

SHOEI SUSTAINABILITY REPORT

2025

PREMIUM × EXPERIENCE

プレミアムな体験へ



CONTENTS

Chapter 1 Introduction

- 1. Management Philosophy, Policy and Sustainability/ESG.....03

Chapter 2 ESG Management Promotion Organization and Materiality Assessment

- 1. ESG Management Promotion Organization04
- 2. Materiality Assessment05
- 3. Main Initiatives08

Chapter 3 Social

- 1. Quality Management System for Safety Standards09
- 2. Added Value through Product Development13
- 3. Customer Satisfaction and Survey of Needs
through the Opening of Directly Managed Shops.....14
- 4. Improving Brand Power through Museum Management15
- 5. Occupational Safety and Health & Employee Health
Management in the Workplace16
- 6. Active Participation of Diverse Personnel/
Strengthening Human Capital17
- 7. Corporate Citizenship through the Hometown Tax Donation Program18

Chapter 4 Governance

- 1. Diversity through the Appointment of Women to Executive Roles.....19
- 2. Employee Compliance Structure20
- 3. Communication with Investors through IR Activities21
- 4. Evaluation of the Effectiveness of the Board of Directors22

Chapter 5 Environment

- 1. Encouraging Eco-Friendly Cars through EV/PHV Charging Support23
- 2. Effective Use of Renewable Energy from Solar Panels24

Appendices

- 1. External ESG Evaluations25
- 2. Company Profile26
- 3. Premium Helmets27

Chapter 1

Introduction



1. Management Philosophy, Policy and Sustainability/ESG

SHOEI has the following management policy guided by the management philosophy that is the meaning of the company's existence. From the perspective of increasing corporate value through sustainable activities, strengthening ESG management is one of our important management policies.

【 Management Philosophy 】

Pursuit of “Quality and Value”



Enabling customers to have safe, comfortable and fun mobility lifestyles such as lifestyles that include motorcycles



