10/27/2026

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 ＊＊＊

10/27/2026

(million JPY)

		2025 Results			2026 Revised Schedule (10/27/2026)			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	3,363	3,637	7,000	-355	-9.6%	-332	-8.4%	-687	-8.9%
	Overseas	177,706	169,579	347,285	178,016	186,484	364,500	310	0.2%	16,905	10.0%	17,215	5.0%
	North America	10,907	9,250	20,157	11,988	10,012	22,000	1,081	9.9%	762	8.2%	1,843	9.1%
	Europe	95,084	97,130	192,214	97,550	97,450	195,000	2,466	2.6%	320	0.3%	2,786	1.4%
	China	33,371	29,308	62,679	32,491	36,509	69,000	-880	-2.6%	7,201	24.6%	6,321	10.1%
	Taiwan	12,910	11,611	24,521	10,087	8,913	19,000	-2,823	-21.9%	-2,698	-23.2%	-5,521	-22.5%
	Others	25,433	22,280	47,714	25,899	33,601	59,500	466	1.8%	11,321	50.8%	11,786	24.7%
	*** Total**	**181,424**	**173,548**	**354,972**	**181,379**	**190,121**	**371,500**	**-45**	**0.0%**	**16,573**	**9.5%**	**16,528**	**4.7%**
Fishing Tackle	Japan	17,201	17,037	34,238	18,292	17,008	35,300	1,090	6.3%	-29	-0.2%	1,062	3.1%
	Overseas	38,550	38,043	76,594	47,174	41,026	88,200	8,624	22.4%	2,982	7.8%	11,606	15.2%
	*** Total**	**55,752**	**55,080**	**110,832**	**65,466**	**58,034**	**123,500**	**9,714**	**17.4%**	**2,954**	**5.4%**	**12,668**	**11.4%**
Others		234	205	439	214	286	500	-20	-8.6%	81	39.5%	61	13.9%
Sales Total		**237,410**	**228,833**	**466,243**	**247,059**	**248,441**	**495,500**	**9,649**	**4.1%**	**19,608**	**8.6%**	**29,257**	**6.3%**
Profit ratio(%)		*36.5*	*35.0*	*35.7*	*35.8*	*34.9*	*35.4*	*-0.7*		*-0.1*		*-0.3*	
Gross profit		86,637	79,979	166,616	88,548	86,752	175,300	1,911	2.2%	6,773	8.5%	8,684	5.2%
Selling, general and administrative exp.		58,514	56,425	114,939	61,298	59,702	121,000	2,784	4.8%	3,278	5.8%	6,061	5.3%
		11.8	*10.3*	*11.1*	*11.0*	*10.9*	*11.0*	*-0.8*		*0.6*		*-0.1*	
Operating income		**28,123**	**23,554**	**51,677**	**27,250**	**27,050**	**54,300**	**-873**	**-3.1%**	**3,496**	**14.8%**	**2,623**	**5.1%**
Non operating income & exp, net		-14,084	9,437	-4,648	8,075	-75	8,000	22,159	—	-9,511	—	12,648	—
		5.9	*14.4*	*10.1*	*14.3*	*10.9*	*12.6*	*8.4*		*-3.5*		*2.5*	
Ordinary income		**14,039**	**32,991**	**47,030**	**35,325**	**26,975**	**62,300**	**21,286**	**151.6%**	**-6,016**	**-18.2%**	**15,270**	**32.5%**
Extraordinary gain (loss)		-21	9,350	9,329	2,733	-733	2,000	2,754	—	-10,083	—	-7,329	—
		5.9	*18.5*	*12.1*	*15.4*	*10.6*	*13.0*	*9.5*		*-7.9*		*0.9*	
Net income before income taxes		14,018	42,341	56,358	38,058	26,242	64,300	24,040	171.5%	-16,098	-38.0%	7,942	14.1%
Income taxes		10,056	12,311	22,367	10,107	7,193	17,300	51	0.5%	-5,118	-41.6%	-5,067	-22.7%
Net income attributable to		*1.7*	*13.1*	*7.3*	*11.3*	*7.7*	*9.5*	*9.6*		*-5.4*		*2.2*	
owners of parent		**3,962**	**30,029**	**33,991**	**27,951**	**19,049**	**47,000**	**23,989**	**605.5%**	**-10,980**	**-36.6%**	**13,009**	**38.3%**

