The forecasts of consolidated business performance and other forward-looking statements contained in this document are based on information currently available to the Company and certain assumptions that management believes reasonable and actual business performance may differ materially from those described in such statements due to various factors.
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＊＊＊ CONSOLIDATED PROFIT AND LOSS ACCOUNT COMPARISON ＊＊＊

4/23/2026

(million JPY)

		2025 Results			2026 Revised Schedule (4/23/2026)			Comparison					
		1st Half	2nd Half	Total	1st Half	2nd Half	Total	1st half diff.		2nd half diff.		Annual diff.	
Bicycle Components	Japan	3,719	3,969	7,687	3,000	4,000	7,000	-719	-19.3%	31	0.8%	-687	-8.9%
	Overseas	177,706	169,579	347,285	162,000	181,000	343,000	-15,706	-8.8%	11,421	6.7%	-4,285	-1.2%
	North America	10,907	9,250	20,157	11,000	9,000	20,000	93	0.9%	-250	-2.7%	-157	-0.8%
	Europe	95,084	97,130	192,214	91,000	102,000	193,000	-4,084	-4.3%	4,870	5.0%	786	0.4%
	China	33,371	29,308	62,679	28,000	31,000	59,000	-5,371	-16.1%	1,692	5.8%	-3,679	-5.9%
	Taiwan	12,910	11,611	24,521	8,000	11,000	19,000	-4,910	-38.0%	-611	-5.3%	-5,521	-22.5%
	Others	25,433	22,280	47,714	24,000	28,000	52,000	-1,433	-5.6%	5,720	25.7%	4,286	9.0%
	*** Total**	**181,424**	**173,548**	**354,972**	**165,000**	**185,000**	**350,000**	**-16,424**	**-9.1%**	**11,452**	**6.6%**	**-4,972**	**-1.4%**
Fishing Tackle	Japan	17,201	17,037	34,238	17,900	15,900	33,800	699	4.1%	-1,137	-6.7%	-438	-1.3%
	Overseas	38,550	38,043	76,594	43,900	38,800	82,700	5,350	13.9%	757	2.0%	6,106	8.0%
	*** Total**	**55,752**	**55,080**	**110,832**	**61,800**	**54,700**	**116,500**	**6,048**	**10.8%**	**-380**	**-0.7%**	**5,668**	**5.1%**
Others		234	205	439	200	300	500	-34	-14.5%	95	46.2%	61	13.9%
Sales Total		**237,410**	**228,833**	**466,243**	**227,000**	**240,000**	**467,000**	**-10,410**	**-4.4%**	**11,167**	**4.9%**	**757**	**0.2%**
Profit ratio(%)		*36.5*	*35.0*	*35.7*	*35.7*	*35.0*	*35.3*	*-0.8*		*0.0*		*-0.4*	
Gross profit		86,637	79,979	166,616	81,000	84,000	165,000	-5,637	-6.5%	4,021	5.0%	-1,616	-1.0%
Selling, general and administrative exp.		58,514	56,425	114,939	57,000	61,000	118,000	-1,514	-2.6%	4,575	8.1%	3,061	2.7%
		11.8	*10.3*	*11.1*	*10.6*	*9.6*	*10.1*	*-1.2*		*-0.7*		*-1.0*	
Operating income		**28,123**	**23,554**	**51,677**	**24,000**	**23,000**	**47,000**	**-4,123**	**-14.7%**	**-554**	**-2.4%**	**-4,677**	**-9.1%**
Non operating income & exp, net		-14,084	9,437	-4,648	5,300	1,000	6,300	19,384	—	-8,437	—	10,948	—
		5.9	*14.4*	*10.1*	*12.9*	*10.0*	*11.4*	*7.0*		*-4.4*		*1.3*	
Ordinary income		**14,039**	**32,991**	**47,030**	**29,300**	**24,000**	**53,300**	**15,261**	**108.7%**	**-8,991**	**-27.3%**	**6,270**	**13.3%**
Extraordinary gain (loss)		-21	9,350	9,329	2,700	0	2,700	2,721	—	-9,350	—	-6,629	—
		5.9	*18.5*	*12.1*	*14.1*	*10.0*	*12.0*	*8.2*		*-8.5*		*-0.1*	
Net income before income taxes		14,018	42,341	56,358	32,000	24,000	56,000	17,982	128.3%	-18,341	-43.3%	-358	-0.6%
Income taxes		10,056	12,311	22,367	8,000	6,000	14,000	-2,056	-20.4%	-6,311	-51.3%	-8,367	-37.4%
Net income attributable to		*1.7*	*13.1*	*7.3*	*10.6*	*7.5*	*9.0*	*8.9*		*-5.6*		*1.7*	
owners of parent		**3,962**	**30,029**	**33,991**	**24,000**	**18,000**	**42,000**	**20,038**	**505.8%**	**-12,029**	**-40.1%**	**8,009**	**23.6%**

* Bicycle components Sales and Fishing Tackle Sales indicate amount of sales which is divided into destinations where the products are shipped.

