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Consolidated Financial Results for the First Nine Months of FY2026 (JGAAP)

(January 1, 2026 – September 30, 2026) October 27, 2026

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Scheduled payment date for dividends: –
Supplemental information: Yes
Financial results briefing: No

(Amounts are rounded down to the nearest million yen.)

1. Consolidated financial results for the first nine months of FY2026 (January 1, 2026 – September 30, 2026)

(1) Consolidated income information (The percentages represent the rates of increase (decrease) compared to the corresponding prior period.)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of parent	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
First nine months of FY2026	375,248	6.9	44,532	21.8	51,864	71.5	40,022	148.5
First nine months of FY2025	351,020	4.8	36,565	(27.8)	30,248	(48.1)	16,105	(61.0)

(Note) Comprehensive income First nine months of FY2026: 45,256 million yen (246.8%) First nine months of FY2025: 13,050 million yen (-80.0%)

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
First nine months of FY2026	469.12	–
First nine months of FY2025	183.16	–

(2) Consolidated balance sheet information

	Total assets	Net assets	Shareholders' equity ratio
	Million yen	Million yen	%
First nine months of FY2026	915,928	843,401	91.9
FY2025	938,250	869,501	92.5

(Reference) Shareholders' equity First nine months of FY2026: 841,845 million yen FY2025: 868,256 million yen

2. Dividend information

	Dividend per share				
	1st Quarter	2nd Quarter	3rd Quarter	Year-end	Total
	Yen	Yen	Yen	Yen	Yen
FY2025	–	169.50	–	169.50	339.00
FY2026	–	181.50	–		
FY2026 (Forecast)				181.50	363.00

(Note) Change in forecasted dividend during the period: None

3. Forecasted consolidated business performance for FY2026 (January 1, 2026 – December 31, 2026)

(The percentages represent the rates of increase (decrease) compared to the corresponding prior period.)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of parent		Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
FY2026	495,500	6.3	54,300	5.1	62,300	32.5	47,000	38.3	558.86

(Note) Change in forecasted consolidated business performance during the period: Yes

*Notes

(1) Significant changes in the scope of consolidation during the period: None

(2) Application of accounting treatment specific to preparation of quarterly consolidated financial statements: None

(3) Changes in accounting policies, changes in accounting estimates, and retrospective restatement

① Changes in accounting policies in accordance with revision of accounting standards:	None
② Changes in accounting policies other than ① above:	None
③ Changes in accounting estimates:	None
④ Retrospective restatement:	None

(4) Number of shares of common stock issued

① Number of shares of common stock issued at period-end (including treasury stock):	First nine months of FY2026	86,530,000 shares	FY2025	86,530,000 shares
② Number of shares of treasury stock at period-end:	First nine months of FY2026	2,430,078 shares	FY2025	64,521 shares
③ Average number of shares during the period (cumulative from the beginning of the fiscal year):	First nine months of FY2026	85,312,514 shares	First nine months of FY2025	87,933,694 shares

Review of the Japanese-language originals of the attached quarterly consolidated financial statements by certified public accountants or an audit firm: None

Explanation regarding the appropriate use of forecasts of business performance and other special items

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. For details of assumptions for the forecasts and other related items, please refer to page 3 of the attached document. Shimano Inc. accepts no liability whatsoever for any direct or consequential loss arising from any use of this document.

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1. Overview of Business Results

(1) Overview of Operations for the Period under Review

During the first nine months of fiscal year 2026, the global economy generally maintained its solid footing, supported by expanding capital investment in semiconductors and AI and a robust employment environment. However, the economic outlook remained uncertain due to factors such as trends in the trade and monetary policies of various nations and rising energy prices against a backdrop of escalating tensions in the Middle East.

In Europe, despite lackluster levels of personal consumption caused by price increases and other factors, the employment environment remained solid, and the economy showed signs of recovery.

In the U.S., despite concerns about price rises and changes in interest rate, the economy performed solidly, supported by an expansion in capital investment, mainly related to AI, and a favorable employment environment.

In China, the economy continued to perform weakly due to the slump in the real estate sector and sluggish growth in personal consumption against a backdrop of a weak employment environment.

In Japan, despite the impact of price increases against a backdrop of escalating tensions in the Middle East and exchange rate trends, the economy maintained its moderate recovery trend as personal consumption performed solidly, supported by improvements in the income environment.

In this environment, there remained interest in bicycles and fishing tackle, and for the first nine months of fiscal year 2026, net sales increased 6.9% from the same period of the previous year to 375,248 million yen. Operating income increased 21.8% to 44,532 million yen, ordinary income increased 71.5% to 51,864 million yen partly due to foreign exchange valuations, and net income attributable to owners of parent increased 148.5% to 40,022 million yen.

