

INSIDE  
SHIMANO  
1992



SHIMANO®

SHIMANO

## **REALIZING THE DREAM ...**

We at Shimano are in the business of developing and marketing bicycle components and fishing tackle. This means we are also in the business of promoting health, physical activity, and recreation. We take pride in the fact that our products are environmentally friendly and help people to stay healthy and enjoy an active outdoor lifestyle.

Our product development philosophy aims at applying the latest technology to create recreational tools that form a more natural interface with the people who use them.

The result is Shimano products that enhance personal performance and allow cyclists and fishermen to enjoy their sports all the more.

While we are proud of our advanced technology and product development ability, we also believe in dreams. Without a dream, there is no framework into which the technology can be applied.

"Embracing our world -- closer to nature, closer to people." This phrase embodies our corporate philosophy as we look toward the 21st Century. It means we recognize our responsibility to society, the environment, and to making people's lives more enjoyable.

At Shimano we have taken the first step toward the future. In 1991, our 70th Anniversary year, we established the Shimano Cycle Development Center. The Cycle Center, a multifaceted bicycle museum, will open in Sakai City in April of 1992. In addition, a research grant institution and a scholarship program were established for bicycle-related research and to foster interest in bicycles.



Shozo Shimano  
Chairman



Keizo Shimano  
President

Embracing our world...

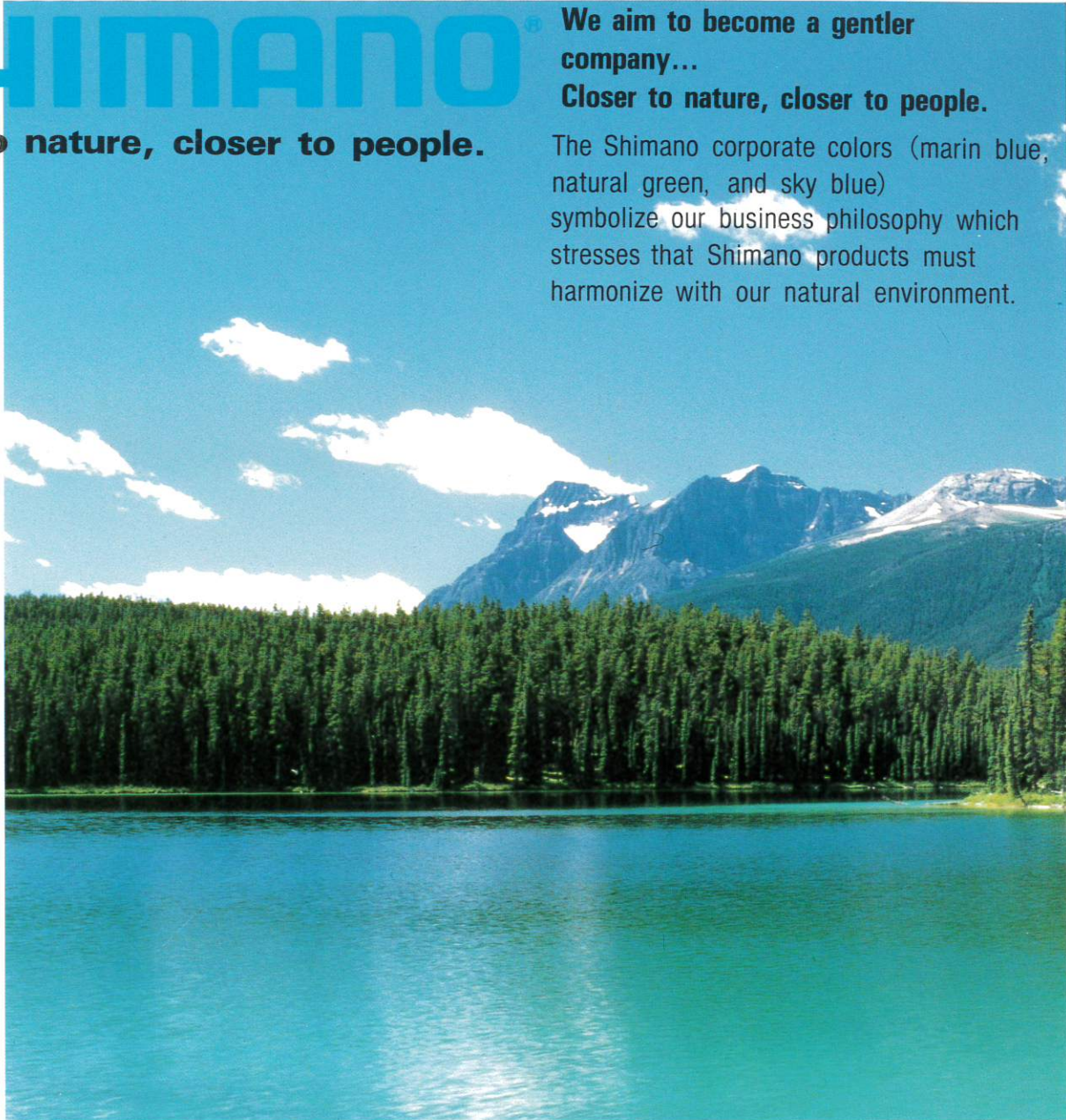
**SHIMANO®**

**closer to nature, closer to people.**

**We aim to become a gentler company...**

**Closer to nature, closer to people.**

The Shimano corporate colors (marin blue, natural green, and sky blue) symbolize our business philosophy which stresses that Shimano products must harmonize with our natural environment.



