

INSIDE  
SHIMANO  
*1994*

SHIMANO®



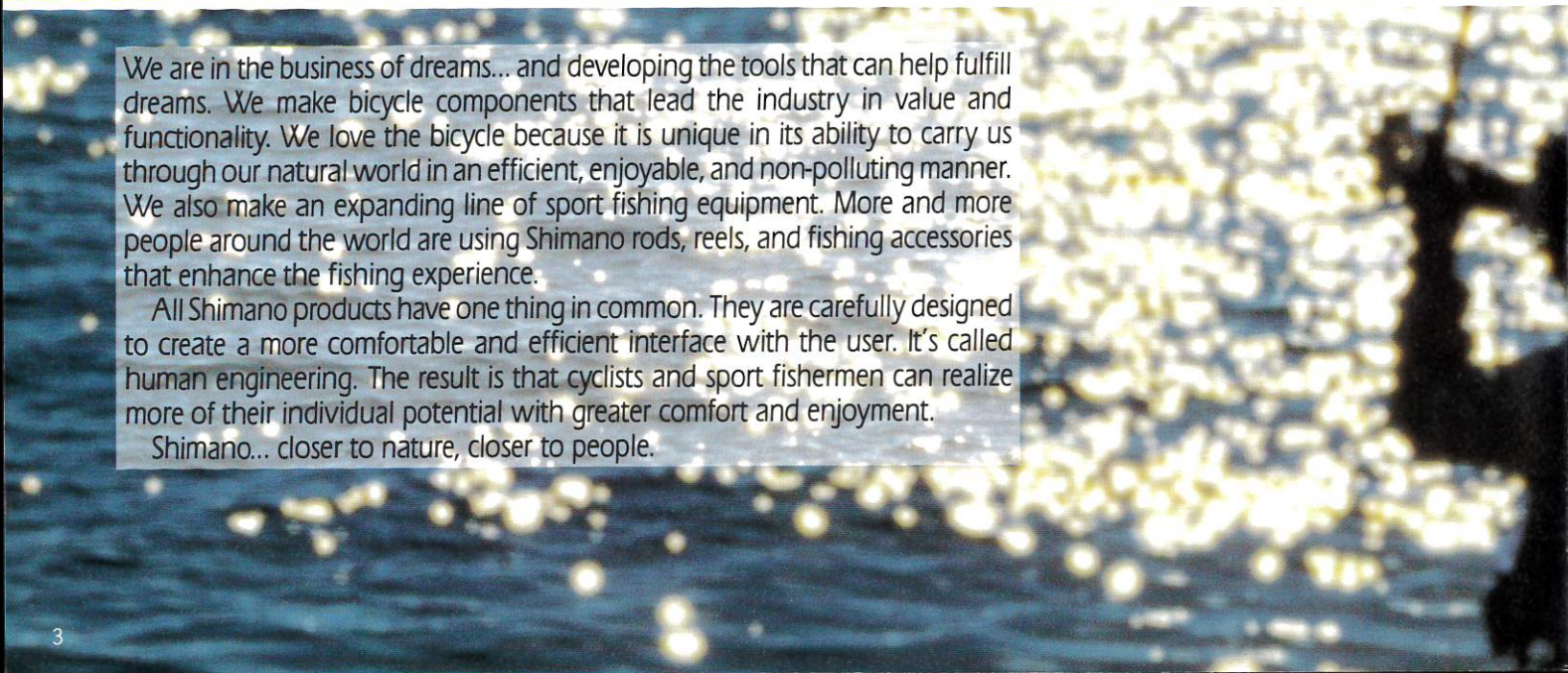
*Embracing Our World ... SHIMANO*  
*Closer to Nature, Closer to People.*

Shimano is committed to preserving our natural environment and resources. We express this commitment by manufacturing non-polluting recreational products that harmonize with nature; human-engineered products that form a more comfortable interface with the user. The Shimano corporate colors of leaf green, sky blue, and ocean blue symbolize our concern for people and the planet we live on.