＊＊＊ CONSOLIDATED PROFIT AND LOSS ACCOUNT COMPARISON ＊＊＊

4/23/2026

(million JPY)

		2026 Previous Schedule (2/10/2026)			2026 Revised Schedule (4/23/2026)			Comparison					
		1st Half	2nd Half	Total	1st Half	2nd Half	Total	1st half diff.		2nd half diff.		Annual diff.	
Bicycle Components	Japan	3,000	4,000	7,000	3,000	4,000	7,000	0	0.0%	0	0.0%	0	0.0%
	Overseas	162,000	181,000	343,000	162,000	181,000	343,000	0	0.0%	0	0.0%	0	0.0%
	North America	11,000	9,000	20,000	11,000	9,000	20,000	0	0.0%	0	0.0%	0	0.0%
	Europe	91,000	102,000	193,000	91,000	102,000	193,000	0	0.0%	0	0.0%	0	0.0%
	China	28,000	31,000	59,000	28,000	31,000	59,000	0	0.0%	0	0.0%	0	0.0%
	Taiwan	8,000	11,000	19,000	8,000	11,000	19,000	0	0.0%	0	0.0%	0	0.0%
	Others	24,000	28,000	52,000	24,000	28,000	52,000	0	0.0%	0	0.0%	0	0.0%
	*** Total**	**165,000**	**185,000**	**350,000**	**165,000**	**185,000**	**350,000**	**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
Fishing Tackle	Japan	17,900	15,900	33,800	17,900	15,900	33,800	0	0.0%	0	0.0%	0	0.0%
	Overseas	43,900	38,800	82,700	43,900	38,800	82,700	0	0.0%	0	0.0%	0	0.0%
	*** Total**	**61,800**	**54,700**	**116,500**	**61,800**	**54,700**	**116,500**	**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
Others		200	300	500	200	300	500	0	0.0%	0	0.0%	0	0.0%
Sales Total		**227,000**	**240,000**	**467,000**	**227,000**	**240,000**	**467,000**	**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
Profit ratio(%)		*35.7*	*35.0*	*35.3*	*35.7*	*35.0*	*35.3*	*0.0*		*0.0*		*0.0*	
Gross profit		81,000	84,000	165,000	81,000	84,000	165,000	0	0.0%	0	0.0%	0	0.0%
Selling, general and administrative exp.		57,000	61,000	118,000	57,000	61,000	118,000	0	0.0%	0	0.0%	0	0.0%
		10.6	*9.6*	*10.1*	*10.6*	*9.6*	*10.1*	*0.0*		*0.0*		*0.0*	
Operating income		**24,000**	**23,000**	**47,000**	**24,000**	**23,000**	**47,000**	**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
Non operating income & exp, net		5,300	3,700	9,000	5,300	1,000	6,300	0	–	-2,700	–	-2,700	–
		12.9	*11.1*	*12.0*	*12.9*	*10.0*	*11.4*	*0.0*		*-1.1*		*-0.6*	
Ordinary income		**29,300**	**26,700**	**56,000**	**29,300**	**24,000**	**53,300**	**0**	**0.0%**	**-2,700**	**-10.1%**	**-2,700**	**-4.8%**
Extraordinary gain (loss)		0	0	0	2,700	0	2,700	2,700	–	0	–	2,700	–
		12.9	*11.1*	*12.0*	*14.1*	*10.0*	*12.0*	*1.2*		*-1.1*		*0.0*	
Net income before income taxes		29,300	26,700	56,000	32,000	24,000	56,000	2,700	9.2%	-2,700	-10.1%	0	0.0%
Income taxes		7,300	6,700	14,000	8,000	6,000	14,000	700	9.6%	-700	-10.4%	0	0.0%
Net income attributable to		*9.7*	*8.3*	*9.0*	*10.6*	*7.5*	*9.0*	*0.9*		*-0.8*		*0.0*	
owners of parent		**22,000**	**20,000**	**42,000**	**24,000**	**18,000**	**42,000**	**2,000**	**9.1%**	**-2,000**	**-10.0%**	**0**	**0.0%**

* Bicycle components Sales and Fishing Tackle Sales indicate amount of sales which is divided into destinations where the products are shipped.