Reportable Segment Overview

① Bicycle Components

Amid continued strong interest in bicycles as a long-term trend, retail sales of completed bicycles remained generally solid, despite the impact of global inflation, and adjustments of market inventories made gradual progress.

Overseas, in the European market, retail sales of completed bicycles remained solid, and market inventories improved in Germany, our major market in the EU, and other countries.

In the North American market, while retail sales of completed bicycles remained weak against a backdrop of an uncertain economic outlook and stubbornly high prices for completed bicycles due to the impact of tariffs, market inventories remained at an appropriate level.

In the Asian and Central and South American markets, despite signs of a recovery in retail sales of completed bicycles, market inventories remained at a somewhat high level. In the Chinese market, retail sales of mountain bikes for commutes to work or school, which had been solid in the early spring, were weak due in part to the effect of poor weather conditions, and demand for road bikes remained sluggish. However, adjustments of market inventories, which had been at a somewhat high level, made progress.

In the Japanese market, while retail sales remained weak against a backdrop of stubbornly high prices for completed bicycles and rising prices, market inventories maintained appropriate levels.

Under these market conditions, the Shimano Group's products continued to be well received, including XTR, the flagship model in our renewed components for mountain bikes, the DEORE XT and DEORE series, and also Q'AUTO, which features self-powered automatic gear-shifting function.

As a result, net sales from this segment increased 4.6% from the same period of the previous year to 278,361 million yen, and operating income increased 10.9% to 33,440 million yen.

② Fishing Tackle

Interest in fishing tackle remained firm, sales remained robust, and market inventories maintained appropriate levels overall.

In the Japanese market, despite the effect of poor weather conditions and heat waves, sales showed signs of recovery and adjustments of market inventories made progress.

Overseas, in the North American market, sales remained strong, underpinned by favorable fishing conditions on both the west and east coasts, and market inventories maintained appropriate levels.

In the European market, although sales continued to perform strongly overall, market inventories remained at a somewhat high level due to the effect of poor weather conditions in certain regions.

In the Asian market, although the Chinese market was affected by typhoons, sales remained strong mainly for high-priced reels, and market inventories generally remained at an appropriate level.

In the Australian market, sales remained strong and market inventories maintained appropriate levels due to favorable fishing conditions mainly on the east coast.

Under these market conditions, the new baitcasting reel CALCUTTA CONQUEST BFS LIMITED and new spinning reel VANQUISH CE were both well-received in the market. In addition, order-taking was brisk for products including the spinning reel STRADIC.

As a result, net sales from this segment increased 14.4% from the same period of the previous year to 96,572 million yen, and operating income increased 72.9% to 11,079 million yen.

③ Others

Net sales from this segment decreased 8.2% from the same period of the previous year to 314 million yen and operating income of 11 million yen was recorded, compared with an operating loss of 6 million yen for the same period of the previous year.

(2) Overview of Financial Position for the Period under Review

Assets, Liabilities and Net Assets

Total assets as of the end of the first nine months of fiscal year 2026 amounted to 915,928 million yen, a decrease of 22,321 million yen compared with the figure as of the previous fiscal year-end. The principal factors included an increase of 27,677 million yen in buildings and structures, an increase of 9,993 million yen in investment securities, a decrease of 45,555 million yen in cash and time deposits, and a decrease of 25,057 million yen in construction in progress.

Total liabilities amounted to 72,526 million yen, an increase of 3,778 million yen compared with the figure as of the previous fiscal year-end. The principal factors included an increase of 4,366 million yen in others under current liabilities, an increase of 2,680 million yen in accounts payable - trade, and a decrease of 3,997 million yen in income taxes payable.

Net assets amounted to 843,401 million yen, a decrease of 26,100 million yen compared with the figure as of the previous fiscal year-end. The principal factors included an increase of 9,940 million yen in retained earnings and a decrease of 41,347 million yen in acquisition of treasury stock.

(3) Forecast for the Fiscal Year Ending December 31, 2026

Regarding the consolidated business performance forecasts for fiscal year 2026, we have made the following forecasts for net sales and operating income. These forecasts take into account increased demand resulting from the progress in adjustments of market inventories in Europe, China, and other regions and improved profitability mainly due to the impact of exchange rates reflecting the depreciation of Asian currencies. In addition, in light of increases in non-operating expenses such as valuation loss on foreign exchange in the first nine months of fiscal year 2026, we have also revised our forecasts for ordinary income and net income attributable to owners of parent, as shown below.