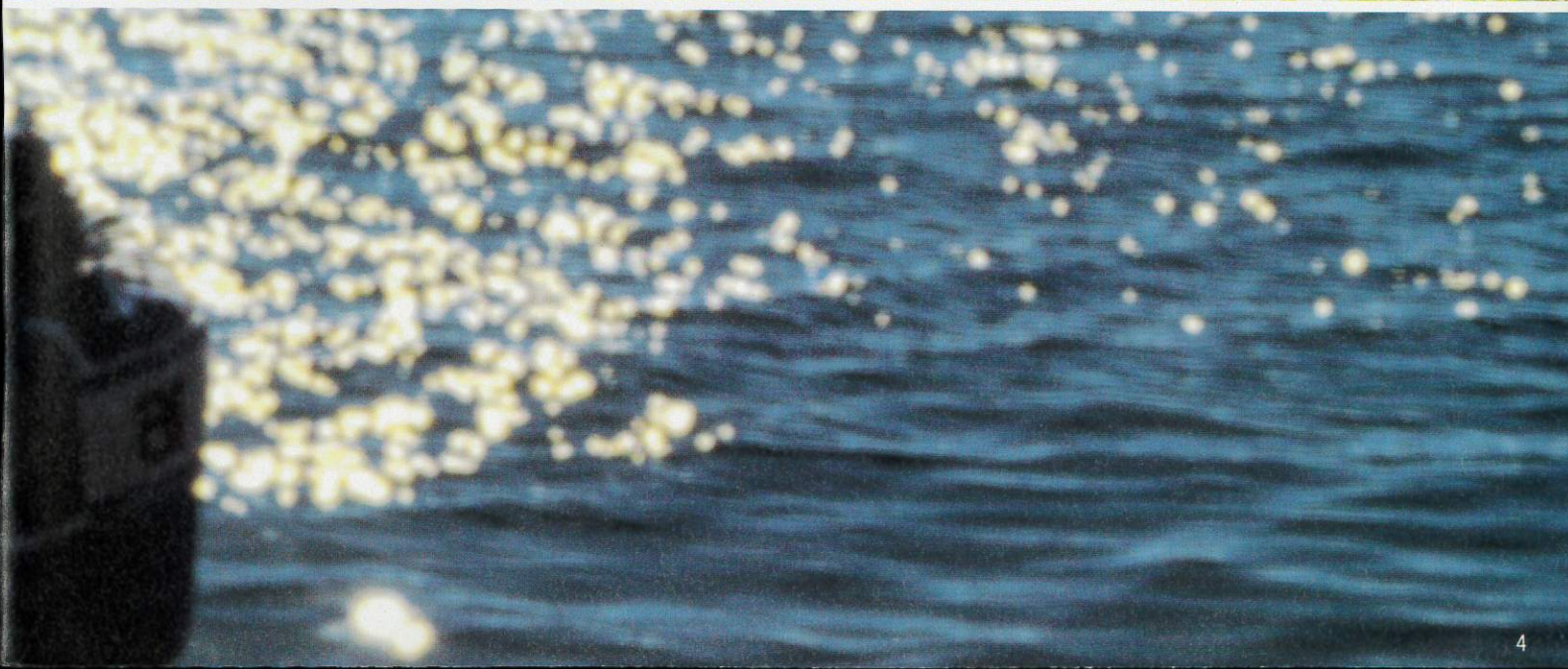
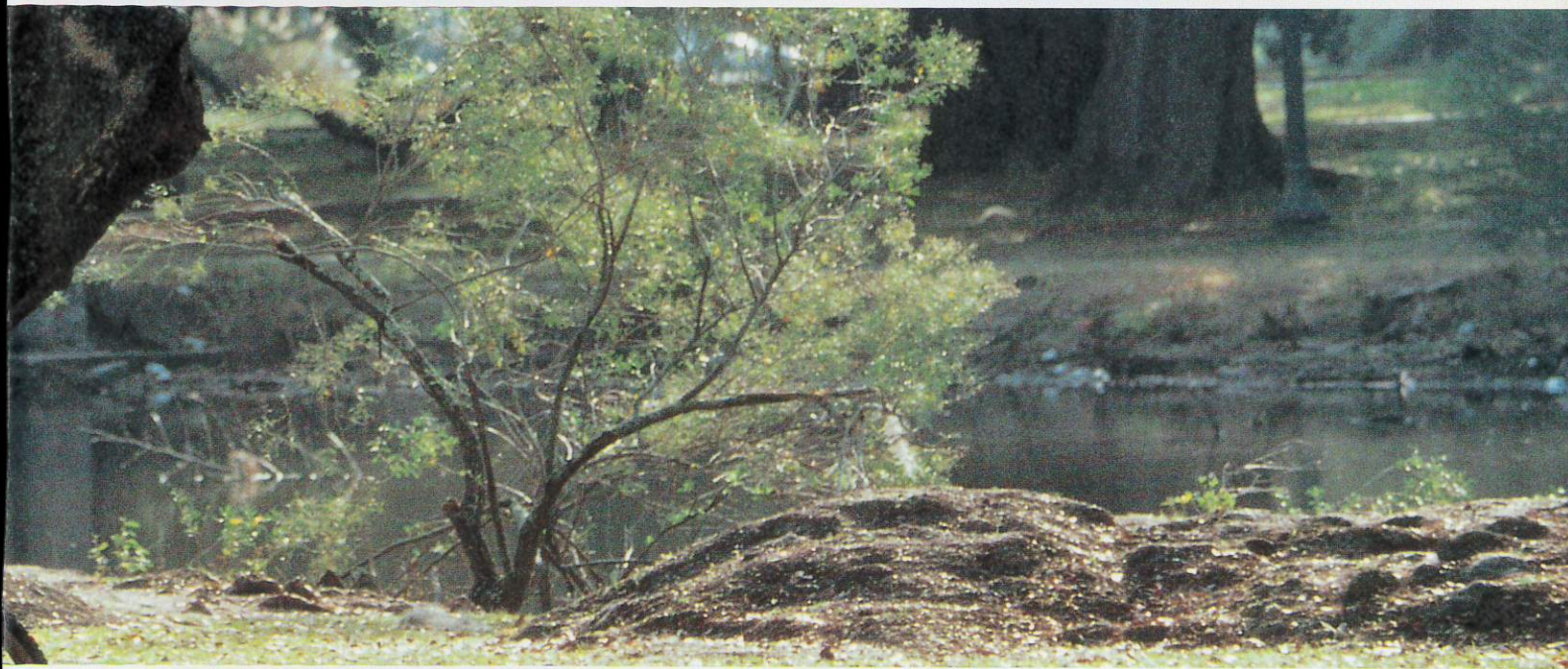
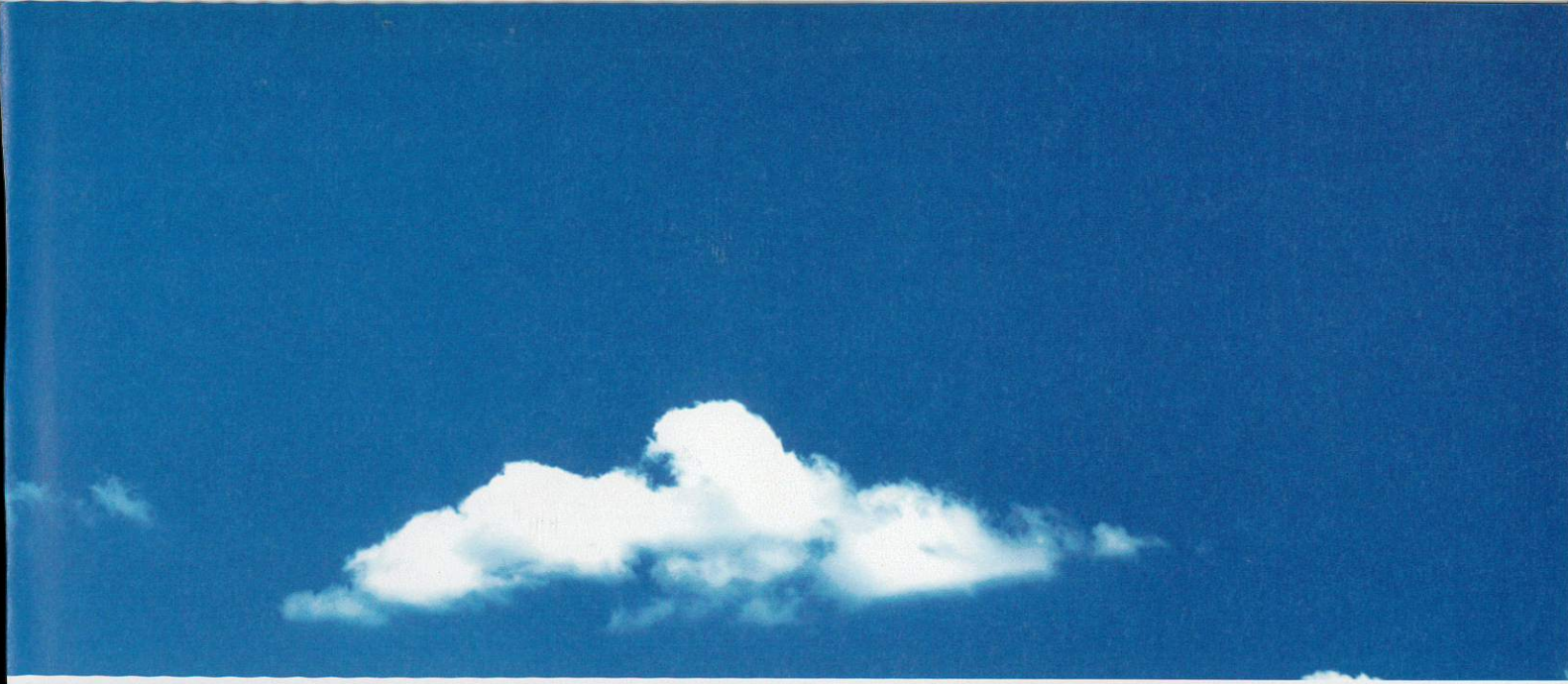
*Helping people get closer  
to nature...*



We are in the business of dreams... and developing the tools that can help fulfill dreams. We make bicycle components that lead the industry in value and functionality. We love the bicycle because it is unique in its ability to carry us through our natural world in an efficient, enjoyable, and non-polluting manner. We also make an expanding line of sport fishing equipment. More and more people around the world are using Shimano rods, reels, and fishing accessories that enhance the fishing experience.

All Shimano products have one thing in common. They are carefully designed to create a more comfortable and efficient interface with the user. It's called human engineering. The result is that cyclists and sport fishermen can realize more of their individual potential with greater comfort and enjoyment.

Shimano... closer to nature, closer to people.



A woman with long dark hair, wearing a dark jacket and blue pants, is riding a silver bicycle. To her right, a man with short hair, wearing a white sweater and dark pants, is riding a dark blue bicycle. They are on a paved path next to a grassy area. In the background, there are bare trees and a house with a white roof. The scene is brightly lit, suggesting a sunny day.