N Closer to  
Nature  
Closer to  
People  
P





**N** Closer to  
Nature  
Closer to  
People  
**P**

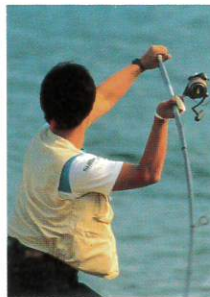
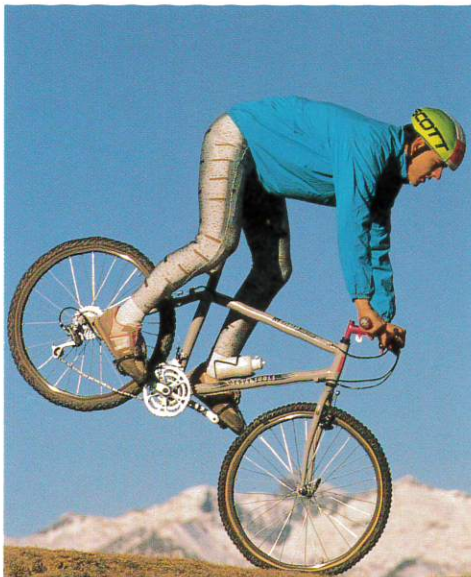
**When they are well designed,  
the products we use in cycling  
and fishing become more than mere implements  
-- they become tools,  
which increase our performance ... extend our reach ...  
and enhance our physical abilities.  
They become a special medium through  
which we can better interact with our natural environment.**





The mountain bike has opened up a whole new dimension of cycling. With its tenacious grip on the ground from large knobby tires, the off-road bicycle gives cyclists new mobility to explore vast regions beyond where the pavement ends. Nonpolluting -- and exciting to ride -- the off-road bicycle is an environmentally friendly way to enjoy more of the great outdoors.

It's a beautiful morning at the seashore. Your tranquil mood is suddenly interrupted by a tug on the line and the silver gleam of a vaulting fish. Your pulse quickens. He's bigger than you thought -- but you've got faith in your rod and reel -- and you know this is one that's not going to get away. It's a feeling that only fishing can bring.

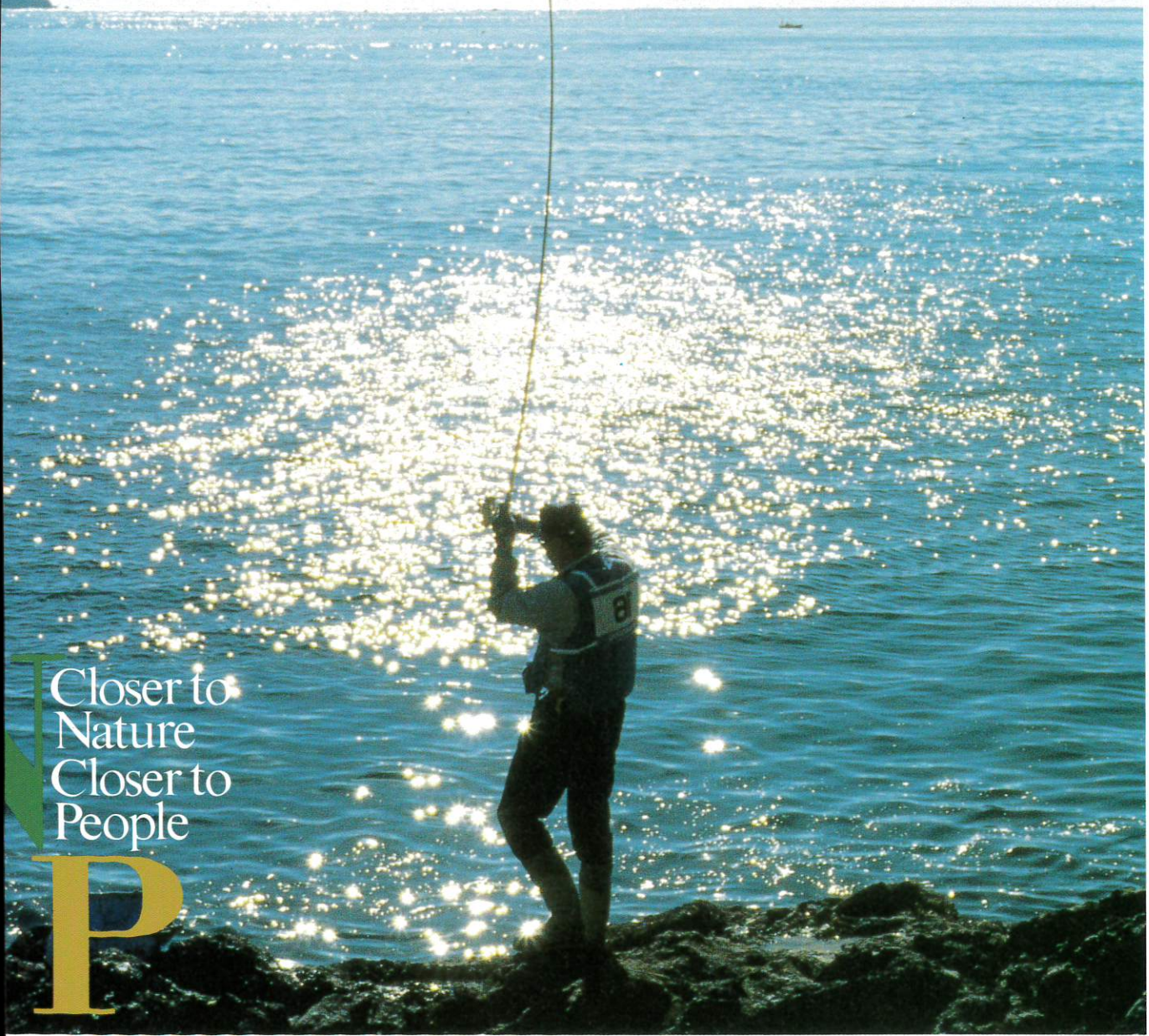




***A synthesis of dreams***



*It always starts with a dream -- a spark of creativity that guides and nurtures technology. The result is a more sophisticated tool that comes closer to people ... a tool that extends our reach...a tool that heightens our capabilities.*