【 Management Policies 】

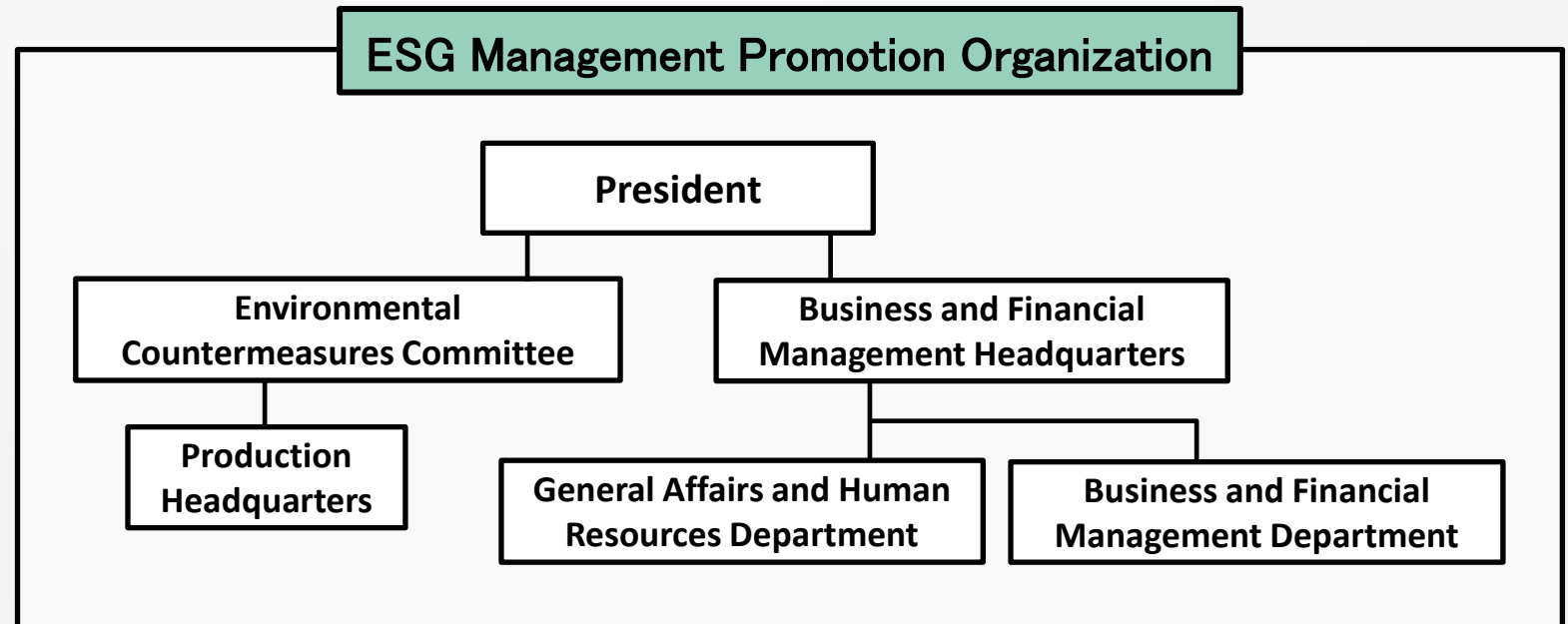
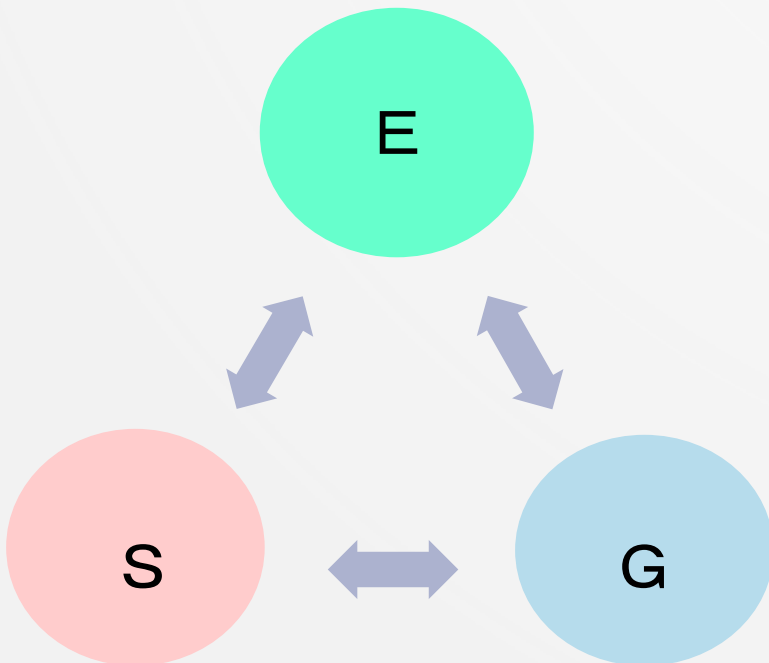
1. Committing to business continuity in the long term through sound finance
 - Aiming to maintain a high capital adequacy ratio and emphasize corporate earnings and returns to stakeholders
 - Having the strength to persevere through unforeseen matters such as economic crises and natural disasters without losing the brand image
 - Making M&A activities and new business development possible through prompt decision making and action
 - **Strengthening environmental, social and governance (ESG) management**
2. Competing by leveraging “Made in Japan”
 - Our greatest asset is the brand we have built over the past 60 years
 - Maintaining our brand image and competitiveness leveraging “Made in Japan”
3. Listening to customers
 - The key to success is to be sincere and listen to the needs of the market
 - Leading the industry in the commercialization of new products

ESG Management Promotion Organization and Materiality Assessment

1. ESG Management Promotion Organization

To address the issues in the areas of the environment (E), society (S) and governance (G), the ESG management promotion office has been established within the business and financial management headquarters in cooperation with the relevant departments under the supervision of the president. In addition, an environmental countermeasures committee organized by the president and relevant members of the production headquarters has begun to speedily address environmental issues.