* 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 ＊＊＊

10/27/2026

(million JPY)

		2026 Previous Schedule (7/28/2026)			2026 Revised Schedule (10/27/2026)			Comparison					
		1st Half	2nd Half	Total	1st Half	2nd Half	Total	1st half diff.		2nd half diff.		Annual diff.	
Bicycle Components	Japan	3,363	3,637	7,000	3,363	3,637	7,000	0	0.0%	0	0.0%	0	0.0%
	Overseas	178,016	181,984	360,000	178,016	186,484	364,500	0	0.0%	4,500	2.5%	4,500	1.3%
	North America	11,988	10,012	22,000	11,988	10,012	22,000	0	0.0%	0	0.0%	0	0.0%
	Europe	97,550	96,450	194,000	97,550	97,450	195,000	0	0.0%	1,000	1.0%	1,000	0.5%
	China	32,491	33,509	66,000	32,491	36,509	69,000	0	0.0%	3,000	9.0%	3,000	4.5%
	Taiwan	10,087	8,913	19,000	10,087	8,913	19,000	0	0.0%	0	0.0%	0	0.0%
	Others	25,899	33,101	59,000	25,899	33,601	59,500	0	0.0%	500	1.5%	500	0.8%
	*** Total**	**181,379**	**185,621**	**367,000**	**181,379**	**190,121**	**371,500**	**0**	**0.0%**	**4,500**	**2.4%**	**4,500**	**1.2%**
Fishing Tackle	Japan	18,292	17,008	35,300	18,292	17,008	35,300	0	0.0%	0	0.0%	0	0.0%
	Overseas	47,174	41,026	88,200	47,174	41,026	88,200	0	0.0%	0	0.0%	0	0.0%
	*** Total**	**65,466**	**58,034**	**123,500**	**65,466**	**58,034**	**123,500**	**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
Others		214	286	500	214	286	500	0	0.0%	0	0.0%	0	0.0%
Sales Total		**247,059**	**243,941**	**491,000**	**247,059**	**248,441**	**495,500**	**0**	**0.0%**	**4,500**	**1.8%**	**4,500**	**0.9%**
Profit ratio(%)		*35.8*	*33.0*	*34.4*	*35.8*	*34.9*	*35.4*	*0.0*		*1.9*		*1.0*	
Gross profit		88,548	80,452	169,000	88,548	86,752	175,300	0	0.0%	6,300	7.8%	6,300	3.7%
Selling, general and administrative exp.		61,298	60,702	122,000	61,298	59,702	121,000	0	0.0%	-1,000	-1.6%	-1,000	-0.8%
		11.0	*8.1*	*9.6*	*11.0*	*10.9*	*11.0*	*0.0*		*2.8*		*1.4*	
Operating income		**27,250**	**19,750**	**47,000**	**27,250**	**27,050**	**54,300**	**0**	**0.0%**	**7,300**	**37.0%**	**7,300**	**15.5%**
Non operating income & exp, net		8,075	925	9,000	8,075	-75	8,000	0	—	-1,000	—	-1,000	—
		14.3	*8.5*	*11.4*	*14.3*	*10.9*	*12.6*	*0.0*		*2.4*		*1.2*	
Ordinary income		**35,325**	**20,675**	**56,000**	**35,325**	**26,975**	**62,300**	**0**	**0.0%**	**6,300**	**30.5%**	**6,300**	**11.3%**
Extraordinary gain (loss)		2,733	-733	2,000	2,733	-733	2,000	0	—	0	—	0	—
		15.4	*8.2*	*11.8*	*15.4*	*10.6*	*13.0*	*0.0*		*2.4*		*1.2*	
Net income before income taxes		38,058	19,942	58,000	38,058	26,242	64,300	0	0.0%	6,300	31.6%	6,300	10.9%
Income taxes		10,107	4,893	15,000	10,107	7,193	17,300	0	0.0%	2,300	47.0%	2,300	15.3%
Net income attributable to		*11.3*	*6.2*	*8.8*	*11.3*	*7.7*	*9.5*	*0.0*		*1.5*		*0.7*	
owners of parent		**27,951**	**15,049**	**43,000**	**27,951**	**19,049**	**47,000**	**0**	**0.0%**	**4,000**	**26.6%**	**4,000**	**9.3%**