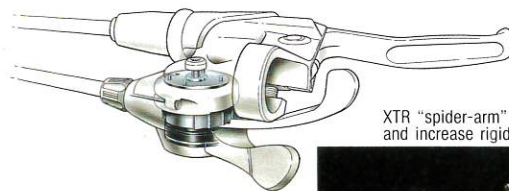
Closer to  
Nature  
Closer to  
People

P

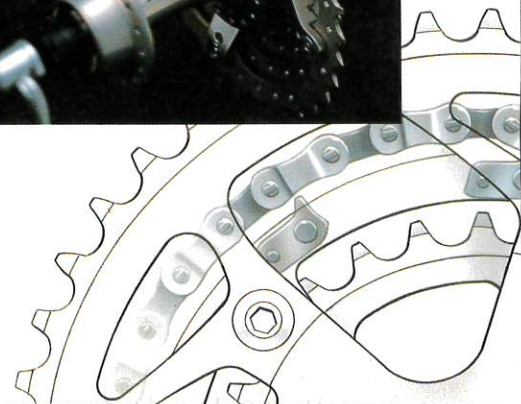
*and technology ...*



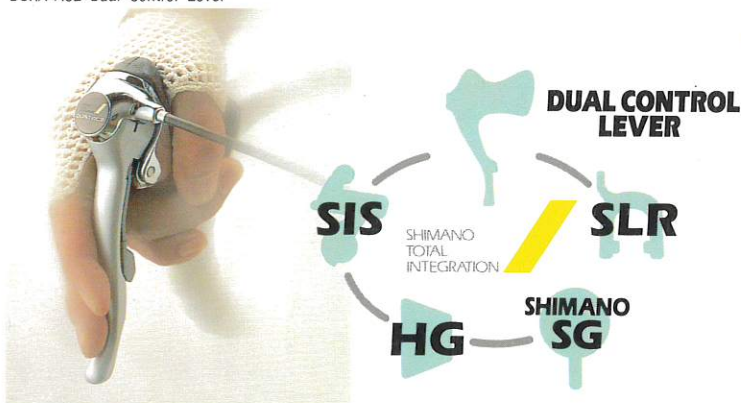
**Smoother shifting—more responsive braking**



XTR "spider-arm" cassette sprockets reduce weight and increase rigidity for the racing mountain bike.



DURA-ACE Dual Control Lever



The quality bicycle is assembled with more than 2,000 individual parts. The Shimano system component concept was created to extract maximum performance from each component and to integrate all control functions into the ergonomic framework of the human body. This integrated approach to component design has helped the Shimano-equipped bicycle become more of a natural extension of the cyclist's body.

SIS, the Shimano Index System, is one



example. Before SIS was introduced in 1984, shifting the bicycle's derailleur was an operation that required skill to be done quickly and precisely. SIS eliminates the element of human error to make fast and precise derailleur shifting a function of the components themselves. SLR, Shimano Linear Response was developed in 1986. It provides a highly sensitive brake lever feeling, which allows the cyclist to apply the brakes with more control and confidence. Computer-designed HG sprockets came on the scene in 1988 and improved SIS shifting by guiding the chain more smoothly from sprocket to sprocket. In 1989, Shimano SG chainrings helped to improve front derailleur shifting. And the list goes on.

The year 1989 saw the introduction of Shimano Total Integration which dramatically improved performance by allowing cyclists to steer, shift gears, and operate the bicycle's brakes without the need to remove their hands from the handlebars. The innovative components which make it possible are the Rapidfire shift lever for off-road bikes and the Dura-Ace Dual Control Lever for road racing bicycles. Shimano Total integration realized the long-held dream of many cyclists of being able to shift gears with complete freedom, in

any conceivable situation, without the need to reach for a shift lever.

The evolution of STI continues. In 1991, Shimano XTR, the most advanced products in mountain bike components, was introduced. It not only has new, revolutionary features such as Shimano HyperDrive and Rapidfire-Plus, but it is the first of off-road racing components with a lightweight, yet solid design.



SPD (Shimano Pedaling Dynamics) provides binding pedaling efficiency with a hiking-type shoe.

The Shimano component development policy has not overlooked cycling shoes -- a very important component in themselves. Many serious cyclists, both on and off the road, use cleatless pedal systems, which secure the shoe to the pedal for more pedaling efficiency. While this arrangement improves cycling performance, the cleated cycling shoe is stiff and can be uncomfortable to walk on when off the bicycle. SPD (Shimano Pedaling Dynamics) uses a compact cleat which is cleverly recessed into the sole of the shoe. While the cleat secures the SPD shoe to the pedal to provide efficient pedaling, it also allows the cyclist to walk normally, off the bicycle, because it doesn't protrude from the sole of the shoe.

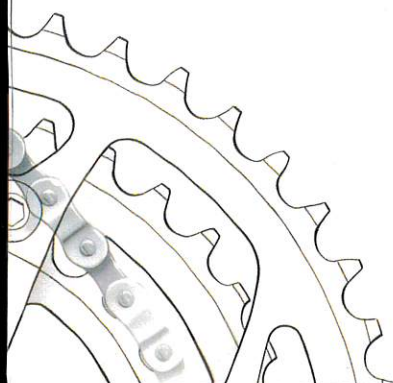
These are just some of the ways that Shimano is helping in the development of a more rider-friendly bicycle.



The XTR Rapidfire Plus lever was ergonomically designed to deliver fast error-free shifting for the competition mountain bike.