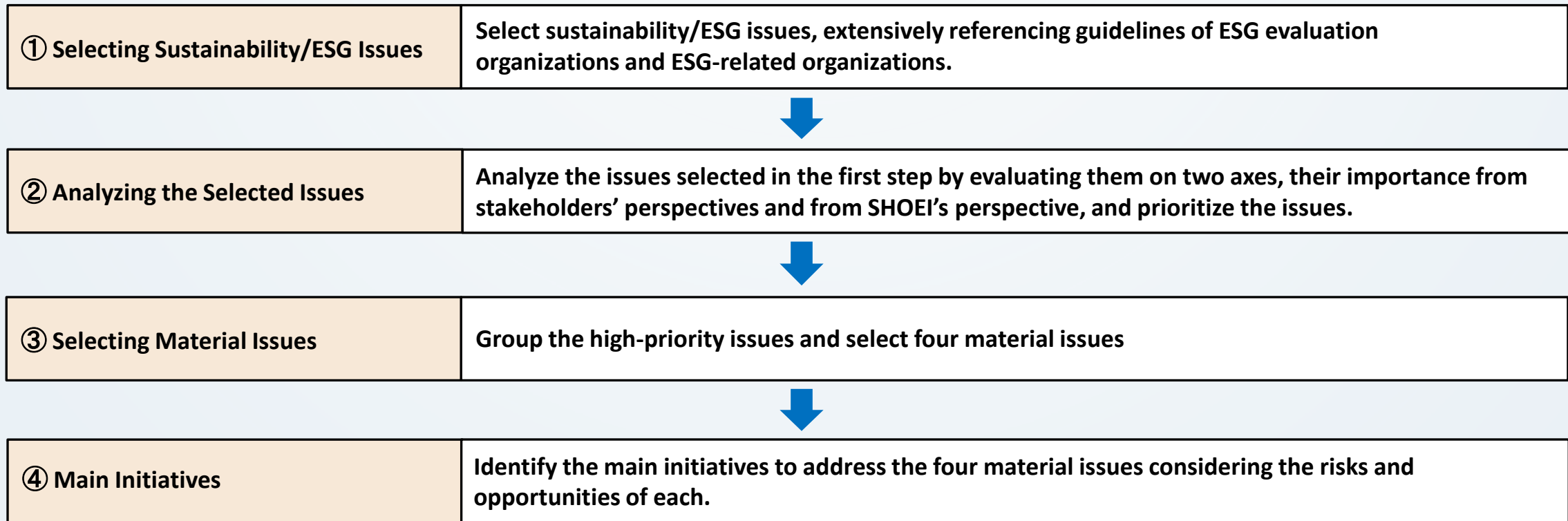
Furthermore, important policies and initiatives are appropriately reported to the members of the board of directors and the management committees.



2-1. Materiality Assessment

SHOEI identified the high-priority issues (material issues) in accordance with following procedure and we confirmed the societal issues that we should solve to strengthen ESG management in the future.

The Process for Identifying Material Issues



ESG Management Promotion Organization and Materiality Assessment

2-2. Materiality Assessment

① Selecting Sustainability/ESG Issues:

SHOEI selects sustainability/ESG issues, extensively referencing the guidelines of ESG evaluation organizations and ESG-related organizations. (see the figure on the right)

ESG	Themes	ESG Key Issues	
Environment	Climate Change	Carbon Emissions	E①
		Climate Change Vulnerability	E②
		Financing Environmental Impact	E③
		Product Carbon Footprint	E④
	Natural Capital	Biodiversity & Land Use	E⑤
		Raw Material Sourcing	E⑥
		Water Stress	E⑦
	Pollution & Waste	Electronic Waste	E⑧
		Packaging Material & Waste	E⑨
		Toxic Emissions & Waste	E⑩
	Environmental Opportunities	Opportunities in Clean Tech	E⑪
		Opportunities in Green Building	E⑫
		Opportunities in Renewable Energy	E⑬
Social	Human Capital	Health & Safety	S①
		Human Capital Development	S②
		Labor Management	S③
		Supply Chain Labor Standards	S④
	Product Liability	Chemical Safety	S⑤
		Consumer Financial Protection	S⑥
		Privacy & Data Security	S⑦
		Product Safety & Quality	S⑧
		Responsible Investment	S⑨
	Stakeholder Opposition	Community Relations	S⑩
		Controversial Sourcing	S⑪
	Social Opportunities	Access to Finance	S⑫
		Access to Health Care	S⑬
		Opportunities in Nutrition & Health	S⑭
Governance	Corporate Governance	Board	G①
		Pay	G②
		Ownership & Control	G③
		Accounting	G④
	Corporate Behavior	Business Ethics	G⑤
		Tax Transparency	G⑥