* 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	371,500	123,500	500	495,500
	Operating income	42,900	11,400	0	54,300
	Profit ratio	*11.5%*	*9.2%*	*0.0%*	*11.0%*
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)

		25 Results		26-1H Results		26-2H Schedule		26 Schedule	
Sales		**466,243**	**100.0%**	**247,059**	**100.0%**	**248,441**	**100.0%**	**495,500**	**100.0%**
#1	Domestic market	42,341	9.1%	21,853	8.8%	20,947	8.4%	42,800	8.6%
	Overseas market	423,902	90.9%	225,206	91.2%	227,494	91.6%	452,700	91.4%
#2	Domestic production	237,248	50.9%	107,603	43.6%	113,197	45.6%	220,800	44.6%
	Overseas production	228,996	49.1%	139,457	56.4%	135,243	54.4%	274,700	55.4%
#3	Sales in Yen	206,680	44.3%	89,415	36.2%	101,485	40.8%	190,900	38.5%
	Sales in foreign currency	259,563	55.7%	157,644	63.8%	146,956	59.2%	304,600	61.5%
	USD average rate	149.62		158.29		159.71		159.00	
	EUR average rate	169.19		184.55		173.45		179.00	

CAPITAL INVESTMENT / DEPRECIATION AND AMORTIZATION

(million JPY)

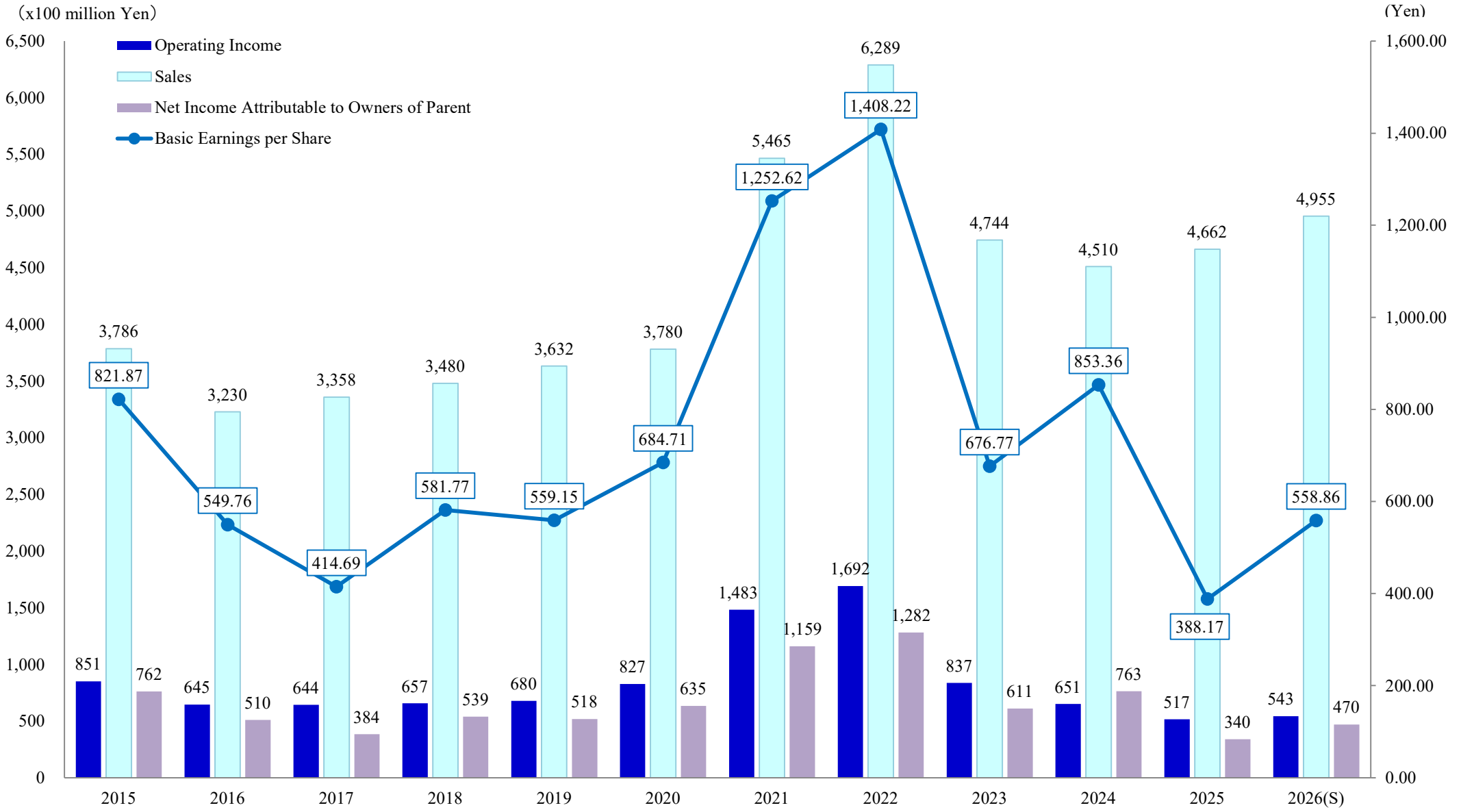
	25 Results	26-1H Results	26-2H Schedule	26 Schedule
Capital Investment	46,323	22,389	22,611	45,000
Depreciation and amortization	26,891	13,754	15,246	29,000