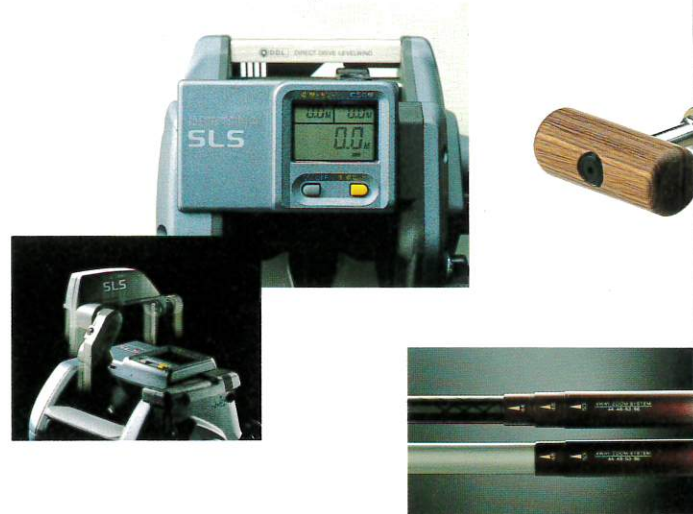
Shimano Hyperdrive upgrades front derailleur shifting.





Helping you to get more out of the sport of fishing.

SLS—the Shimano Line Program System.





Fishing gear "NEXUS"

Fishing is an ageless activity, a unique blend of excitement and serenity. Fishing offers boundless variety: deep sea sport fishing...casting from the ocean shore...river angling...trolling on the lake. Fishing is a sport enjoyed in many variations and locales. Fish and fishing styles differ from country -- sea to sea, region to region.

Shimano continues to apply the latest technology in the development of a widening variety of advanced fishing gear that works with the fisherman. A high level of functionality, strength, and a balanced 'feel' are the most important

was introduced in 1988 to a welcome reception by trout fishermen. The fine carbon Alpha Channel Rod, introduced in 1989, incorporates a four-position zoom feature which allows rod length to be easily adjusted to various fishing environments and styles. The zoom feature proved so successful that it was eventually incorporated into Shimano surf-casting rods.



4-Way Zoom rod features high-strength channel design.

Human engineering is important in the development of Shimano fishing gear. In order to reduce fatigue, careful attention is paid to balance, and grips are ergonomically contoured to fit the hand more naturally. The result is a rod that maintains a light and lively feel -- even after hours of fishing.

The Shimano Line Program System, SLS, was introduced in 1990 for open sea sport fishing. The SLS reel can give a highly accurate readout of line payoff length which makes it easy to determine accurate bottom depths. Furthermore, the line payoff action is lighter and faster due to the advanced roller-type payoff mechanism which doesn't come in contact with the spooled line.

The Shimano brand is now expanding beyond the world of fishing. The Nexus line of outdoor sportswear is being developed with input from sportsmen testing prototype products in the field. Shimano is working together with fabric makers to develop new materials and designs that are better adapted for outdoor activities. Look for Shimano Nexus to help make the sportsman more comfortable in the great outdoors.



Fine Ceramics Alpha-Zoom Twin Power BBX Special

characteristics of the Shimano fishing rod. Forming a more natural link with the human element, Shimano rods and reels make fishing all the more enjoyable.

Advanced new materials and composites are making Shimano rods stronger, lighter, and faster -- qualities which discriminating fishermen demand. The Shimano Zoom Rod, for example, can be adjusted to various lengths to suit the application. In 1987, new materials such as fine ceramics and fine carbon were applied to the Zoom Rod in the never-ending search for lighter weight and greater strength.

Offering a zoom span of 50cm, even while the line is in the water, the ultra lightweight fine ceramics Alpha Zoom Rod