***Easier to ride, more enjoyment.***

## **RIDE LIGHT**

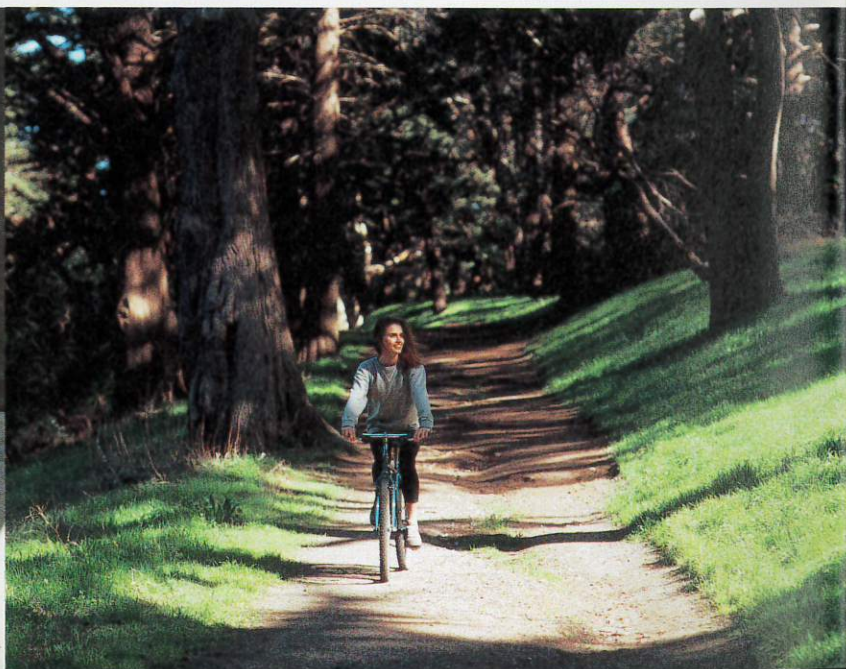
Ride Light is a Shimano component philosophy that strives to create an enhanced feeling of lightness in the way the Bicycle looks, handles, and responds. Ride Light brings advanced cycling technology to a wider range of bicycles, and is especially helpful in giving new cyclists the confidence to ride with a greater feeling of comfort and control. It's all part of the Shimano philosophy of bringing the bicycle closer to the cyclist.



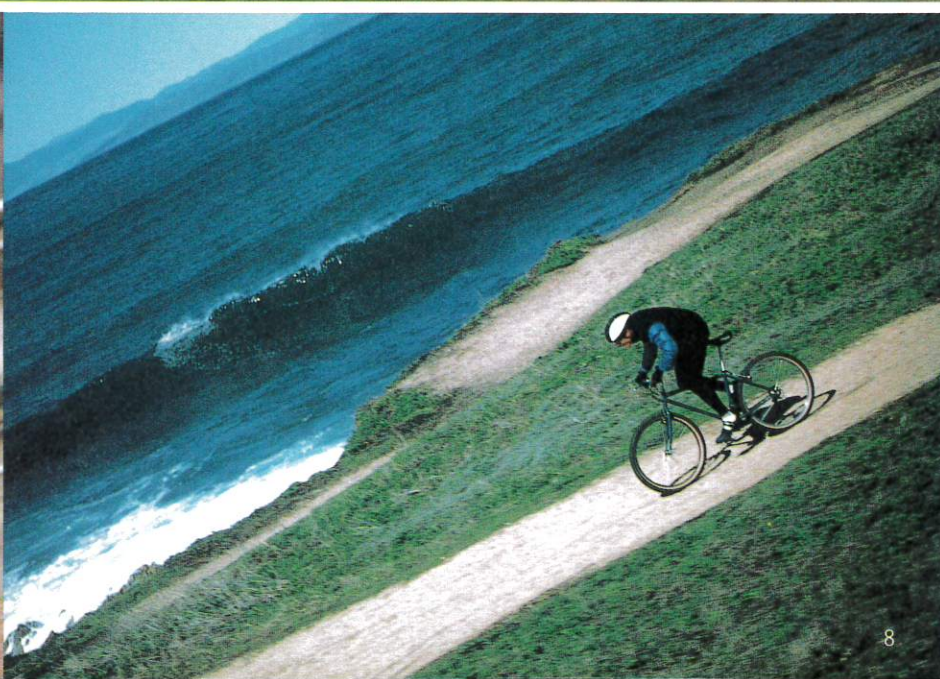
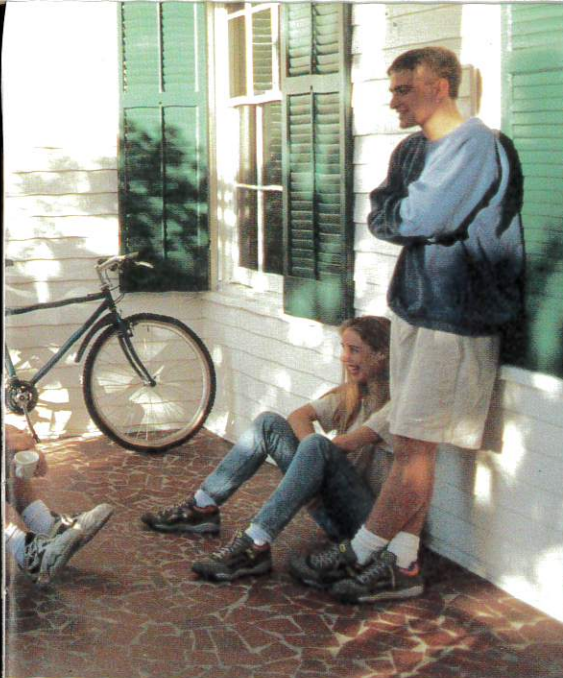



# RIDE LIGHT

The bicycle is one of the most efficient vehicle that has ever been invented. The more we use it, the more we increase our strength and improve our health. The bicycle gives us a sense of well being. It doesn't pollute, and it's a practical and enjoyable form of transportation. But it doesn't end there. The bicycle is also a sporting and recreational tool that's a source of pleasure to millions of people. What other machine can do this?









*Technology that helps  
realize the dream...*

**System components born from the Ride Light concept.**



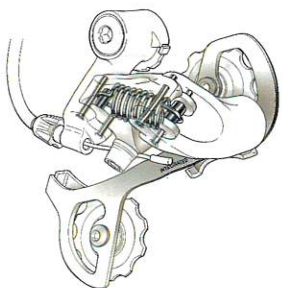
At first glance, the bicycle seems to be composed of many unrelated components. Shimano was a pioneer in the "system approach" to component design which organizes and integrates the bicycle's parts into a more unified system. The system approach insures that all the bicycle's components deliver the same uniform level of performance and function. The result is a heightened feeling of balance, control and confidence which enhances the cycling experience. The bicycle feels easier to control, and more enjoyable to ride. Ride Light further enhances the system approach through a more noticeable feeling of lightness and responsiveness.



### Advanced Light Action

**Another advance in derailleur shifting precision.**

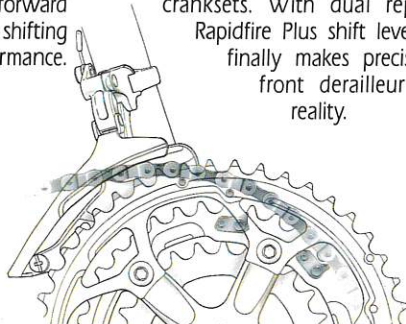
Shimano's Advanced Light Action system significantly reduces the effort needed to shift the bicycle's front and rear derailleurs. Low-effort ratchet mechanisms in the shift lever units, friction-reducing cables, and new spring and link designs in the front and rear derailleurs bring an enhanced feeling of lightness and precision to Dual SIS shifting. Advanced Light Action is another step forward in derailleur shifting performance.