QUARTERLY SALES AND OPERATING INCOME

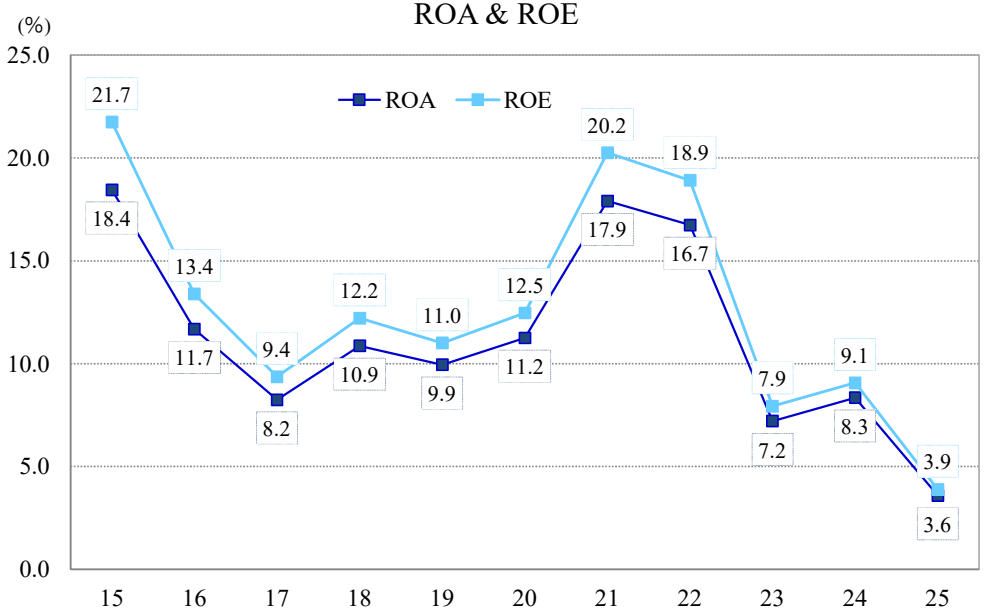
(million JPY)

	1Q	2Q	1H	3Q	4Q	2H	Total
'26 Sales (Schedule)	**117,645**	**129,414**	**247,059**	**128,189**	**120,252**	**248,441**	**495,500**
Bicycle Components	87,361	94,018	181,379	96,982	93,139	190,121	371,500
Fishing Tackle	30,176	35,291	65,466	31,107	26,927	58,034	123,500
Others	108	105	214	100	186	286	500
'26 Operating Income (Schedule)	**10,401**	**16,849**	**27,250**	**17,282**	**9,768**	**27,050**	**54,300**
Bicycle Components	7,792	12,272	20,064	13,377	9,459	22,836	42,900
Fishing Tackle	2,596	4,583	7,180	3,900	320	4,220	11,400
Others	12	-6	6	5	-11	-6	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