OPERATING INCOME BY SEGMENT

(million JPY)

		Bike	Fishing	Others	Total
26 (S)	Sales	350,000	116,500	500	467,000
	Operating income	39,000	8,000	0	47,000
	Profit ratio	*11.1%*	*6.9%*	*0.0%*	*10.1%*
25	Sales	354,972	110,832	439	466,243
	Operating income	42,842	8,866	-30	51,677
	Profit ratio	*12.1%*	*8.0%*	*-6.8%*	*11.1%*
24	Sales	345,554	104,990	449	450,993
	Operating income	54,158	10,929	-2	65,085
	Profit ratio	*15.7%*	*10.4%*	*-0.4%*	*14.4%*
23	Sales	364,679	109,226	458	474,363
	Operating income	65,251	18,413	-11	83,654
	Profit ratio	*17.9%*	*16.9%*	*-2.4%*	*17.6%*
22	Sales	517,437	110,993	480	628,910
	Operating income	144,994	24,163	1	169,159
	Profit ratio	*28.0%*	*21.8%*	*0.3%*	*26.9%*
21	Sales	443,679	102,389	448	546,515
	Operating income	125,147	23,121	21	148,288
	Profit ratio	*28.2%*	*22.6%*	*4.6%*	*27.1%*
20	Sales	297,777	79,907	356	378,040
	Operating income	68,494	14,264	-57	82,701
	Profit ratio	*23.0%*	*17.9%*	*-16.1%*	*21.9%*
19	Sales	290,039	72,838	353	363,231
	Operating income	57,851	10,220	-60	68,010
	Profit ratio	*19.9%*	*14.0%*	*-17.0%*	*18.7%*
18	Sales	277,243	70,436	356	348,036
	Operating income	57,251	8,545	-107	65,688
	Profit ratio	*20.6%*	*12.1%*	*-30.1%*	*18.9%*
17	Sales	270,207	65,221	373	335,801
	Operating income	57,410	7,013	-72	64,351
	Profit ratio	*21.2%*	*10.8%*	*-19.4%*	*19.2%*
16	Sales	259,455	63,144	400	322,999
	Operating income	57,875	6,842	-170	64,546
	Profit ratio	*22.3%*	*10.8%*	*-42.7%*	*20.0%*
15	Sales	314,010	64,245	390	378,646
	Operating income	79,817	5,372	-136	85,054
	Profit ratio	*25.4%*	*8.4%*	*-34.7%*	*22.5%*

SALES BY SHIPMENT DESTINATION(#1) / MANUFACTORY LOCATION(#2) / CURRENCIES(#3)

(million JPY)

		24 Results		25 Results		26 Schedule	
Sales		**450,993**	**100.0%**	**466,243**	**100.0%**	**467,000**	**100.0%**
#1	Domestic market	41,448	9.2%	42,341	9.1%	41,300	8.8%
	Overseas market	409,545	90.8%	423,902	90.9%	425,700	91.2%
#2	Domestic production	215,186	47.7%	237,248	50.9%	220,000	47.1%
	Overseas production	235,808	52.3%	228,996	49.1%	247,000	52.9%
#3	Sales in Yen	192,485	42.7%	206,680	44.3%	190,000	40.7%
	Sales in foreign currency	258,508	57.3%	259,563	55.7%	277,000	59.3%
USD average rate		151.67		149.62		155.00	
EUR average rate		164.02		169.19		184.00	

CAPITAL INVESTMENT / DEPRECIATION AND AMORTIZATION

(million JPY)

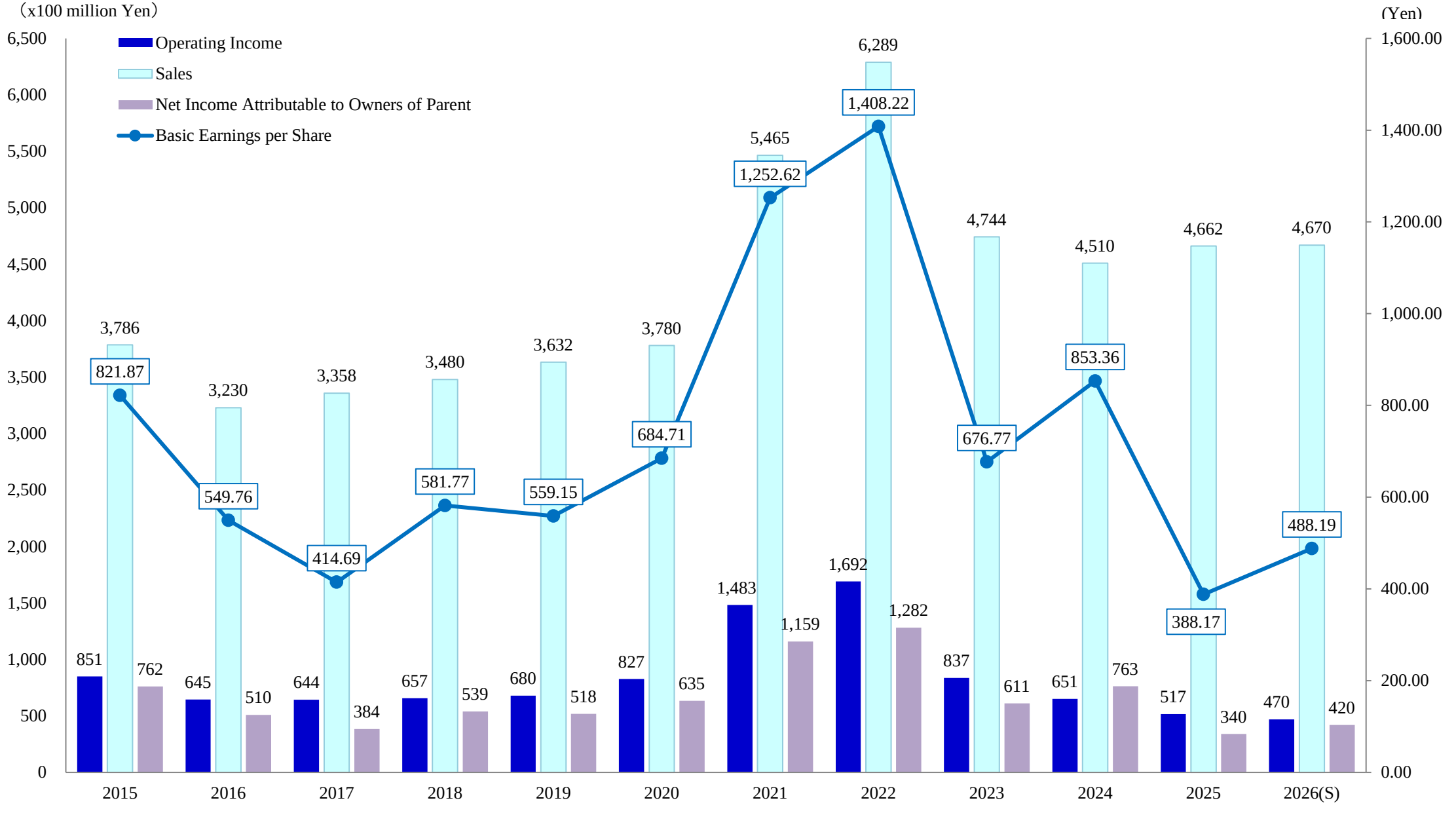
	24 Results	25 Results	26 Schedule
Capital Investment	44,683	46,323	45,000
Depreciation and amortization	24,702	26,891	29,000