### Dual SIS

**Fast error-free gear shifting for rear and front derailleurs.**

After years of error-free click-stop shifting at the rear derailleur, the Shimano Index System is now available for the front derailleur as well. It's called Dual SIS. Helping to make Dual SIS a reality are the new SG-X chainrings featuring leading teeth and pickup spikes that stabilize chain movement during shifts. The result is an amazing new level of click-stop shifting precision for triple cranksets. With dual repeat action Rapidfire Plus shift levers, Dual SIS finally makes precise error-free front derailleur shifting a reality.



### The Shimano M-System

**More dependable braking under various weather conditions.**

Cantilever brakes used on mountain bikes lose much of their effectiveness when the rims get wet, muddy, or dusty. Shimano developed M-System brakes (the M stands for "Multiple Conditions") to provide more dependable all-weather braking performance. Brake cantilevers, cables and levers have all been carefully designed to reduce energy losses and increase power transfer efficiency. M-System brake pads use a new all-weather formulation. The new cartridge-type pads used in the Deore-XT group are twice as durable as previous types.





### Team Sponsorship

Shimano is committed to the sport of bicycle racing. One way of showing this commitment is through wide ranging sponsorship of amateur and professional bicycle racing teams around the world. Shimano has sponsored bicycle racing teams for over 20 years and currently supports powerful professional squads such as Motorola

***Shimano ...  
a major competitor  
in bicycle racing.***



(USA), TVM, WORD PERFECT (Holland), Polti, and Mapei Clas (Italy), and Castorama and Novemail (France). Another important sponsor activity is the support of the Grundig-UCI Mountain Bike World Cup. The continuous growth of this event has made it possible that mountain biking goes "olympic" for the first time in 1996.

### Race Sponsorship

Shimano is making a continuous effort to introduce the excitement of road racing and off-road cycling to the public. The company actively encourages participation in the sport by sponsoring various types of cycling events around the world. For example, the Shimano Suzuka Road Race and the Shimano Re-Ex Mountain Bike Race are the two largest events of their type in Japan. The Suzuka Road Race, held at the well-known Suzuka Formula-1 automobile racing circuit in Mie Prefecture, celebrated its 10th



anniversary last year with 10,060 participating cyclists and 50,000 spectators. Shimano Suzuka Road is a cycling festival of grand proportions.



*Shimano presents  
the history and culture of  
the bicycle.*





## The Cycle Center is Japan's first comprehensive bicycle museum.

The Shimano Cycle Development Center was established in 1991 as part of the celebration of the company's 70th anniversary. The Cycle Development Center is a non-profit educational institution dedicated to the dissemination of bicycle culture, history, and technology. Located in Daisen Park near Shimano headquarters in Sakai City, the facility also includes the Cycle Center Museum, home of the Shimano bicycle collection of 139 classic machines. This extensive collection includes everything from primitive 19th century boneshakers to modern high-tech mountain bikes. With over 1,350 square meters of floor space on three levels, the Cycle Center offers a range of exhibits on bicycle history,

design and technology. The total number of visitors to the Cycling Center exceeded 54,000 in December of 1993 — a testament to the increasing public interest in the bicycle in Japan.

## Research grants and educational funding.

The Shimano Cycle Development Center and the Cycle Center Museum offer a variety of research grants to institutions as well as scholarships to individuals. These activities are aimed at promoting the use of the bicycle in our society and advancing the state of cycling technology.



## Shimano Cycle Development Center

165-6 Daisen nakamachi, Sakai City 590, JAPAN  
Phone: 0722-43-3196 Fax: 0722-44-4119

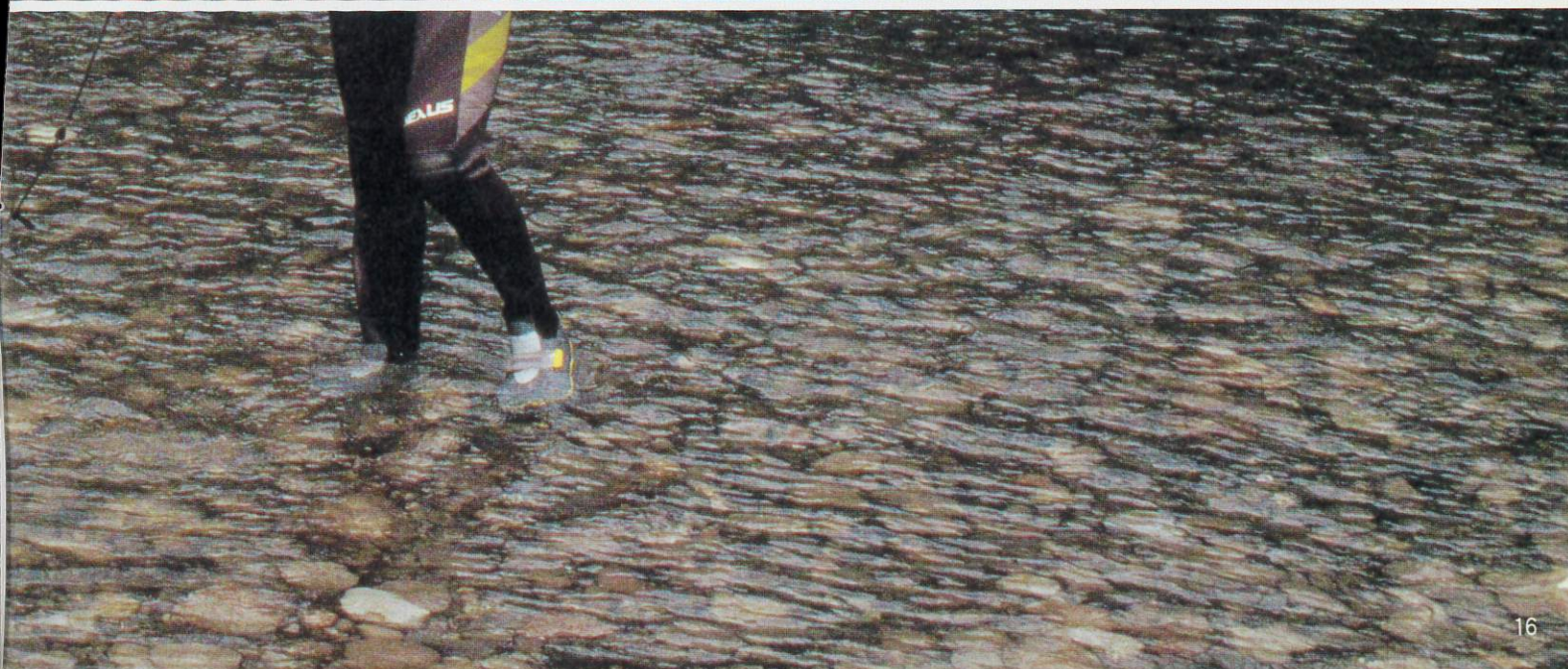
A fisherman wearing a cap, sunglasses, a white long-sleeved shirt, a dark vest, and waders is standing in a river. He is holding a fishing rod and a net. The background is a dense forest of green trees. The river is dark and calm. The fisherman is looking down at his hands, which are holding a small object, possibly a lure or a fish. The net is held in front of him, and it is empty. The overall scene is peaceful and natural.