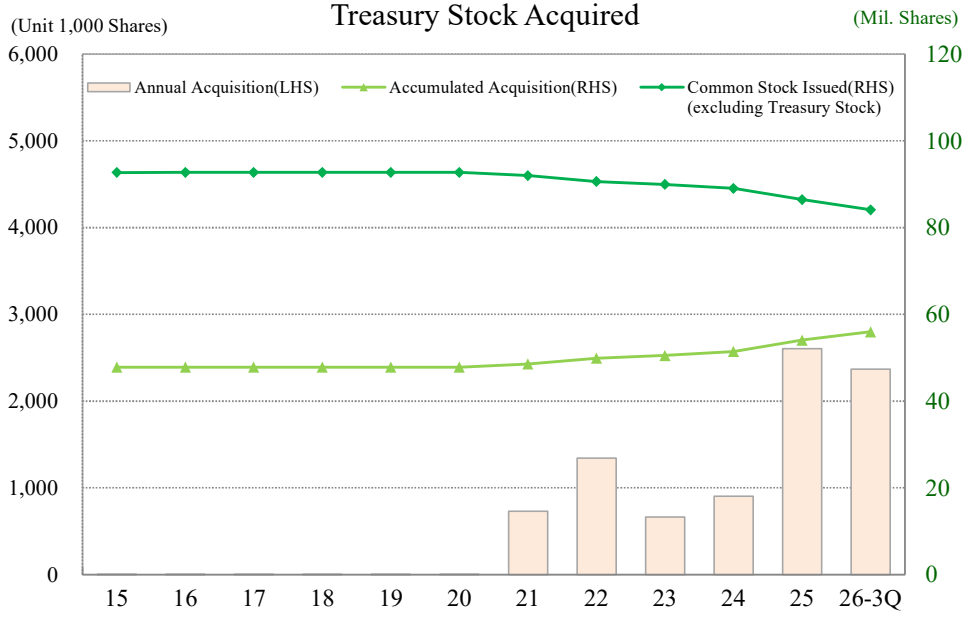
Consolidated Sales/Operating Income/Net Income Attributable to Owners of Parent