QUARTERLY SALES AND OPERATING INCOME

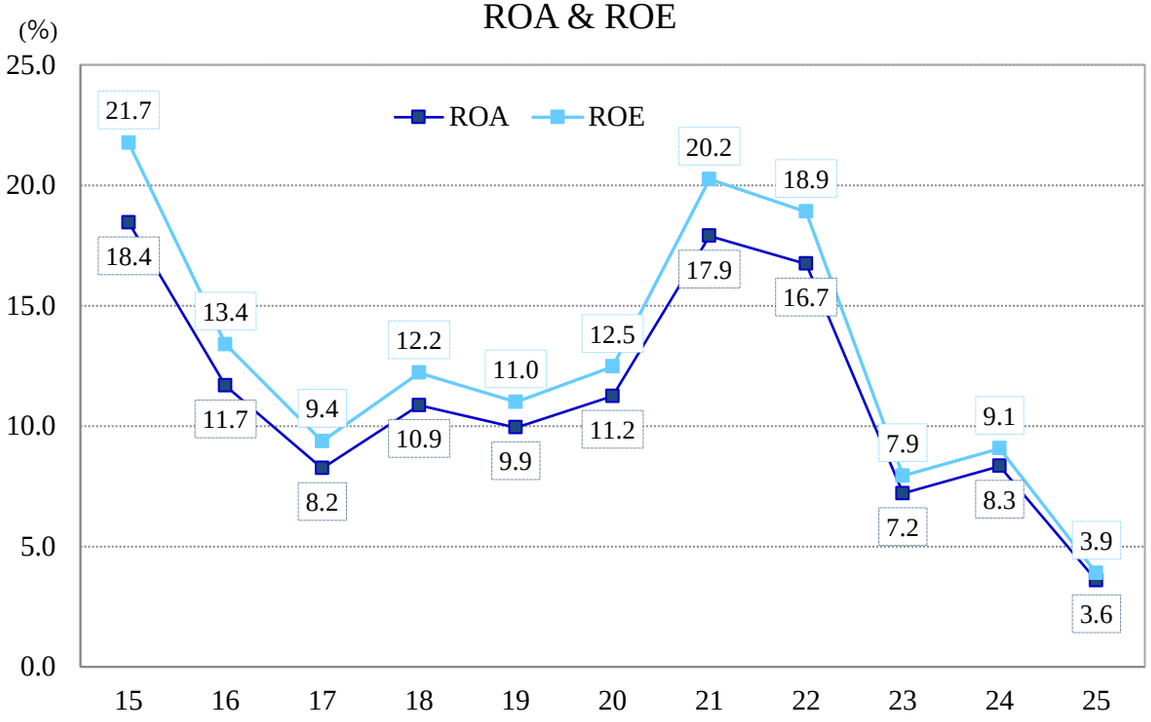
(million JPY)