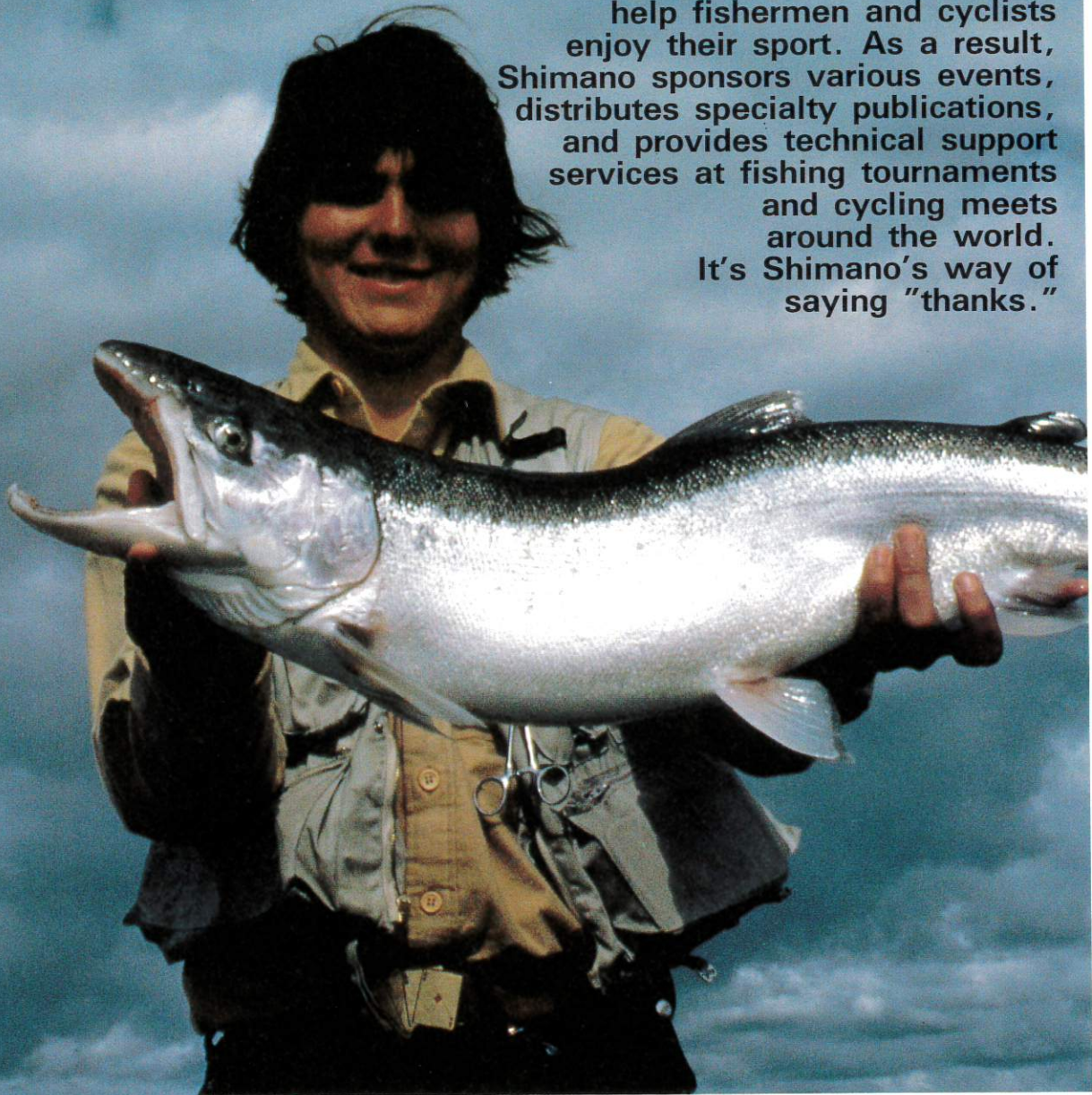




**J**oin **U**s,  
and Make  
a Great Dream  
Come True.

***We want to show***

Shimano is more than a manufacturer of bicycle components and fishing tackle. Because Shimano recognizes its obligation to support the people who have contributed to its success, the company is making a concerted effort to help fishermen and cyclists enjoy their sport. As a result, Shimano sponsors various events, distributes specialty publications, and provides technical support services at fishing tournaments and cycling meets around the world. It's Shimano's way of saying "thanks."



***you the dream.***



## Supporting Cyclists Around The World



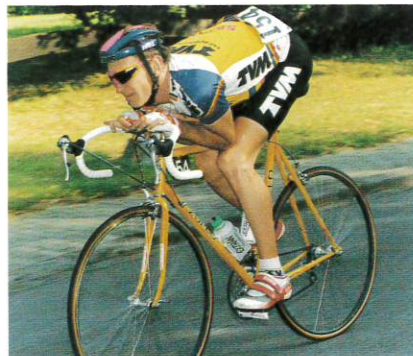




# Backing Up the Fun of Cycling



Shimano Greenpia Road race



according to age and experience. Cycling stars from around the world attend the event. In 1990, Shimano Greenpia Road hosted 4,500 participating cyclists and over 16,000 spectators.

Shimano is becoming increasingly involved in various activities aimed at promoting the all-terrain bicycle in Europe. First becoming popular in the U.S.A. in the early 1980's, the all-terrain bicycle shows signs of becoming the first new bicycle style in many years to capture the imagination of Europeans.

Then, in 1991, the first Shimano RE-EX MTB Cross-Country Race was held in the Shinshu region of Japan. The first of its kind, our goal is to provide MTB enthusiasts (from beginners to experts) with an enjoyable event in the great outdoors.



Official technical support at the 1990 World Cycling Championships

Faster and farther ... Shimano has taken a leading role in promoting competitive cycling in both amateur and professional venues through an active program of racing team sponsorship. The company has been active in the international racing scene for almost 20 years, and now sponsors some of the strongest squads in the sport--teams like Castorama from France, Motorola in the U.S.A., TVM and Panasonic from Holland, Gatorade and Ariostea from Italy, and many others. Shimano was also the official technical support at the World Cycling Championships held in Japan in 1990.

The largest cycling-related event sponsored by the company is Shimano Greenpia Road, a two-day amateur cycling competition open to the public. Held every autumn near Kobe, Japan, this festival of competitive cycling allows everybody from 7 to 77 get a taste of real bicycle racing in one of the many categories established





**Keeping a high profile  
in the world of fishing**





# Sponsoring Fishing Events



Shimano Japan Cup



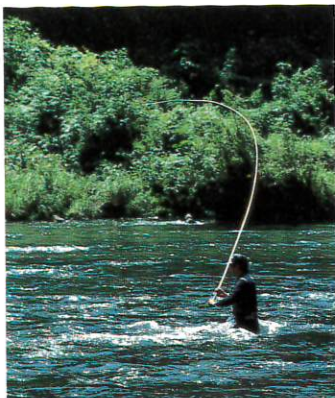
The company conducts a wide range of activities designed to stimulate the market and help in the business of selling fishing tackle. For example, Shimano conducts various fishing seminars at which well-known professional sportsmen teach enthusiasts about the finer points of the sport. Shimano-sponsored fishing classrooms are held at sport shops to help people become better fishermen. The company also operates a consulting

The sport of fishing is unique in its blend of tranquility and excitement. The fisherman anticipates the movement of his prey, drops the lure at the calculated spot, and the quiet drama often changes into a furious battle.

Shimano is involved in a variety of fishing events and activities aimed at increasing enjoyment of the sport and disseminating information. The Shimano Japan Cup, for example, is a national fishing tournament where anglers participate in various categories designated for certain types of fish. Over 4,000 fishing fans, many of them women and children, participated in the last tournament.



service that disseminates valuable information to sport shop operators on how to more efficiently operate their businesses. Shimano fishing tackle sales offices throughout Japan help retailers by answering questions and responding to problems relating to the sales and service of Shimano fishing tackle. This is why the Shimano brand is the most trusted in the industry.





# Working Towards a Brighter Future



Precise measurements taken with a three-dimensional measuring device.



Shimano people discuss their ideas at a new product planning meeting.

The challenge of the future is to apply technology in a way that enhances our lifestyles while harmonizing with nature.

Shimano is working hard to meet this challenge through human imagination.

That's why people are our most important asset. People enjoy working at Shimano because the creative environment encourages them to dream, and to apply their individual talent to realizing the dream.

As the company looks toward the 21st Century, the people at Shimano are poised to begin a new era of product development aimed at responding to the special challenge of the future, and to the needs of cyclists and fishermen around the world.