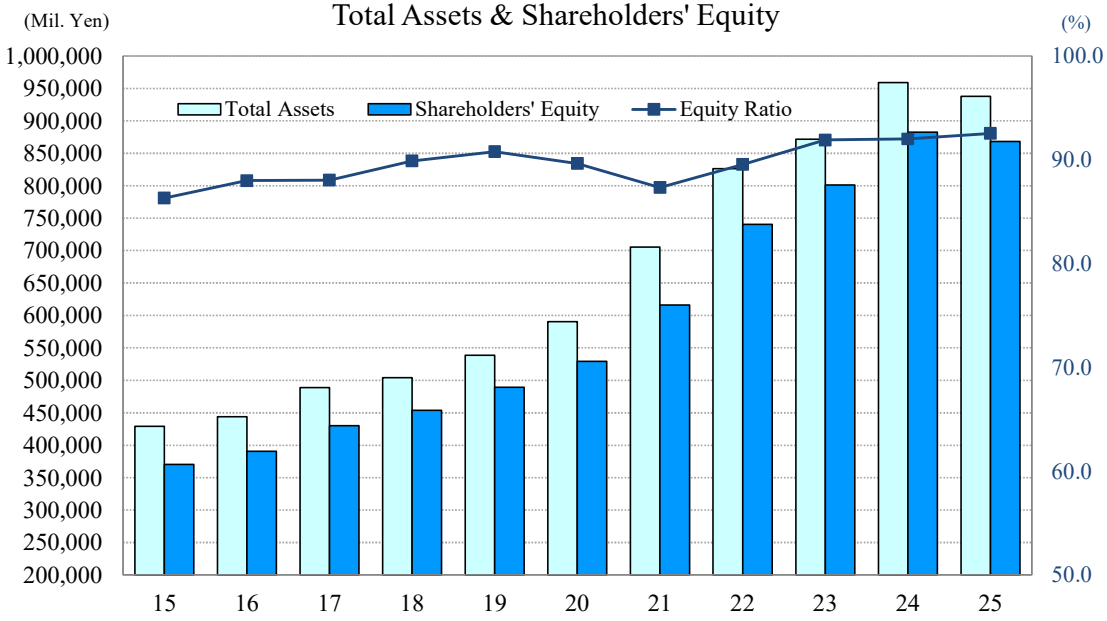
ROA & ROE



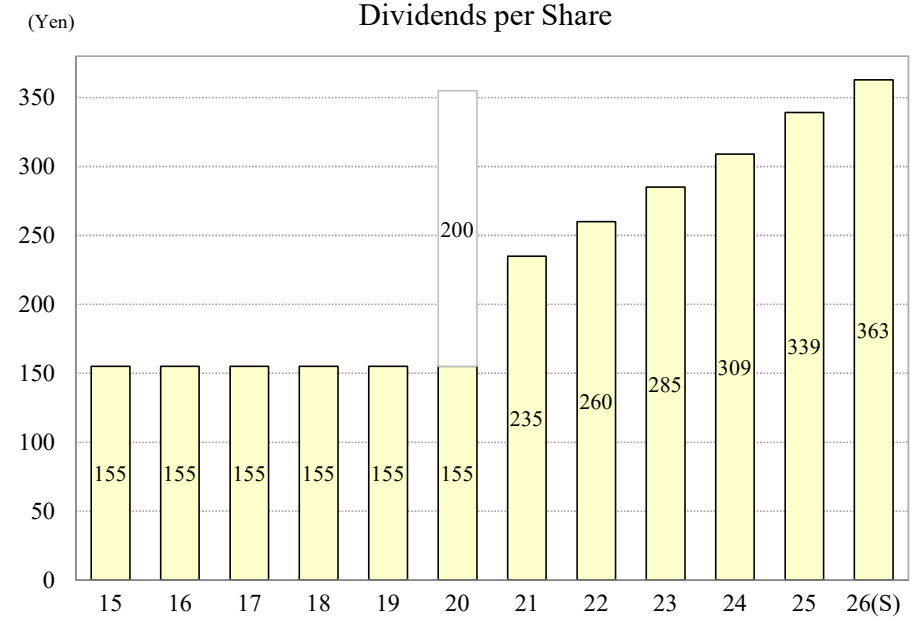
Treasury Stock Acquired



Total Assets & Shareholders' Equity

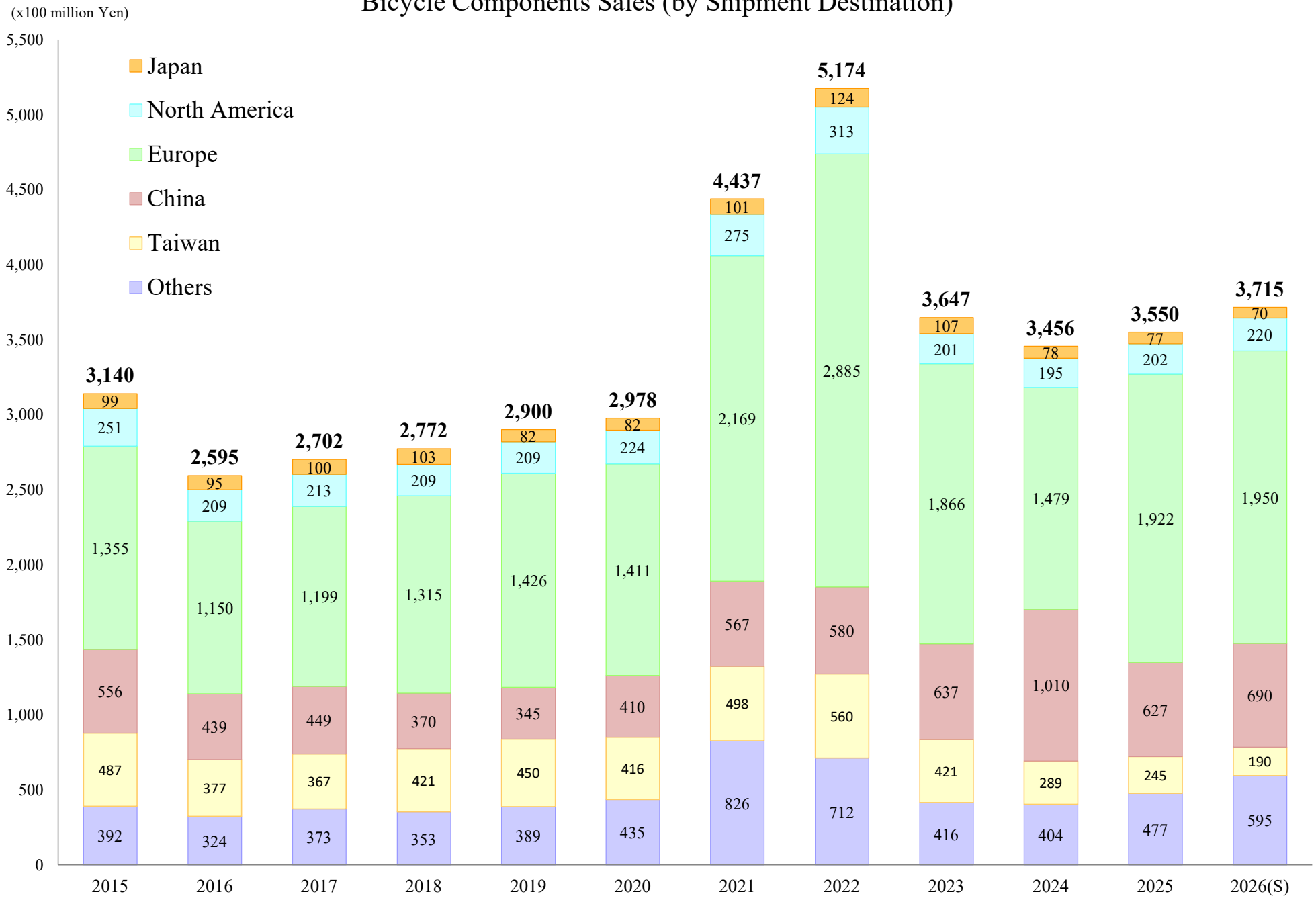


Dividends per Share



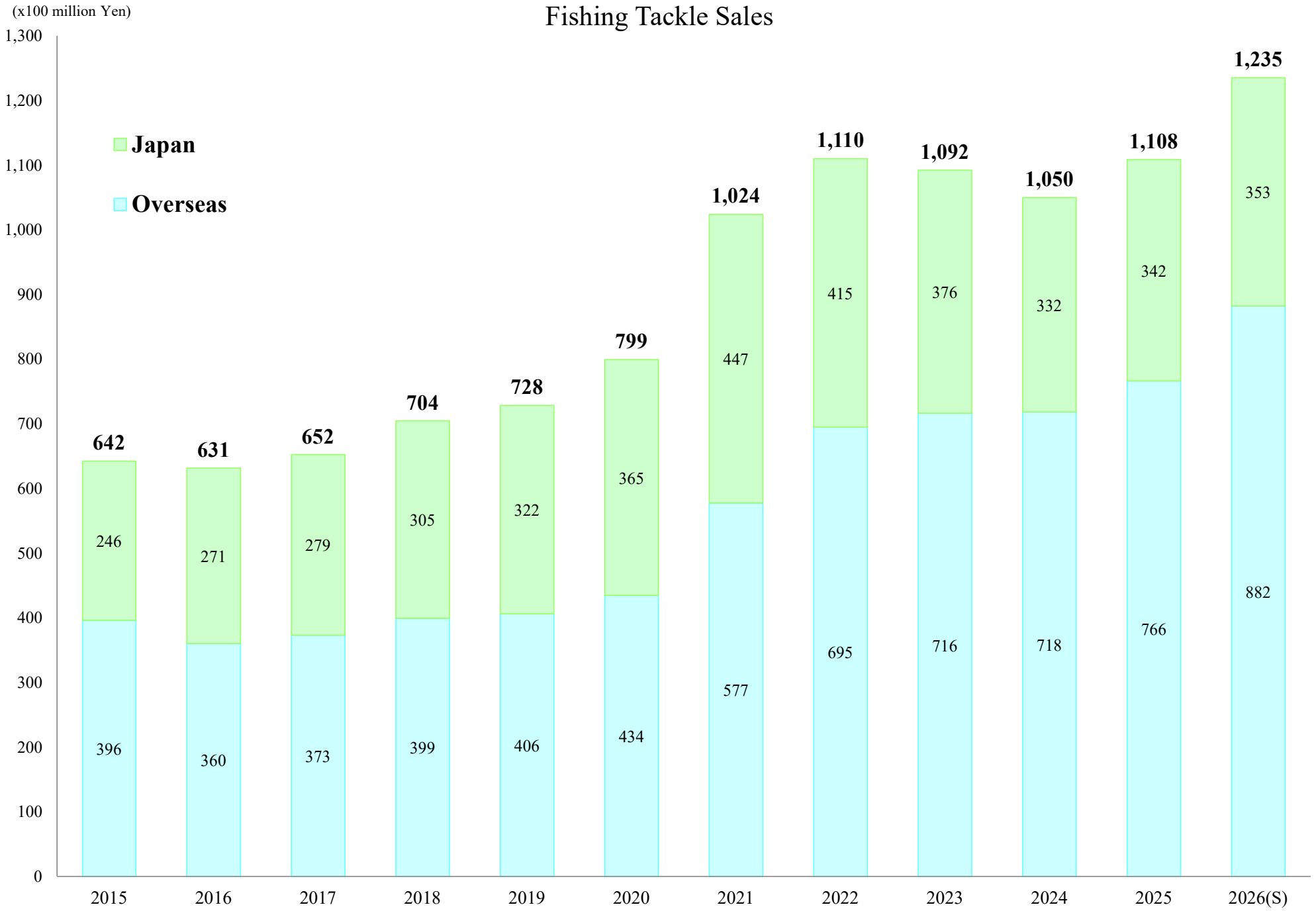
* In FY2020, a commemorative dividend for the 100th anniversary of Company's founding was included.

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)

Period	Acct.	2024	2025	'26 1Q/2Q	'26 3Q/4Q	2026