	1Q	2Q	1H	3Q	4Q	2H	Total
'26 Sales (Schedule)	**117,645**	**109,355**	**227,000**	**111,000**	**129,000**	**240,000**	**467,000**
Bicycle Components	87,361	77,639	165,000	85,000	100,000	185,000	350,000
Fishing Tackle	30,176	31,624	61,800	25,900	28,800	54,700	116,500
Others	108	92	200	100	200	300	500
'26 Operating Income (Schedule)	**10,401**	**13,599**	**24,000**	**10,600**	**12,400**	**23,000**	**47,000**
Bicycle Components	7,792	10,208	18,000	9,600	11,400	21,000	39,000
Fishing Tackle	2,596	3,404	6,000	1,000	1,000	2,000	8,000
Others	12	-12	0	0	0	0	0
'25 Sales (Results)	**113,540**	**123,870**	**237,410**	**113,611**	**115,222**	**228,833**	**466,243**
Bicycle Components	87,973	93,451	181,424	84,819	88,729	173,548	354,972
Fishing Tackle	25,468	30,284	55,752	28,683	26,397	55,080	110,832
Others	98	136	234	108	97	205	439
'25 Operating Income (Results)	**16,142**	**11,981**	**28,123**	**8,443**	**15,112**	**23,554**	**51,677**
Bicycle Components	14,504	9,127	23,631	6,531	12,680	19,211	42,842
Fishing Tackle	1,637	2,857	4,494	1,916	2,456	4,372	8,866
Others	2	-3	-2	-5	-24	-28	-30

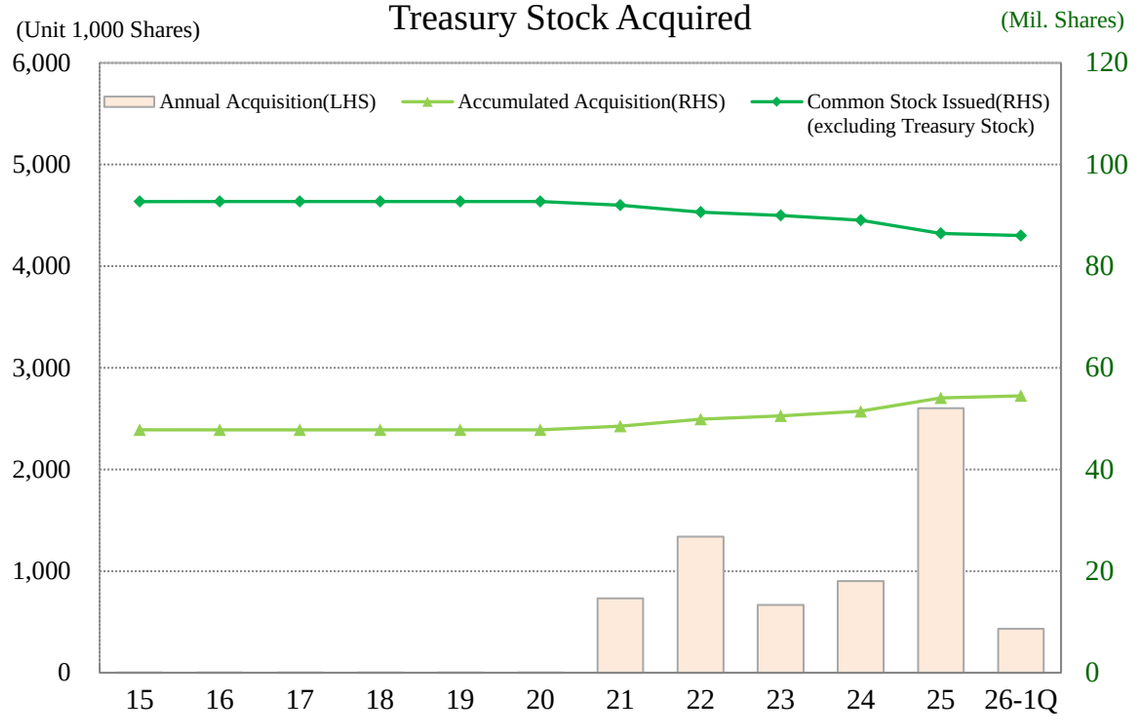
Consolidated Sales/Operating Income/Net Income Attributable to Owners of Parent