Product quality is continually monitored in the quality control lab.



**SHIMANO®**

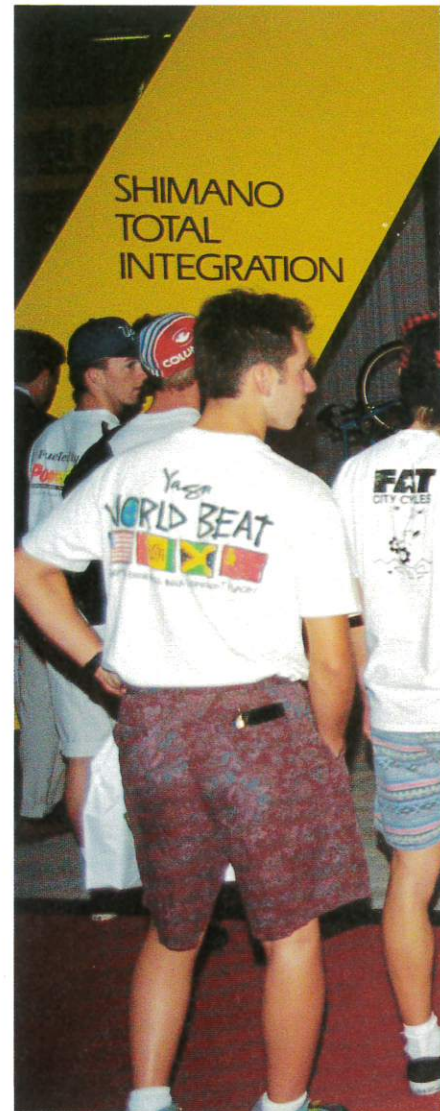
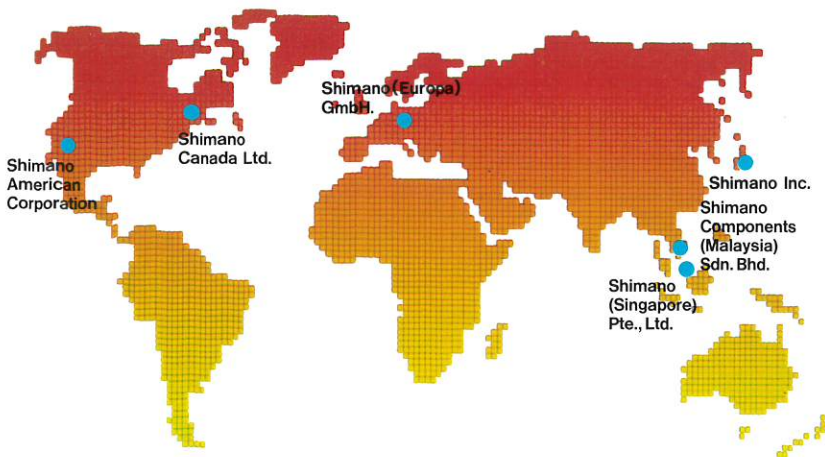
as  
a Global  
Corporation



The staff of Shimano American Corp.



Headquarters of Shimano American Corp.



Shimano is in a continuous process of expansion, establishing sales offices and manufacturing facilities around the world in order to better serve the specific needs of international markets. Many Shimano bicycle components and fishing tackle are now manufactured and marketed outside of Japan in order to respond to the changing demands of a changing international market.

Shimano first began export of bicycle freewheels in 1931. Shimano American Corporation, the company's first foreign-based sales firm, was set up in 1965 in New York. Shimano (Europa) GmbH in Germany, Shimano Canada Ltd., and others soon followed.



Shimano (Singapore) Pte., Ltd.



The Shimano display is always a main point of interest at bicycle trade shows.

Besides marketing activities, these firms also serve as information gathering points which keep the company informed of the latest trends in cycling and fishing around the world. Supported by this type of early warning system, Shimano can quickly develop new products in response to the constantly changing needs of the fishing and bicycle markets on an international scale.

After establishing Shimano Singapore, and Shimano Malaysia, Shimano Batam as overseas manufacturing facilities, Shimano is turning to Taiwan, South Korea, and other South East Asian countries to explore the possibilities of cooperative manufacturing efforts in these regions. The company has also entered into a joint manufacturing agreement with an Italian firm to better serve the European market.

As we move toward the 21st Century, the increasing demand for Shimano products around the world is compelling the company to establish a more active international presence.



The staff of Shimano (Europa) GmbH.



Shimano Components (Malaysia) Sdn. Bhd.



Shimano (Europa) GmbH in Hilden, Germany.



Shimano Batam

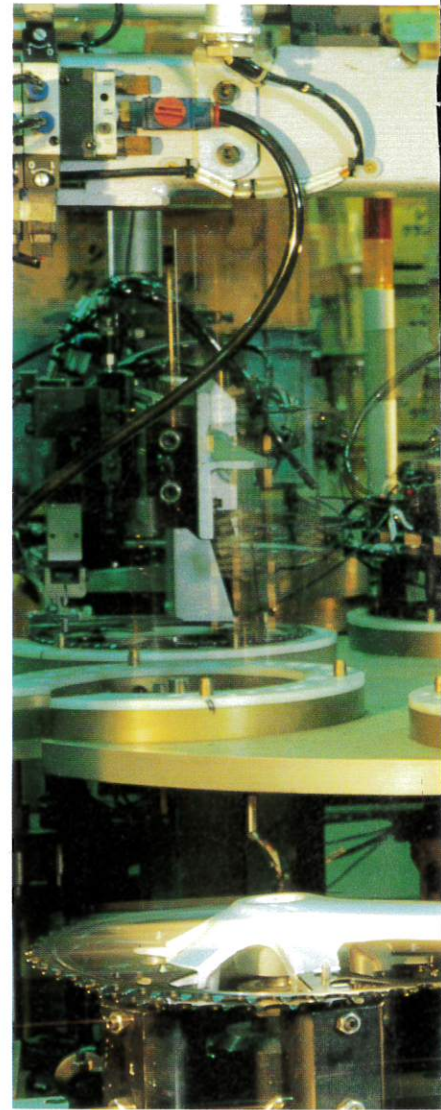


# The Essence of Human Technology

Shimano Yamaguchi Ltd.