ESG Management Promotion Organization and Materiality Assessment

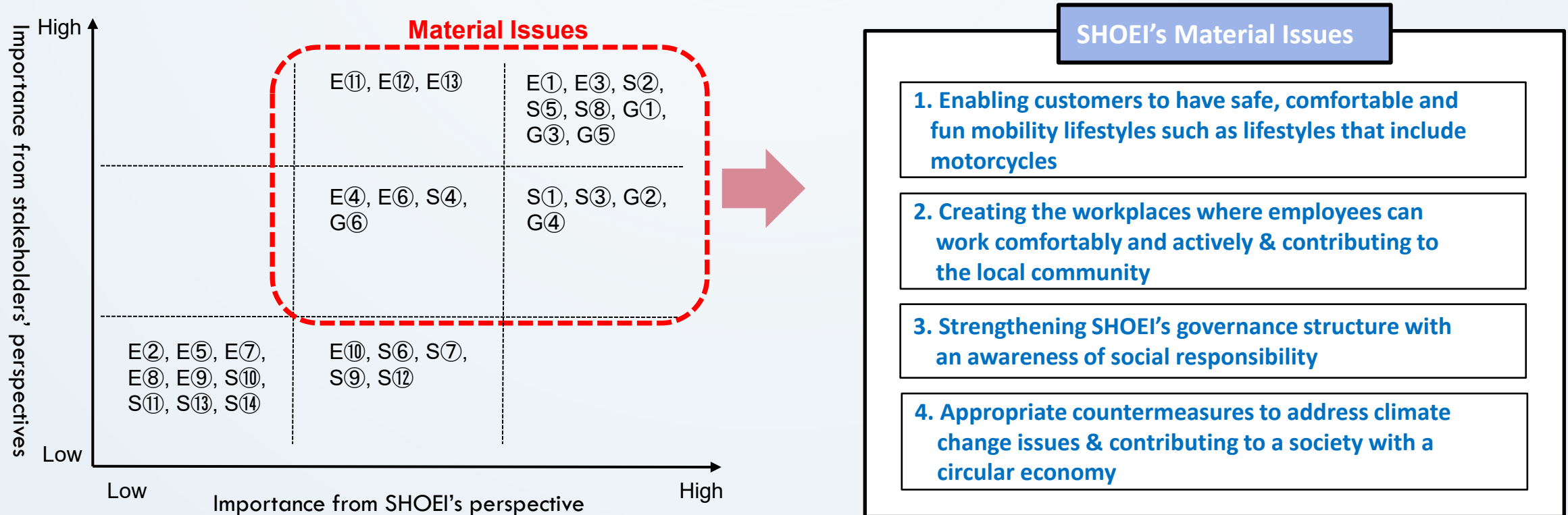
2-3. Materiality Assessment

② Analyzing the Selected Issues:

SHOEI analyzes the issues selected in the first step by evaluating them on two axes, their importance from stakeholders' perspectives and from SHOEI's perspective, and prioritize the issues.

(see the box in the red dotted line below)

③ Selecting Material Issues: SHOEI groups the high-priority issues and selects four material issues.



ESG Management Promotion Organization and Materiality Assessment

3. Main Initiatives

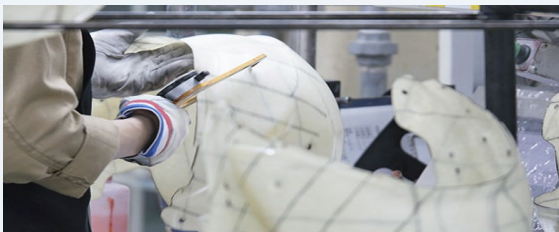
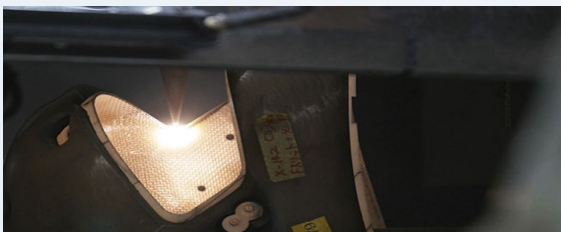
SHOEI identifies its main initiatives for addressing the four material issues considering the risks and opportunities of each.