Revisions to consolidated business performance forecast figures for the FY2026 (January 1, 2026 – December 31, 2026)

	Net sales	Operating income	Ordinary income	Net income attributable to owners of parent	Basic earnings per share
	Million yen	Million yen	Million yen	Million yen	Yen
Previous forecast (A)	491,000	47,000	56,000	43,000	505.94
Revised forecast (B)	495,500	54,300	62,300	47,000	558.86
Difference (B-A)	4,500	7,300	6,300	4,000	
Change (%)	0.9	15.5	11.3	9.3	
Full year results for FY2025	466,243	51,677	47,029	33,991	388.17

2. Consolidated Financial Statements and Primary Notes

(1) Consolidated Balance Sheets

(Millions of yen)

	FY2025 As of Dec. 31, 2025	First nine months of FY2026 As of Sep. 30, 2026
Assets		
Current assets		
Cash and time deposits	477,324	431,769
Notes and accounts receivable - trade	38,460	42,465
Merchandise and finished goods	83,669	85,852
Work in process	40,999	42,893
Raw materials and supplies	7,328	7,912
Others	18,837	17,198
Allowance for doubtful accounts	(501)	(510)
Total current assets	666,119	627,581
Fixed assets		
Property, plant and equipment		
Buildings and structures (net)	97,623	125,300
Machinery and vehicles (net)	31,587	33,092
Land	15,815	16,936
Leased assets (net)	6,040	5,713
Construction in progress	43,940	18,882
Others (net)	6,133	6,827
Total property, plant and equipment	201,141	206,754
Intangible assets		
Goodwill	1,455	1,175
Software	18,091	15,149
Others	9,775	15,096
Total intangible assets	29,323	31,421
Investments and other assets		
Investment securities	29,348	39,341
Deferred income taxes	4,618	3,453
Net defined benefit asset	5,550	5,405
Others	2,627	2,480
Allowance for doubtful accounts	(478)	(510)
Total investments and other assets	41,665	50,170
Total fixed assets	272,130	288,346
Total assets	938,250	915,928

(Millions of yen)

	FY2025 As of Dec. 31, 2025	First nine months of FY2026 As of Sep. 30, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	16,774	19,455
Income taxes payable	9,161	5,164
Accrued employee bonuses	3,479	4,742
Accrued officer bonuses	144	123
Provision for product warranties	3,317	1,214
Others	26,039	30,406
Total current liabilities	58,917	61,107
Long-term liabilities		
Deferred income taxes	2,449	4,718
Net defined benefit liability	1,473	1,480
Provision for product warranties	2,555	1,985
Others	3,352	3,234
Total long-term liabilities	9,830	11,419
Total liabilities	68,748	72,526
Net assets		
Shareholders' equity		
Common stock	35,613	35,613
Capital surplus	5,324	5,325
Retained earnings	630,717	640,657
Treasury stock	(1,100)	(42,448)
Total shareholders' equity	670,554	639,147
Accumulated other comprehensive income		
Unrealized gain (loss) on other securities	10,144	13,187
Foreign currency translation adjustments	187,557	189,510
Total accumulated other comprehensive income	197,702	202,697
Non-controlling interests	1,245	1,555
Total net assets	869,501	843,401
Total liabilities and net assets	938,250	915,928

(2) Consolidated Statements of Income and Comprehensive Income

Consolidated Statements of Income

(Millions of yen)

	First nine months of FY2025 Jan. 1, 2025 to Sep. 30, 2025	First nine months of FY2026 Jan. 1, 2026 to Sep. 30, 2026
Net sales	351,020	375,248
Cost of sales	226,221	240,580
Gross profit	124,799	134,667
Selling, general and administrative expenses	88,233	90,135
Operating income	36,565	44,532
Non-operating income		
Interest income	12,854	9,467
Dividend income	723	578
Others	961	1,156
Total non-operating income	14,539	11,202
Non-operating expenses		
Interest expenses	79	83
Foreign exchange losses	18,387	1,710
Others	2,389	2,075
Total non-operating expenses	20,856	3,869
Ordinary income	30,248	51,864
Extraordinary income		
Gain on sales of investment securities	–	[*1] 3,143
Total extraordinary income	–	3,143
Extraordinary losses		
Loss on factory reconstruction	141	1,106
Total extraordinary losses	141	1,106
Income before income taxes	30,107	53,901
Income taxes-current	14,076	12,711
Income taxes-deferred	(174)	914
Total income taxes	13,902	13,626
Net income	16,204	40,275
Net income attributable to non-controlling interests	98	253
Net income attributable to owners of parent	16,105	40,022