Bicycle Components	Sales	+11,152	+312	+8,616	+8,284	+16,900
	Gross Profit	+2,967	▲1,544	+1,251	+2,149	+3,400
	(Translation)	(+2,633)	(+56)	(+3,175)	(+3,625)	(+6,800)
	(Asia Curr.)	(+335)	(▲1,600)	(▲1,924)	(▲1,476)	(▲3,400)
	SG&A	▲1,205	▲294	▲1,941	▲1,659	▲3,600
	Oper. Income	+1,762	▲1,837	▲690	+490	▲200
Fishing Tackle	Sales	+4,370	▲712	+3,395	+2,905	+6,300
	Gross Profit	+1,421	▲1,022	+171	+629	+800
	(Translation)	(+1,261)	(▲192)	(+1,220)	(+980)	(+2,200)
	(Asia Curr.)	(+159)	(▲829)	(▲1,049)	(▲351)	(▲1,400)
	SG&A	▲1,175	+138	▲806	▲694	▲1,500
	Oper. Income	+246	▲883	▲635	▲65	▲700
Total	Sales	+15,522	▲400	+12,012	+11,188	+23,200
	Gross Profit	+4,390	▲2,565	+1,423	+2,777	+4,200
	(Translation)	(+3,895)	(▲135)	(+4,395)	(+4,605)	(+9,000)
	(Asia Curr.)	(+495)	(▲2,429)	(▲2,973)	(▲1,827)	(▲4,800)
	SG&A	▲2,382	▲156	▲2,748	▲2,352	▲5,100
	Oper. Income	+2,008	▲2,721	▲1,326	+426	▲900
	USD/SGD	1.337	1.306	1.278	1.278	1.278
	USD/MYR	4.568	4.275	3.979	4.217	4.098

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