Material Issue	ESG	Key ESG Initiatives	Risks and Opportunities	Main Initiatives
Enabling customers to have safe, comfortable and fun mobility lifestyles such as lifestyles that include motorcycles	Social	- Improvement of safety and quality - Product development to enhance added value - Pursuit of design and function that satisfies customers	<Risks> - Loss of credibility due to a failure to meet safety standards - Damage to the brand image due to quality deterioration <Opportunities> - Increase market share by providing products customers need - Increase customers by providing added value leveraging new technology	- Quality management system for safety standards: 1 - Added value through product development with an awareness of functions providing comfort and fun: 2 - Collecting information about the designs and functions that customers need: 3 - Improvement of brand power through the management of a museum displaying its product archive and exploring the history of SHOEI : 4
Creating the workplace where employees can work comfortably and actively & contributing to the local community	Social	- Creating a comfortable workplaces with labor and health management - Effective use of diverse human resources - Contributing to employees' local communities	<Risks> - Serious accidents such as labor accidents - Deterioration of mental and physical health - Loss of human resources due to the loss of talented employees <Opportunities> - Securing diverse and talented human resources - Securing a high quality workforce by energizing local communities	- Management of safe workplace environment: 5 - Employee mental health management: 6 - Improvement of the percentage of managers that are women: 7 - Development of a diverse work environment through the introduction of various systems : 8 - Energization of local communities through the hometown tax donation program: 9
Strengthening SHOEI's governance structure with an awareness of social responsibility	Governance	- Transparent management with an awareness of stakeholders - Legal compliance	<Risks> - Loss of reputation due to the violation of laws - Damage to corporate value due to serious non-compliance issues <Opportunities> - Sustained progress to achieve effective corporate governance and improved corporate value	- Diversity through the appointment of women to executive roles: 10 - Employee compliance structure: 11 - Communication with investors: 12 - Evaluation of effectiveness of the board of directors: 13
Appropriate countermeasures to address climate change issues & contributing to a society with a circular economy society	Environment	- Reduction of CO2 emissions - Use of renewable energy - Environmental considerations through the recycling, reuse, etc. of product materials	<Risks> - Deterioration of the global environment due to global warming - Loss of reputation due to the delay of environmental measures <Opportunities> - Reduction of costs due to efficient energy use - Reduction of waste due to recycling and reuse	- Encouraging eco-friendly cars by supporting employees in the charging of EVs and PHVs: 14 - Effective use of renewable energy from solar panels: 15

1-1. Quality Management System for Safety Standards (Production): 1

The basic helmet production process is: molding $\Rightarrow$ painting $\Rightarrow$ assembly $\Rightarrow$ delivery. Helmets are protective equipment for rider safety and safety standards must be followed. Therefore, quality is strictly controlled to ensure that all products delivered from factories meet safety standards.

The photos below start from the molding process for making the shell that is the base of the helmet. After making the framework of the helmet, the thickness and weight of each shell is inspected. This is a very important process for meeting the product quality safety standards and only the shells that pass the inspection can move on to the next process, painting. After the painting and assembly processes are completed, product quality is checked every time and only the products that pass the final inspection at the packaging stage are delivered.