Consolidated Statements of Comprehensive Income

(Millions of yen)

	First nine months of FY2025 Jan. 1, 2025 to Sep. 30, 2025	First nine months of FY2026 Jan. 1, 2026 to Sep. 30, 2026
Net income	16,204	40,275
Other comprehensive income		
Unrealized gain (loss) on other securities	2,826	3,042
Foreign currency translation adjustments	(5,980)	1,938
Total other comprehensive income	(3,153)	4,981
Comprehensive income	13,050	45,256
(Breakdown)		
Comprehensive income attributable to owners of parent	12,961	45,017
Comprehensive income attributable to non-controlling interests	89	239

(3) Notes to Consolidated Financial Statements

(Note on Assumption of Going Concern)

Not applicable.

(Note on Significant Change in the Amount of Shareholders' Equity)

(Acquisition of treasury stock)

The Company acquired 2,368,900 shares of common stock from February 12, 2026 to September 30, 2026 through market purchases, including Off-auction Own Share Repurchase Trading (ToSTNeT-3) on the Tokyo Stock Exchange, based on the resolution of the Board of Directors meeting held on February 10, 2026. As a result, treasury stock increased by 41,410 million yen during the first nine months of fiscal year 2026, including the increase due to acquisition of fractional shares.

(Notes on Consolidated Statements of Income)

*1. Gain on sales of investment securities

First nine months of FY2026 (Jan. 1, 2026 – Sep. 30, 2026)

Gain on sales of investment securities was recorded following the sale of some investment securities (two listed stocks) held by the Shimano Group.

2. (Application of the "Accounting for and Disclosure of Current Taxes Related to the Global Minimum Tax Rules, etc.")

The Group has applied Paragraph 7 of the "Accounting for and Disclosure of Current Taxes Related to the Global Minimum Tax Rules, etc." (ASBJ Practical Solution No. 46, March 22, 2024), and has not recorded income taxes related to the global minimum tax amount for the fiscal year under review, including the first nine months of fiscal year 2026.

(Note on Segment Information)

First nine months of FY2025 (Jan. 1, 2025 – Sep. 30, 2025)

Information on net sales and income (loss) by reportable segment and disaggregation of revenue

(Millions of yen)

	Reportable Segment				Adjustment	Consolidated statements of income
	Bicycle Components	Fishing Tackle	Others	Total		
Net sales						
Goods to be transferred at a point in time	266,243	84,435	342	351,020	–	351,020
Goods to be transferred over a period of time	–	–	–	–	–	–
Revenue from contracts with customers	266,243	84,435	342	351,020	–	351,020
Third parties	266,243	84,435	342	351,020	–	351,020
Inter-segment	–	–	–	–	–	–
Total	266,243	84,435	342	351,020	–	351,020
Segment income (loss)	30,161	6,409	(6)	36,565	–	36,565

Notes: 1. There is no difference between total segment income (loss) and operating income in the consolidated statements of income.
2. Net sales includes revenue from contracts with customers and other revenue; however, most of the revenue is generated from contracts with customers, therefore other revenue is not deemed important and is thus not displayed separately.

First nine months of FY2026 (Jan. 1, 2026 – Sep. 30, 2026)

Information on net sales and income (loss) by reportable segment and disaggregation of revenue

(Millions of yen)

	Reportable Segment				Adjustment	Consolidated statements of income
	Bicycle Components	Fishing Tackle	Others	Total		
Net sales						
Goods to be transferred at a point in time	278,361	96,572	314	375,248	–	375,248
Goods to be transferred over a period of time	–	–	–	–	–	–
Revenue from contracts with customers	278,361	96,572	314	375,248	–	375,248
Third parties	278,361	96,572	314	375,248	–	375,248
Inter-segment	–	–	–	–	–	–
Total	278,361	96,572	314	375,248	–	375,248
Segment income (loss)	33,440	11,079	11	44,532	–	44,532

Notes: 1. There is no difference between total segment income (loss) and operating income in the consolidated statements of income.
2. Net sales includes revenue from contracts with customers and other revenue; however, most of the revenue is generated from contracts with customers, therefore other revenue is not deemed important and is thus not displayed separately.

(Note on Statements of Cash Flows)

The consolidated statements of cash flows for the first nine months of fiscal year 2026 have not been prepared. Depreciation and amortization (including amortization related to intangible assets other than goodwill) for the first nine months of fiscal year 2026 are as follows:

(Millions of yen)

	First nine months of FY2025 Jan. 1, 2025 to Sep. 30, 2025	First nine months of FY2026 Jan. 1, 2026 to Sep. 30, 2026
Depreciation and amortization	19,742	20,808