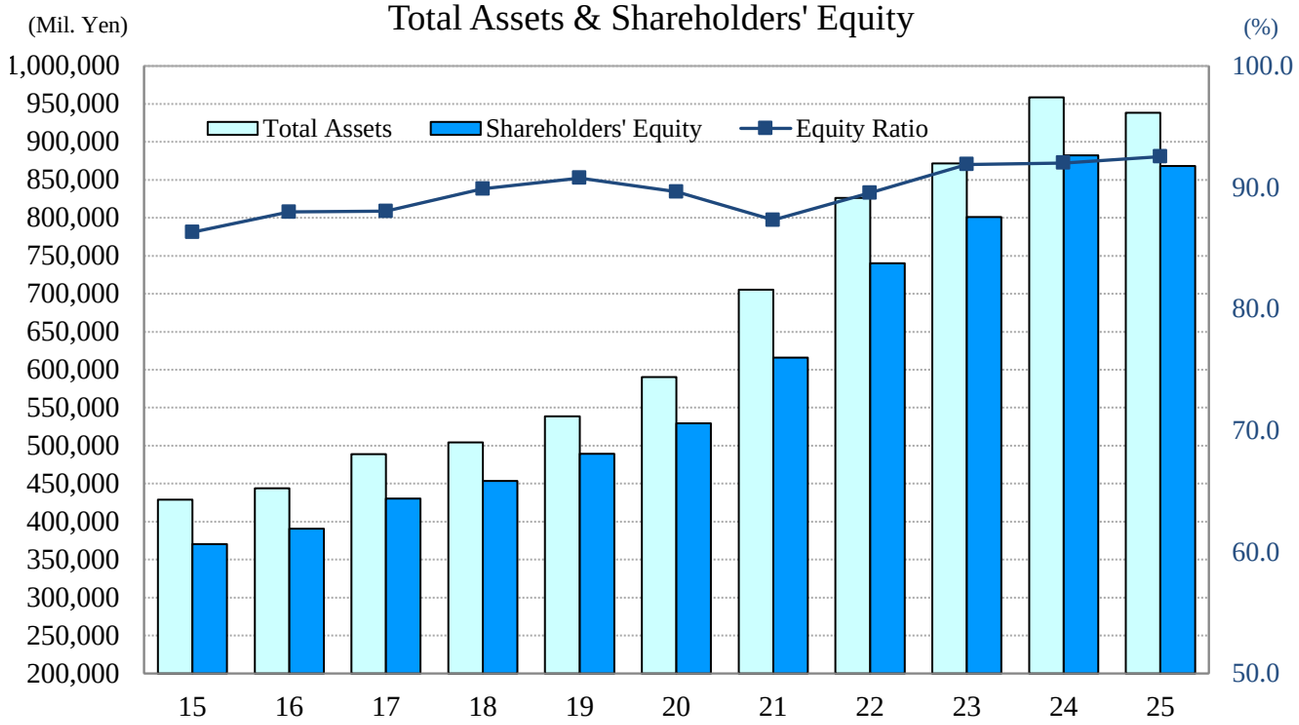
ROA & ROE



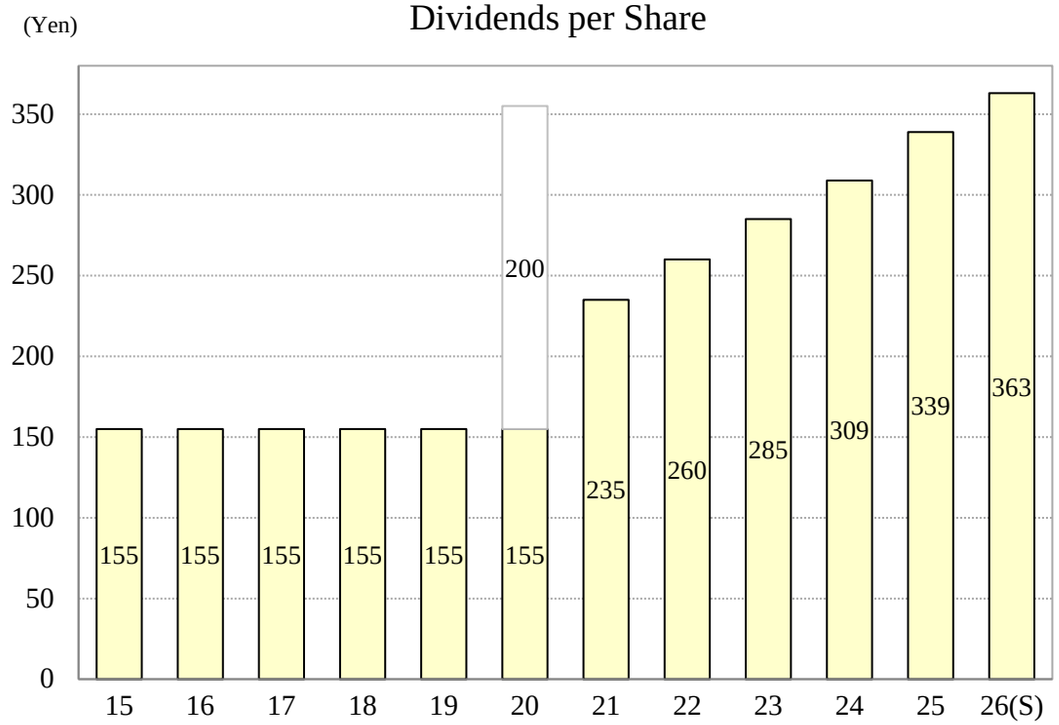
Treasury Stock Acquired



Total Assets & Shareholders' Equity

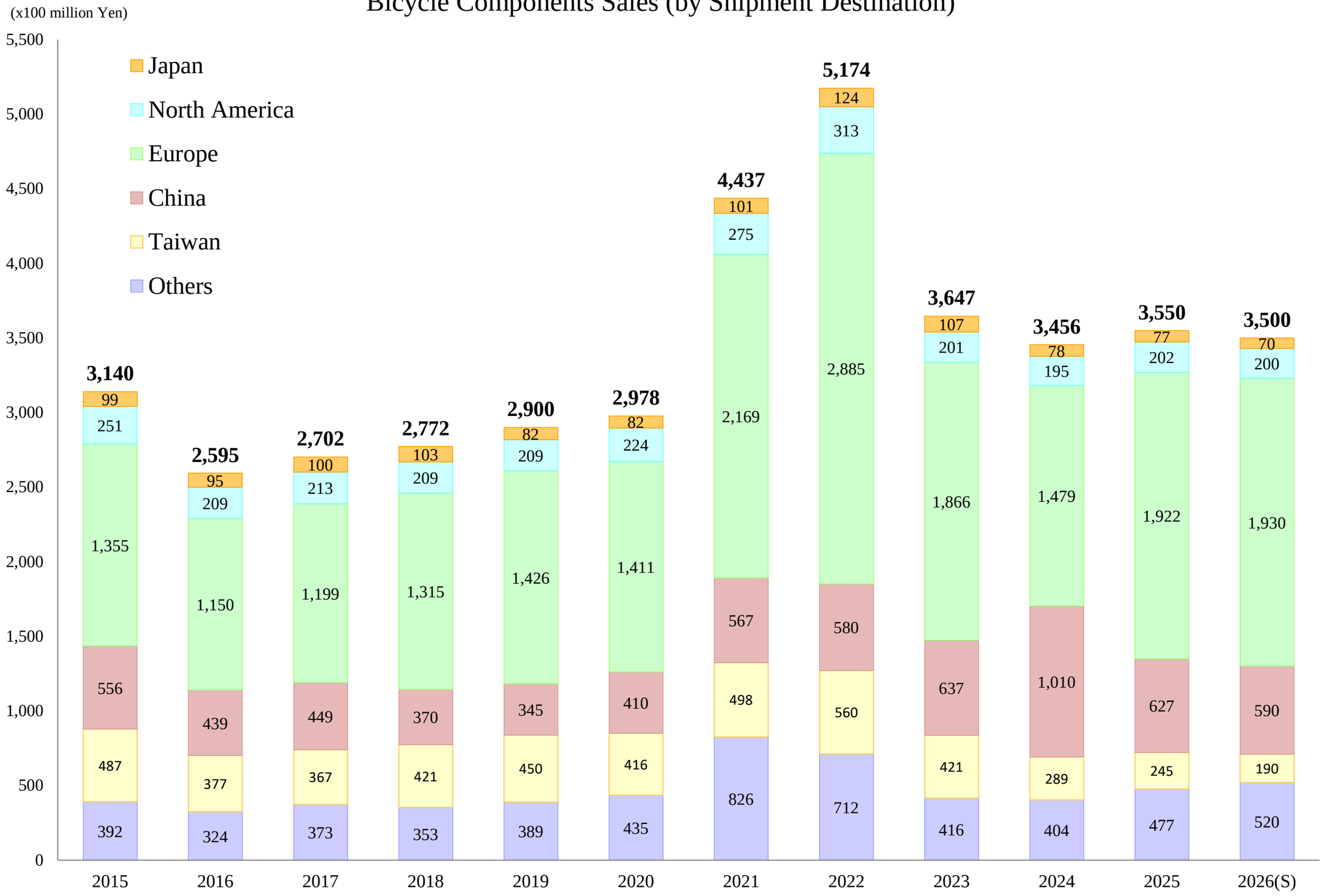


Dividends per Share



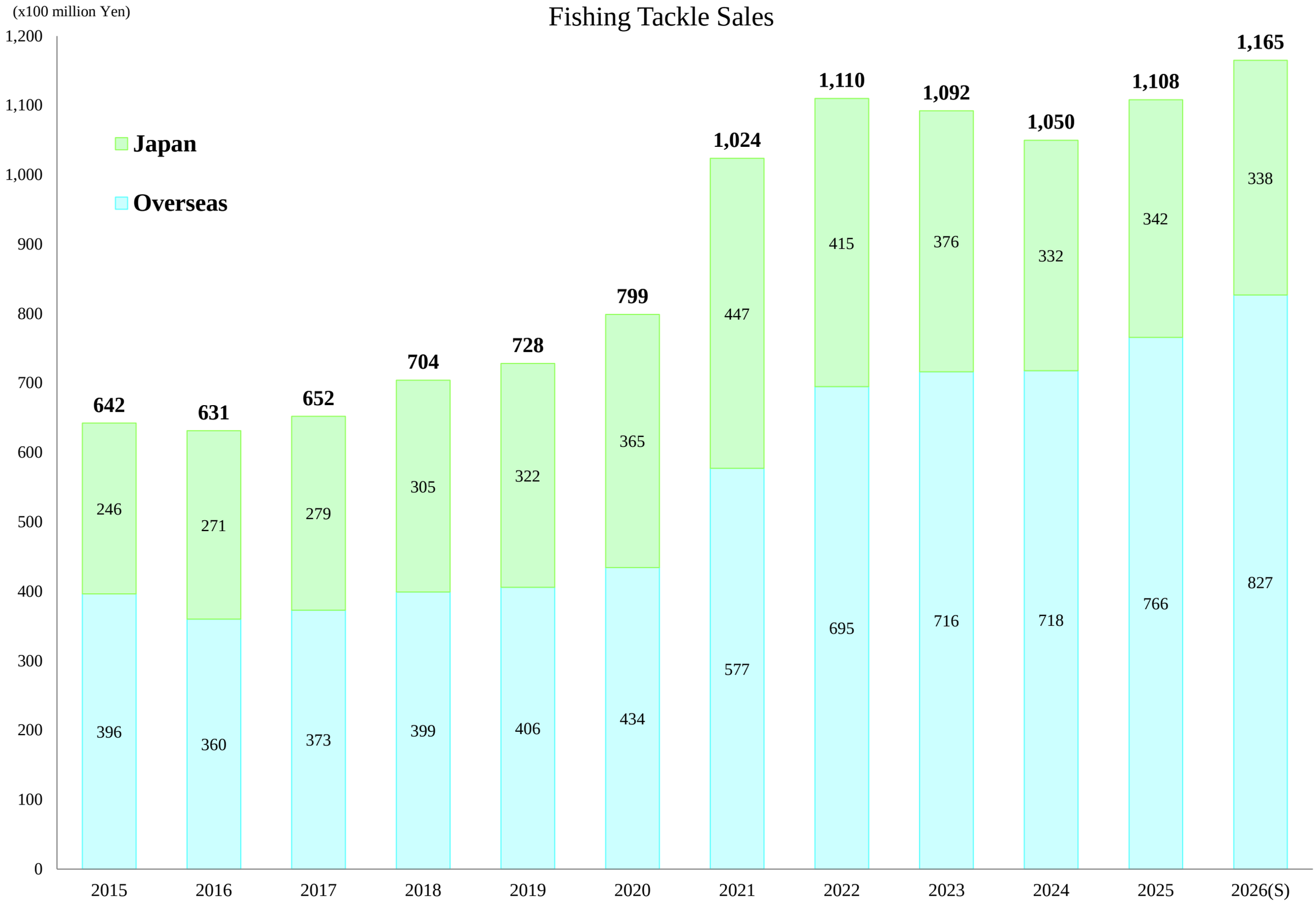
* In FY2020, a commemorative dividend for the 100th anniversary of Company's founding was included.

Bicycle Components Sales (by Shipment Destination)



Bicycle components Sales indicate amount of sales which is divided into destinations where the products are shipped.

Fishing Tackle Sales



Fishing Tackle Sales indicate amount of sales which is divided into destinations where the products are shipped.