***Love of nature.  
Love of fishing.***

## **A BETTER FISHING LIFE**

When you feel relaxed and comfortable, that is the time you yourself are natural. The basic point of the joy of fishing may arise from such times. The goal is not only bringing "up" fish. But also reaffirming your existence in all of nature and enjoying living things. How such an activity fulfills our hearts. That is the "happy relationship between man and nature". Through making valuable products, we will keep looking in the future for items which combine man and nature.







### **3-Dimensional Rotary Balance System**

**Ultra-smooth SBL reel completely eliminates mechanical play.**

The SBL reel meets the demands of the most discriminating sport fishermen. The computer-designed reel mechanism completely eliminates mechanical play to provide an enhanced feeling of smoothness and balance. Advanced manufacturing techniques and precision balance testing assure a silky smooth action in the reel's unique 3-dimensional rotary mechanism. The SBL reel offers more precise line control which allows the fisherman to feel the movements of the fish with greater sensitivity.

***Leading edge technology  
applied to sport fishing  
products...***

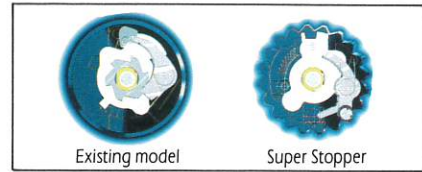
### 3-dimensional balance provides more sensitivity.

An automobile needs balanced wheels to ride smoothly at high speeds, and a well-balanced engine for smooth, vibration-free operation. In the same way, the spinning reel demands a balanced mechanism to provide the smooth and precise line control that enhances the pleasure of fishing. Release the lever and line pays out instantly. Hit a strong fish and the SBL's precision mechanism maintains smooth and precise line control even at the highest payoff speeds. Lock the reel and line pay-off stops instantly without slack, shock, or vibration. The SBL offers the fisherman a new level of spinning reel performance never before possible.

### Super Stopper

#### Unique lock system eliminates line stop play.

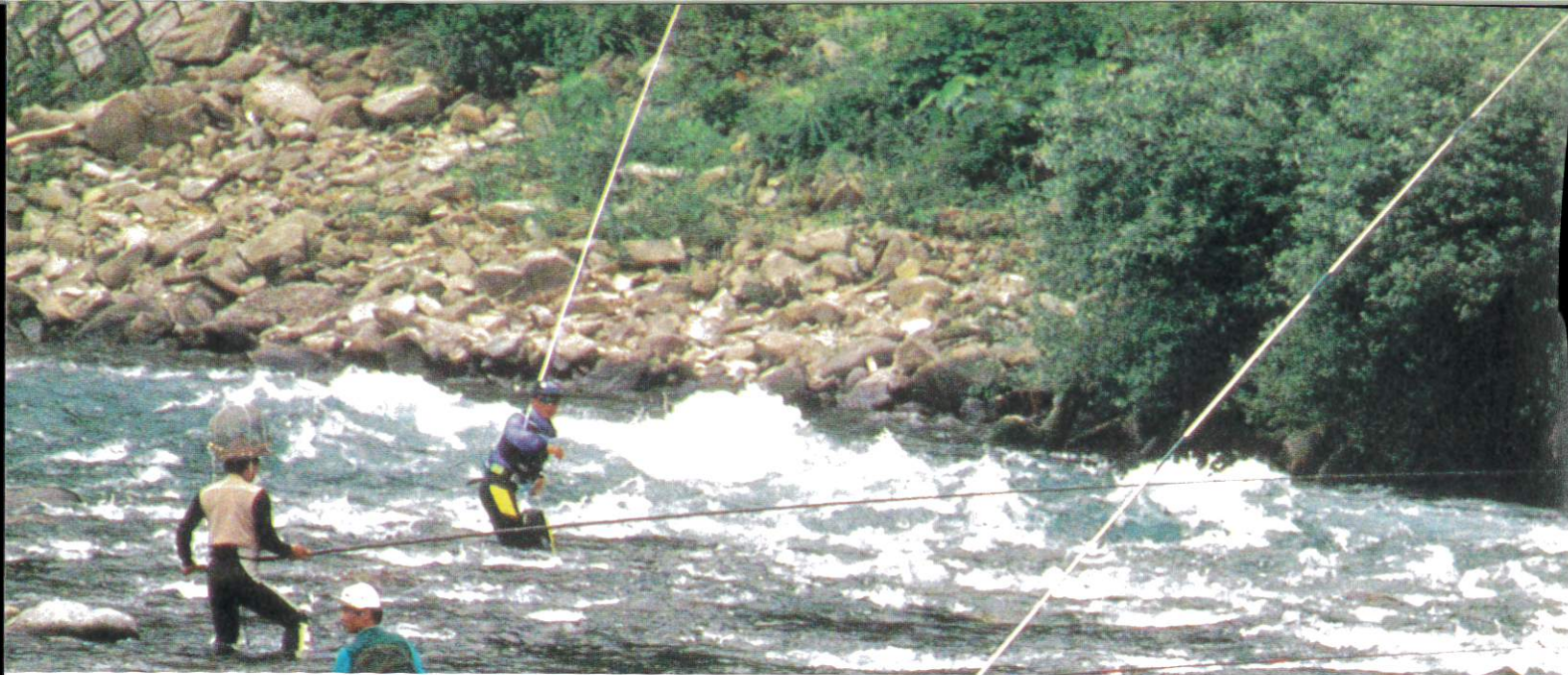
Excess play in the line lock mechanism is a common problem with conventional fishing reels. Shimano has eliminated this shortcoming with the SBL Super Stopper, a unique mechanism that increases the number of lock stops in one reel revolution from the standard 6 to 20 — without any decrease in strength. The result is a highly precise line stop action that responds instantly. Lines stops are faster and more precise. Line stop timing is easier and the chances of the fish getting away at that first bite are reduced. The SBL Super Stopper makes a more responsive, better performing rod and reel.



#### No more line tangles... reduced shock in the reel.

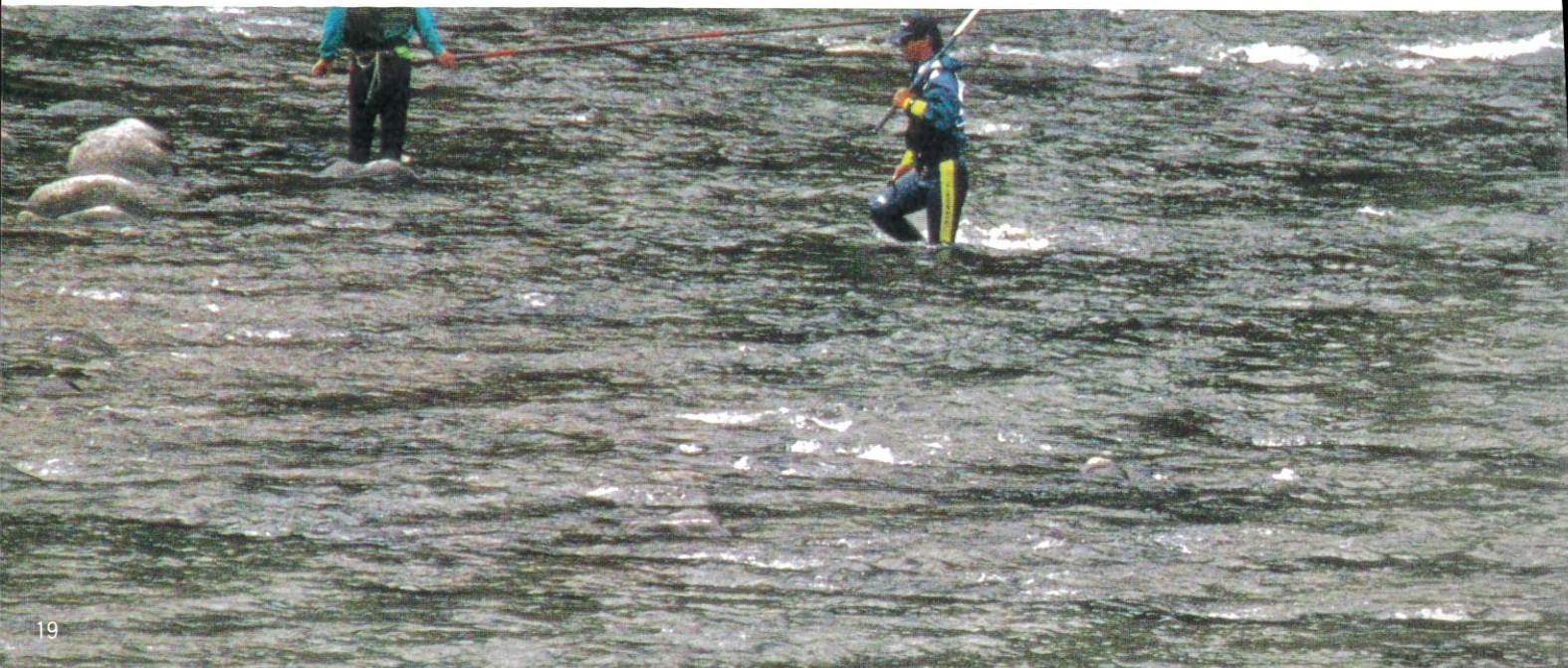
Excessive play in the line lock system lets the rotor reverse and often causes the line to become tangled on the reel. The SBL Super Stopper solves this problem too by reducing play in the line lock system. Rotor reverse and resulting line tangles are eliminated. Furthermore, the service life of the reel is extended because shocks are reduced during lock engagement.