The main office building of Shimano Inc.

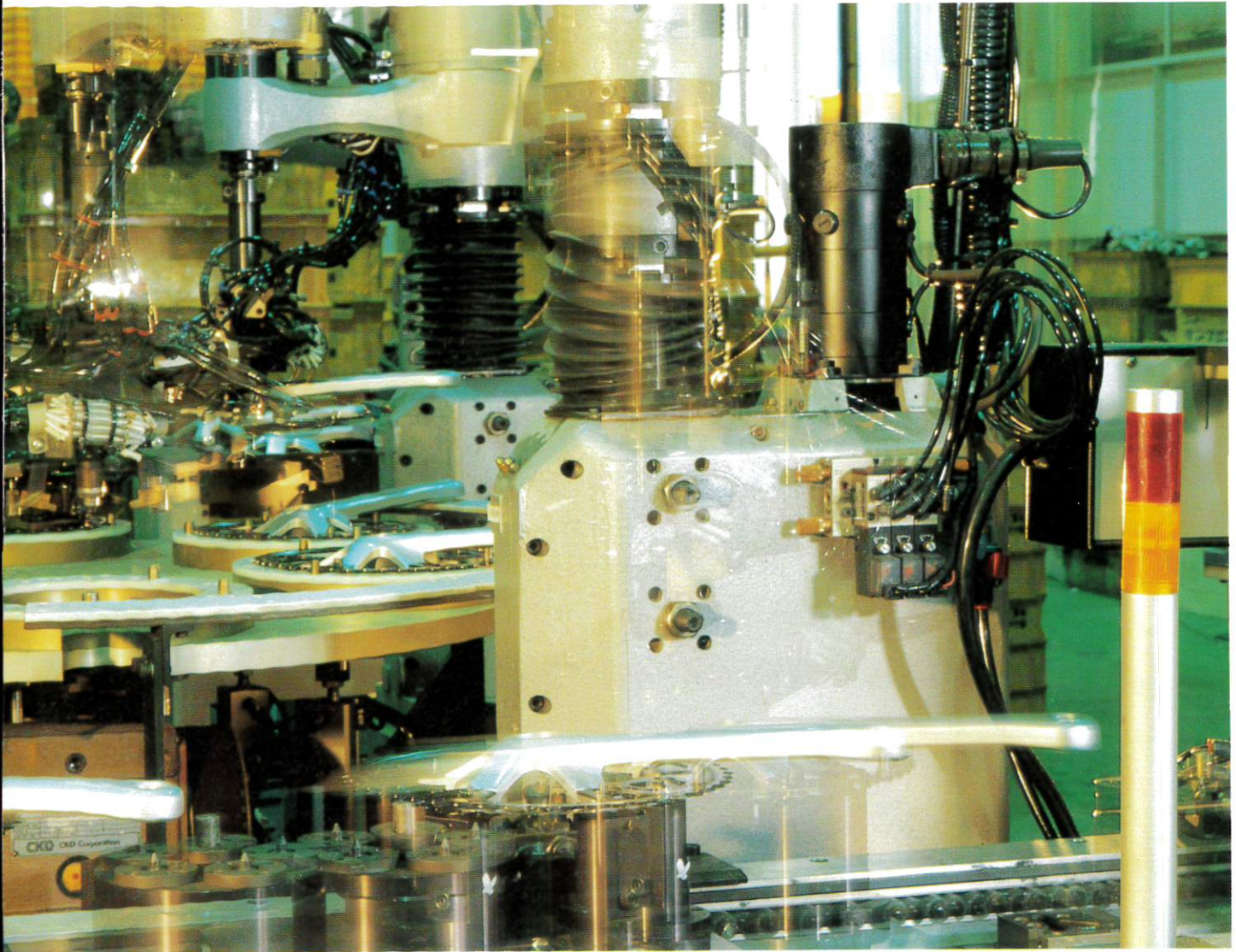


Shimano's history depicts a revolution in product development and manufacture. Shimano continues to apply the latest advances in human-engineering in order to develop more user-friendly bicycle components and fishing tackle. As a result, Shimano products are setting new standards of performance and value in the worlds of cycling and sport fishing.

The latest in CAD (Computer Aided Design) processes and three-dimensional measuring are fully utilized in order to streamline the product development process. This flexible and highly efficient system focuses on timely development of new products in response to the latest market demands.

Augmenting a powerful research and development capacity is a unique computer-based information gathering network which keeps the company abreast of the latest





trends happening around the world. By effectively utilizing this information, Shimano can develop and market new products with minimal lead time.

Shimano continues to be a leader in the application of cold forging technology. Cold forging is an ambient temperature metal forming process which offers numerous advantages. For example, cold forging

coherently aligns the metal grain with the contours of the product. It saves material, it reduces the need for extensive machining, and it achieves more precise tolerances. The end result is a product of greater strength, higher quality, and reduced cost — an across-the-board advantage in a highly competitive market.

The volatile nature of the bicycle component and fishing tackle markets demands that Shimano produce an extensive variety of product types in widely varying quantities. Shimano utilizes over 700 assembly robots, developed in-house, which offer the advantages of high-speed assembly and fast changeover. The final assembly facility at the corporate headquarters is one of the most advanced of its kind in the world and is viewed by the industry as a model of automation and flexible manufacturing.



Shimano designers using CAD.