Impact of exchange rates on Consolidated Profit & Loss

（million JPY）

		2024	2025	2026
Bicycle Components	**Sales**	**＋11,152**	**＋312**	**＋1,400**
	Gross Profit	**＋2,967**	**▲1,544**	**▲1,500**
	(Translation)	**(＋2,633)**	**(＋56)**	**(＋1,300)**
	(Asia Curr.)	**(＋335)**	**(▲1,600)**	**(▲2,800)**
	SG&A	**▲1,205**	**▲294**	**▲1,000**
	Operating Income	**＋1,762**	**▲1,837**	**▲2,500**
Fishing Tackle	**Sales**	**＋4,370**	**▲712**	**＋800**
	Gross Profit	**＋1,421**	**▲1,022**	**▲1,100**
	(Translation)	**(＋1,261)**	**(▲192)**	**(＋200)**
	(Asia Curr.)	**(＋159)**	**(▲829)**	**(▲1,300)**
	SG&A	**▲1,175**	**＋138**	**▲200**
	Operating Income	**＋246**	**▲883**	**▲1,300**
Total	**Sales**	**＋15,522**	**▲400**	**＋2,200**
	Gross Profit	**＋4,390**	**▲2,565**	**▲2,600**
	(Translation)	**(＋3,895)**	**(▲135)**	**(＋1,500)**
	(Asia Curr.)	**(＋495)**	**(▲2,429)**	**(▲4,100)**
	SG&A	**▲2,382**	**▲156**	**▲1,200**
	Operating Income	**＋2,008**	**▲2,721**	**▲3,800**
Ex. Rate	USD/SGD	1.337	1.306	1.285
	USD/MYR	4.568	4.275	4.053

Our foreign exchange impact consists of the following two components:

(Translation)

Foreign exchange impact arising from translating the sales and expenses of overseas subsidiaries into Japanese yen.

(Asia Curr.)

Foreing exchange impact arising from translating USD-denominated and other foreing currency transactions at our Asia factories into the respective local currencies