## Supporting domestic and international fishing events.

Offering a unique blend of serene contemplation and dramatic action, fishing has often been called the intellectual sport. A subtle interplay between man and nature, fishing gives us a special satisfaction. Fishing is also a social sport when fishermen get together to share the experience. Shimano sponsors a variety of fishing events. For example, the Shimano Japan



## *Active on the fishing scene...*



Cup, first held in 1984, hosted over 4,000 sport fishermen last year in four different divisions. The tournament continues to grow, and the number of women and children entries has increased remarkably. Shimano also sponsors a growing number of sport fishing events all over the world.

### **Retail Seminars**

A nation-wide network of Shimano Marketing Offices is helping to promote the sport of fishing

through local activities. For example, Shimano holds fishing seminars at retail sport shops on a regular basis. Not only do these seminars teach the finer points of fishing to newcomers and experienced anglers alike, but they also serve as a forum through which Shimano products can be introduced to the public. Shimano continues to pursue an active program of fishing promotion activities.





The Staff of Shimano Benelux B.V.

## Becoming a global enterprise.

Shimano is becoming increasingly active in the international market as the company continues to establish sales offices, agents, and manufacturing facilities around the world.

Shimano continues to make new friends around the world. This is the result of a business philosophy which stresses the need to become



Shimano American Corporation in Irvine, California (USA)

# Shimano in the world...



part of the local community wherever the company does business. It is no exaggeration to say that Shimano is now recognized as an international leader in bicycle components and sport fishing equipment. The Shimano name now represents quality, performance and value to more people than ever. Shimano will enter the 21st century as a truly global enterprise serving markets around the world.



Shimano (Europa) GmbH in Hilden, Germany



The staff of Shimano (Europa) GmbH



The staff of Shimano American Corp.



### World-Wide Manufacturing & Sales Development

Shimano has been on a path of continual growth since 1930. The company's first permanent overseas facility, the Shimano American Corporation, was established in New York in 1965, and has since moved to Irvine, California. We have continued to grow internationally with the establishment of Shimano (Europa) GmbH in Germany, Shimano (Canada) Ltd., Shimano (Malaysia), Shimano (Singapore) Pte. Ltd., P.T. Shimano Batam, and other offices, affiliates, and

manufacturing facilities that now comprise a world-wide Shimano network. We make use of these foreign facilities as a global information gathering network through which the latest trends in cycling and fishing are fed back to corporate headquarters in Japan. This system helps us to stay on top of market needs and respond with new products on a timely basis.

### New production facility slated for China.

Shimano has already established overseas manufacturing facilities in Singapore, Malaysia, and Batam (Indonesia). Our overseas manufacturing network will be further strengthened as a result of an agreement reached with the Peoples Republic of China in 1992. The road is clear for the construction of the Shimano (Kunshan) Bicycle Components Co. Ltd. in the Kunshan Economic Zone near Shanghai. Plans are also in the works to establish other off-shore manufacturing facilities in Taiwan and South Korea along with a joint venture in Italy. Shimano's entry into the global market will allow the company to serve more cyclists and fishermen around the world with state-of-the-art products.



Shimano (Singapore) Pte., Ltd.



Shimano Components (Malaysia) Sdn. Bhd.



PT. Shimano Batam (Indonesia)

***Shimano people are realizing the dream...***





### Team Shimano

Shimano is rapidly expanding into diverse cultural environments. The company now has more than 5,600 employees working in manufacturing, marketing, and service facilities in 11 countries on three continents. The Team Shimano concept was created to foster a feeling of mutual dependence and teamwork among the company's international employees. The Team Shimano effort permeates every activity of the company at every Shimano facility. From product planning and development all the way through delivery and afterservice, Team Shimano helps make everybody in the world-wide Shimano family aware of the importance of working together to satisfy the customer.



### Shimano people around the world.

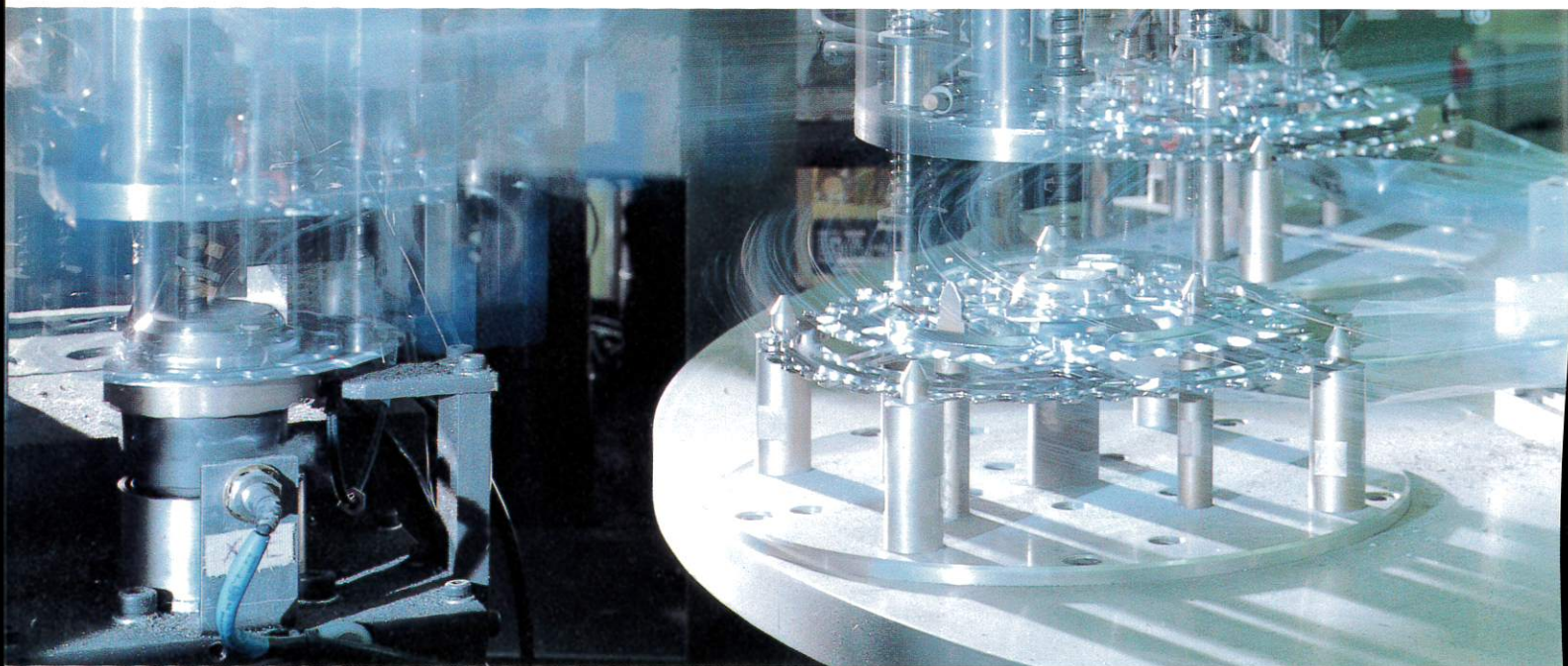
At Shimano, we like to think of ourselves as a people-oriented company. For one thing, we offer a work environment in which people are