## The Board of Directors

Chairman  
 President  
 Executive Vice-President  
 Managing Director  
 Director  
 Director  
 Director  
 Director

Shozo Shimano  
 Keizo Shimano  
 Yoshizo Shimano  
 Shuzo Matsumoto  
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 Takashi Segawa

Director  
 Director  
 Director  
 Director  
 Standing Statutory Auditor  
 Standing Statutory Auditor  
 Standing Statutory Auditor

Makoto Yamane  
 Masashi Nagano  
 Shinji Fukuoka  
 Takashi Yoshida  
 Hisaaki Izuno  
 Yutaka Kurata  
 Hiroshi Murata

## Overview of The Company

### Established:

February, 1921

### Capital Funding:

19.6 billion Yen

### Employees:

909

### Head Office:

77 Oimatsu-cho, 3-cho, Sakai, Osaka

590, Japan

Phone: 0722-23-3330

FAX: 0722-23-3496

(Bicycle Components)

0722-23-3465

(Fishing Tackle)

Telex: 64225 SIMANO J

### Affiliated Companies in Japan

#### Shimano Yamaguchi Ltd.

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Phone: 0832-82-0333 FAX: 0832-82-4658

#### Shimano Adachi Ltd.

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332, Japan

Phone: 0482-82-1873 FAX: 0482-55-6208

### Affiliated Overseas Companies

#### Shimano American Corporation

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Phone: (714)-951-5003

FAX: (714)-951-7519 (Bicycle Components)

(714)-951-5071 (Fishing Tackle)

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Phone: 2103-5005-0 FAX: 2103

Telex: 418581600 SEGH D

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2262

Phone: 2654777 FAX: 2651575

Telex: 8723328 SHIMANO RS 23328

#### Shimano Canada Ltd.

3393 Griffith Street, St.Laurent, Quebec,

Canada H4T1W5

Phone: (514)-334-8583 FAX: (514)-345-9067

## History of The Company

- 1921 Shozaburo Shimano founds Shimano Iron Works to produce bicycle freewheels.
- 1922 Freewheel production reaches 3,000 units monthly. Shimano 3-3-3 trademark registered.
- 1931 First freewheel exported.
- 1940 Company is incorporated as Shimano Iron Works Ltd.
- 1951 Corporate name changed to Shimano Industrial Co., Ltd.
- 1960 Cold forging operation inaugurated. Initiated production of Japan's first grip control multi-speed hub.
- 1965 Shimano American Corp. established in New York.
- 1970 Shimano Yamaguchi Ltd. established. Fishing tackle division established, production of rods, reels, and coolers begins.
- 1972 Shimano (Europa) GmbH established in Düsseldorf, W. Germany. Unified application of Shimano logo. Dura-Ace components introduced.
- 1973 Shimano Singapore established. Company listed on 1st stock exchange in Tokyo and Osaka. SHIMANO WORLD publication issued to retail sport shops. Begin full scale sales in U.S.A Shimano Flandria (Belgium) is first European racing team sponsored by Shimano.
- 1974 Company sponsors first U.S.A.-based pro team "Shimano U.S.Pro." Positron introduced as world's first indexed derailleur shifting system. Shimano Sales Corp. established in California.
- 1976 John Nicholson (Australia) wins 2nd world pro match sprint title with Dura-Ace 10 components.
- 1978 Fishing tackle sales office established in New Jersey.
- 1979 1-2-3 easy shifting system introduced. Shimano American office established in New Jersey.
- 1980 Research wind tunnel facility completed. Shimano-equipped Vector sets human-powered land speed record of 100kmh. Aerodynamic components systems introduced.
- 1983 New 600EX components introduced.
- 1984 New Dura-Ace components Introduced. 3 Shimano-sponsored cyclists compete at Los Angeles Olympics. 1st Shimano Greenpia Road event is held. Shimano Japan Cup inaugurated.
- 1986 Shimano American Corp. established in California by combining Shimano American Corp. and Shimano Sales Corp. Company becomes a sponsor of the French Toshiba-Look racing team.
- 1987 Fine Ceramics fishing rod introduced. SHOP BUSINESS publication inaugurated. Introduction of Alpha series fishing rods. 600 Ultegra and Santé component groups introduced. Super Aero and Power Aero fishing rods introduced.
- 1988 Digitana GT series and Fine Ceramics Alpha Zoom rod introduced. Andy Hampsten of Shimano-sponsored 7-Eleven team (U.S.A.) wins Giro d'Italia. Dura-Ace integrated-8 freewheel and freehub introduced. Nexus fishing gear introduced. 7-Eleven team takes part in 5th Shimano Greenpia Road event.
- 1989 Titanos Digitana electronic control reel. Shimano Total Integration and Shimano Pedaling Dynamics concept introduced. Crown Prince of Japan visits corporate headquarters.
- 1990 Shimano Rinkai Ltd. established. Shimano Components Malaysia established. SLS reel introduced.
- 1991 Shimano Cycle Development Center established as a foundation. Corporate name changed to Shimano Inc. Pt. Shimano Batam established. First Shimano RE-EX Cross-Country MTB Race. Gianni Bugno (Shimano-sponsored Gatorade team) wins World Cycling Championships (Road Race).
- 1992 The Cycle Center, a bicycle museum, opens in Sakai

*To value people's dreams,  
And turn them into reality...  
Shimano's dream  
is to materialize those visions*



1825 Draisine



1880 Royal Salvo Tricycle



1869 Michaux-type Bone Shaker



1883 Ordinary

**The Cycle Center Bicycle  
Museum — enjoyment from  
viewing and riding bicycles**

In being the model corporate citizen, Shimano is constantly thinking of ways to improve itself and the society of which it is a member. That is, we value people's dreams and materialize them as finished products. Moreover, we want to make positive contributions to society. And now we have established one of our dreams: the Shimano Cycle Development Center.

In addition to managing the Cycle Center Museum, the Shimano Cycle Development Center actively promotes the culture and the technology of the bicycle. Scholarships will be available for students, while a research grant system will be accessible by researchers and other groups interested in enthusiastically expanding upon the world of bicycles.

# SHIMANO®

## SHIMANO AMERICAN CORPORATION

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