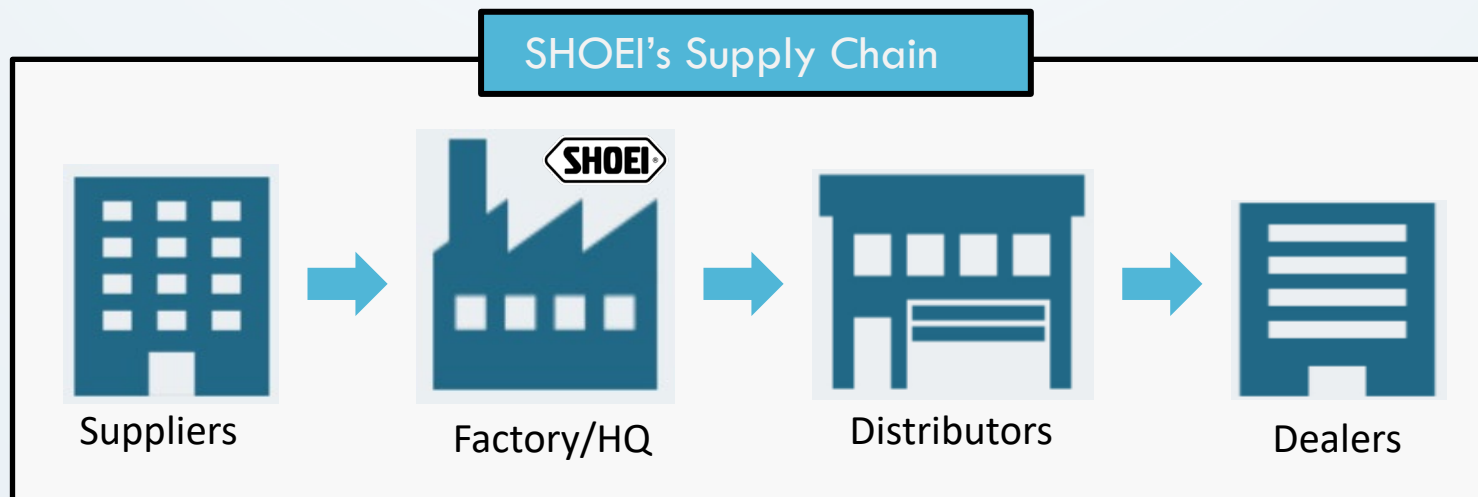


1-2. Quality Management System for Safety Standards (Suppliers): 1

The quality of the raw materials and processed products that SHOEI purchases is also important, and the basic contracts with our suppliers detail matters important for the compliance of the materials supplied to SHOEI and the maintenance of product quality.

Audits are conducted every three years to ensure that the basic contracts have been complied with in terms of quality, price, delivery, etc. For example, the cleanliness and tidiness of places such as workshops and warehouses, the maintenance of equipment, work processes based on specifications and production maintenance ensuring stable quality are inspected.

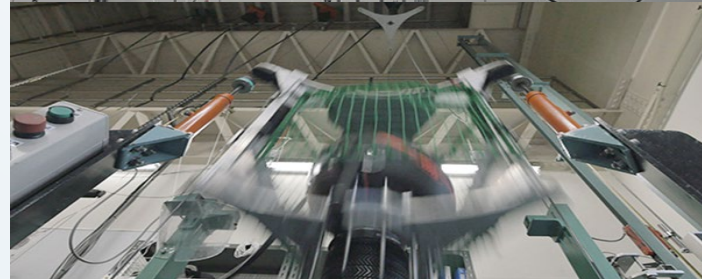
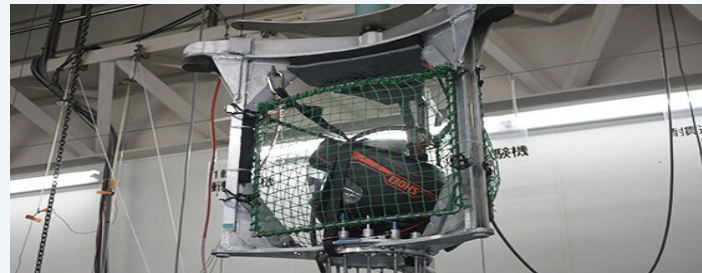
To maintain and improve quality and reduce cost, we also support suppliers' comprehensive management of their businesses, including the management of necessary production technologies and facilities and the management of raw materials and processed products to ensure high quality is maintained.



1-3. Quality Management System for Safety Standards (Completion Inspection): 1

After helmets are completed, SHOEI's quality control department periodically conducts sampling inspections of completed helmets at a certain rate and we established a thorough quality control system by double-checking, not only during the manufacturing process, but also after the process.