encouraged to dream, and to work toward the realization of that dream. Shimano people are energetic and creative, and as most of them are active cyclists or fishermen, they're vitally interested in the products they develop and market. With their commitment to quality, value, and performance, Shimano people are shaping the future of the company and the industry. Our business philosophy stresses that people can realize their full potential if allowed to work freely and to explore the best within themselves. We also take pride in the fact that our products harmonize with nature, and help people realize more of their own potential in the sports of cycling and fishing.



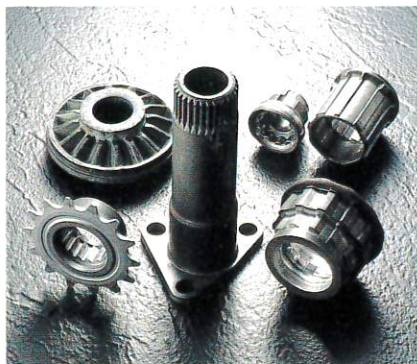
***Quality, innovation and  
value...***



Shimano world headquarters in Sakai city, Japan.

## Shimano ... a history of innovation.

Every new Shimano product is the result of extensive research and development work at our headquarters in Sakai City, Japan. Our R&D department uses information supplied from the world-wide Shimano data network to develop new products that respond to the specific needs of local markets on a timely basis. This extensive R&D system is renowned in the industry as a model of advanced technology and efficient product development. One in four of our employees is involved in new product development. The Shimano R&D system makes full use of the latest CAD systems, on-line computers, in-house product development software, 3-dimensional measuring equipment, and other advanced systems to make sure that Shimano products deliver quality and value.



## Advanced cold forging technology.

The heart of Shimano quality lies in the company's long experience with the cold forging process. Cold forging is a highly efficient metal forming technique in which high pressures are applied at ambient temperatures to pressform steel and aluminum alloys into the desired shape. One advantage of cold forging is that product strength is increased as a result of the metal fibers aligning coherently with physical contours. Another advantage is that waste is eliminated. We continue to develop our own proprietary cold forging processes and are now able to achieve amazing levels of precision and finish, benefits which allow the manufacture of a higher quality product at reduced cost.



Robotic assembly line.

## Proprietary robot technology.

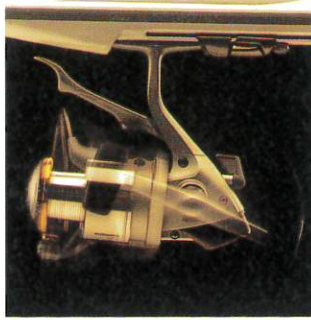
In addition to utilizing the latest CAD and CAM systems, Shimano has also developed highly efficient assembly lines which use more than 770 robots developed completely in-house. Robotic assembly is ideally suited to the unique demands of bicycle component manufacture and a continually changing product line. It eliminates tedious jobs, increases product quality, and saves time and money which allows the company to produce better products at lower costs. Automated assembly operations are supported by NPCS, the New Production Control System which provides more efficient centralized management of material flow in and out of the factory.

## Human technology.

From Research and Development to manufacturing, from shipping to product support, we are committed to applying the latest technology in every phase of our operations. The result is a higher standard of quality and value in user-friendly products, a Shimano hallmark.



Aerial view of Shimano Yamaguchi plant in Yamaguchi Prefecture, Japan.



**Established:** February, 1921  
**Capital Funding:** 31.6 billion Yen  
**Employees:** 1,017 (887 men, 130 women)  
**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)  
 Total surface area: 43,038 m<sup>2</sup>  
 Total floor area: 45,279 m<sup>2</sup>  
 (As of November 20, 1993)

## The Board of Directors

Chairman	<b>Shozo Shimano</b>
President	<b>Keizo Shimano</b>
Executive Vice President	<b>Yoshizo Shimano</b>
Managing Director	<b>Shuzo Matsumoto</b>
Director	<b>Hiromu Matsunaga</b>
Director	<b>Yozo Shimano</b>
Director	<b>Nobuetsu Yoshioka</b>
Director	<b>Takashi Segawa</b>
Director	<b>Makoto Yamane</b>
Director	<b>Masashi Nagano</b>
Director	<b>Shinji Fukuoka</b>
Director	<b>Takashi Yoshida</b>
Director	<b>Chitoshi Yuge</b>
Director	<b>Kazuo Kikuchi</b>
Standing Statutory Auditor	<b>Hisaaki Izuno</b>
Standing Statutory Auditor	<b>Yutaka Kurata</b>
Statutory Auditor	<b>Hiroshi Murata</b>

- |      |  |      |   |
|------|--|------|---|
| 1921 | Shozaburo Shimano founds Shimano Iron Works to produce bicycle freewheels.           | 1973 | Shimano Singapore Pte., Ltd. established. Company is listed as a first tier stock in Tokyo and Osaka stock exchanges. Company begins sponsorship of European pro racing team, Shimano-Flandria. |
| 1922 | Registration of the first Shimano trademark, the 3-3-3 symbol.                       | 1974 | Shimano Sales Corp. established in California (USA).  |
| 1931 | First export of freewheels.  | 1975 | Shimano 600 racing bicycle component series introduced.   |
| 1940 | Company incorporates as Shimano Iron Works Ltd.                                      | 1978 | Shimano fishing products introduced in the USA.   |
| 1951 | Company changes name to the Shimano Industrial Co. Ltd.                              | 1979 | Shimano American Corporation moves to new facilities in New Jersey.   |
| 1956 | First production of bicycle derailleurs.   | 1980 | AX aerodynamic racing component series introduced.  |
| 1957 | First production of internally geared hubs.  | 1981 | "1-2-3 Change" easy-shift geared hub system introduced.   |
| 1960 | Begin in-house development of proprietary cold forging technology.                   | 1982 | New corporate headquarters building completed in Sakai, Japan.  |
|      | Introduction of Japan's first click-stop shifting 3-speed hub.                       |      | Introduction of Deore-XT mountain bike components.  |
| 1965 | Shimano American Corporation established in New York, USA.                           |      | Shimano 105 sport/racing component series introduced.   |
| 1967 | Servo-pantograph Skylark derailleur introduced.                                      | 1984 | Shimano Index System (SIS) introduced as part of the New Dura-Ace racing component series.  |
| 1970 | Shimano Yamaguchi Corp. established in Yamaguchi Prefecture, Japan.                  |      | First Shimano Greenpia Cycling Event held near Kobe, Japan.   |
|      | Fishing Products Division established; begin production of rods, reels, and coolers. |      | First Shimano Japan Cup fishing tournament held.  |
| 1972 | Shimano (Europa) GmbH established in Düsseldorf, Germany.                            |      |   |
|      | Current Shimano logo is introduced.  |      |   |
|      | Introduction of Dura-Ace racing bicycle component series announced.                  |      |   |

**Affiliated Companies in Japan****Shimano Yamaguchi Ltd.**

1-4-7 Kojima, Ozuki, Shimonoseki City,  
Yamaguchi Pref., 750-11, Japan  
Phone: 0832-82-0333 Fax: 0832-82-4658

**Shimano Adachi Ltd.**

4-27-15 Aoki, Kawaguchi City, Saitama Pref., 332, Japan  
Phone: 0482-82-1873 Fax: 0482-55-6208

**Affiliated Companies Abroad****Shimano American Corporation**

One Shimano Drive, Irvine, CA 92718  
Mailing Address:  
PO.Box 19615, Irvine, CA 92713-9615  
Phone: (714) 951-5003  
Fax: (714) 951-7519 Bicycle Components  
: (714) 951-5071 Fishing Tackle  
: (714) 768-0920 General

**Shimano (Canada) Ltd.**

3393 Griffith Street, St. Laurent, Quebec,  
Canada H4T1W5  
Phone: (514) 345-8583 Fax: (514) 345-9067

**Shimano (Europa) GmbH**

Kleinhuelsen 1-3 40724 Hilden, Germany  
Mailing Address:  
PO.Box 770 40707 Hilden, Germany  
Phone: (2103) 5005-0 Fax: (2103) 5005-28  
Telex: 418581600 SEGH D

**Shimano (UK) Ltd.**

St. Jones Court, Upper Forest Way,  
Enterprise Park,  
Swansea SA6 8QR, United Kingdom  
Phone: (792) 791571 Fax: (792) 701154

**Shimano Benelux B.V.**

Industrieweg 24, 8071 CT  
Nunspeet, Holland  
Mailing Address:  
postbus 180 8070 AD Nunspeet, Holland  
Phone: (3412) 72222 Fax: (3412) 58691

**Bicy Pro Sport B.V.**

de Beverspyken 23 5221  
EE's-Hertogenbosch Holland

Mailing Address:  
postbus 144 5250 AC Vlijmen, Holland  
Phone: (73) 312460 Fax: (73) 312475

**Interbike NV**

Zandvoortstraat 6  
2800 Mechelen Belgium  
Phone: (15) 209480 Fax: (15) 209410

**Shimano Italia S.r.l.**

Via Pisacane 15, 22027 Rescaldina  
(MI), Italy  
Phone: (331) 465001 Fax: (331) 465266

**Shimano (Singapore) Pte., Ltd.**

20 Benoi Sector, Jurong Town,  
Singapore 2262  
Phone: 2654777 Fax: 2651575  
Telex: RS 23328 A/B SHIMANO

**MSC Pte., Ltd.**

20 Benoi Sector, Jurong Town,  
Singapore 2262

**Shimano Components (Malaysia) Sdn. Bhd.**

Lot 4550, Lorong A-16, Pekan Nanas  
81500, Pontian, Johore, Malaysia  
Phone: (07) 891599 Fax: (07) 891794

**P.T. Shimano Batam**

Level 1, Lot. 10 Batamindo Industrial Park,  
Mukankuning, Pulau Batam, Indonesia  
Phone: (778) 611344/611857 Fax: (778) 611938

**Shimano (Kunshan)****Bicycle Components Co., Ltd.**

He Xing Road, Kunshan, Jiangsu P.R. China  
Phone: 86-5224-531540-551814 Fax: 86-5224-531541



- 1986 Shimano American Corporation and Shimano Sales Corp. combine as Shimano American Corporation in Irvine, California (USA).
- 1987 Introduction of world's first fine ceramic fishing rod.  
Electronic ED fishing reel introduced.
- 1988 Introduction of Digitana GT fishing reel, Zoom Rod, and Fine Ceramics Trout Rod.  
Deore-XT II components introduced with 7-speed cassette hub and HG sprockets.
- 1989 Crown Prince Naruhito visits Shimano headquarters in Sakai, Japan.  
Shimano Total Integration introduced.
- 1990 Shimano Rinkai Ltd. established.  
Shimano Pedaling Dynamics (SPD) cycling shoe and pedal system introduced.  
Shimano Components (Malaysia) Sdn. Bhd. established.  
Titanos Digitana fishing reel introduced with SLS system.
- 1991 Shimano Cycle Development Center, a non-profit educational institution, is established in Daisen Park near corporate headquarters in Sakai, Japan.  
Corporate name changed to Shimano Inc.  
P.T. Shimano Batam established in the Indonesia.  
First running of the Shimano Re-Ex Mountain Bike race in Japan.  
XTR off-road racing components introduced.
- 1992 Cycle Center, a bicycle museum opens in Sakai city, Japan.  
9th running of the Shimano Suzuka Road Race.  
Agreement reached with Peoples Republic of China to build factory in the Kunshan Economic Zone near Shanghai.
- 1993 Introduction of the High-Speed Zoom Rod.  
Introduction of Shimano STX Special Edition, Ride Light component.  
10th annual running of Shimano Suzuka Road.  
Introduction of Shimano Deore XT MTB component.  
Introduction of BB-X Technium rod with SBL reel.
- 1994 "Team Shimano" program initiated.

## Still following the dream.

We see ourselves not only as a manufacturer of bicycle components and fishing equipment, but as a company that is helping people to become healthier through the sports of cycling and fishing. Our business is unique in that the health of the company is tied directly to the health of our customers in their pursuit of an active outdoor life. This is why we chose. "Embracing our world... **SHIMANO**®. Closer to Nature, Closer to People" as our corporate slogan for the 21st century.

In an effort to become a better corporate citizen, we are now asking ourselves what we can do to contribute more to society, to help create a better natural and social environment. We start by taking pride in the fact that we produce high-value recreational products that are human-friendly, products that harmonize with our natural environment and enrich people's lives.

Product improvement is a central theme at Shimano. Ride Light, for example, is our new bicycle component development concept which aims at making the bicycle feel lighter, more responsive, and easier to ride. Our Fishing Tackle Division has taken up the theme "A Better Fishing Life" as an expression of our efforts to develop fishing gear that better responds to the needs of the fisherman.

We are also making efforts to serve the public. We established the Shimano Cycle Development Center in February 1991, and opened the Cycle Center Bicycle Museum in April of 1992. These institutions give the public an overview of the history of the bicycle and show how advanced technology is applied to modern bicycle design. They also promote the use of the bicycle for sport, transportation, and fitness, and make funds available for cycling research and individual scholarships for bicycle-related study.

In October, 1992, we established a corporation in China. To Shimano, this is very important, not only to fulfill our overseas production but also to develop our markets in North America, Europe and Japan as well as Southeast Asia and Central America along with their market progress.

Our corporate activities will always be based on our commitment to protecting the environment while producing health-enhancing products that express the highest levels of quality, value, and performance. At Shimano, we still follow the dream.

Thank you for your help. We look forward to serving you in the future.



Shozo Shimano  
Chairman



Keizo Shimano  
President

# SHIMANO®

Inside Shimano 1994

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