SHOEI's sampling inspection of completed helmets destroys about 3,000 helmets a year in tests such as impact tests, and a large number of the helmets used in tests are discarded and not sold to customers. However, these helmets that never reach riders are also an important part of SHOEI's efforts to maintain ideal quality.

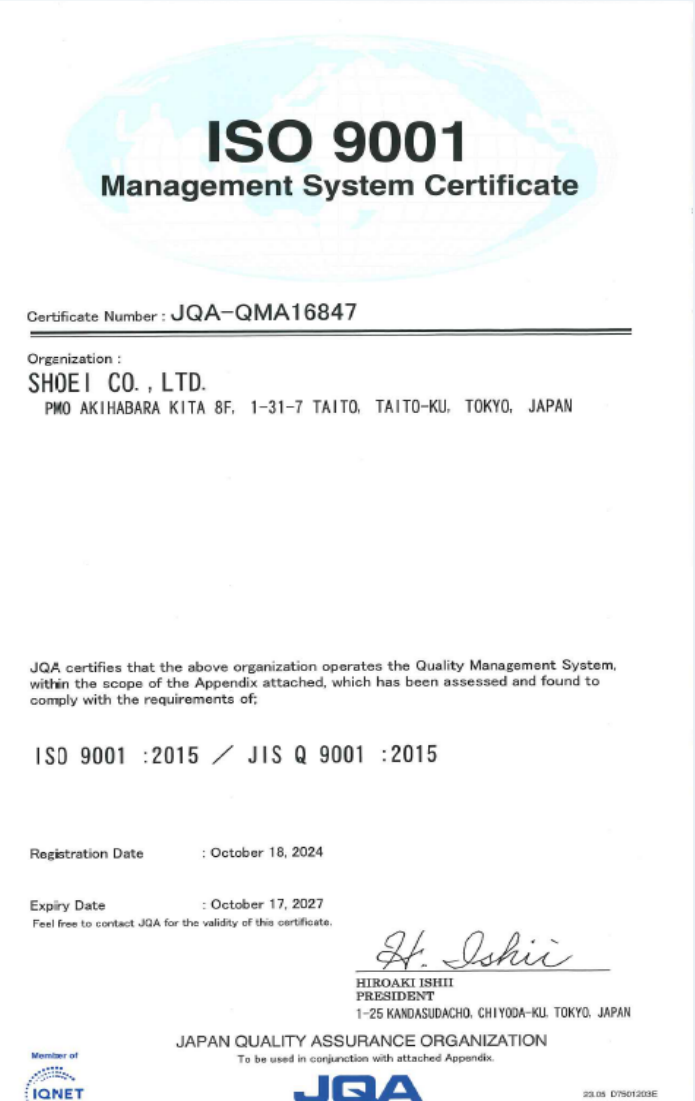


1-4. Quality Management System for Safety Standards (Safety Standards and External Certifications): 1

In the helmet development stage, it is mandatory to acquire safety standard certifications in each country and region (JIS for Japan, ECE R22/06 for Europe, etc.). To develop helmets with reliable safety under a unified design concept, SHOEI established a thorough quality control system and acquired the necessary safety standard certifications for each country and region.

In October 2022, we divided the quality-related department that was a part of the production headquarters into the quality assurance department which reports directly to the president and the quality control department which is a part of the production headquarters. This enables the quality assurance department to maintain its independence. We have established a firm quality control system under the supervision of the quality control department.

In addition, we obtained the International Organization for Standardization's ISO 9001 certification of our quality management system in October 2024. We aim to continuously maintain and strengthen our quality management system to provide consistent services that always meet customer expectations and create products that achieve greater customer satisfaction.



2. Added Value through Product Development / Added Value through Product Development with an Awareness of Functions Providing Comfort and Fun : 2

In the pursuit of helmets that are safe, comfortable and fun, SHOEI leads the industry and continues to take on new challenges. In the first phase of this initiative, we developed a helmet with an Opticson heads-up display (HUD) for the new era. Opticson is a new product that incorporates advanced technology that became available on the market in 2022. In the second phase of this initiative, we are collaborating with Eyelights to develop a HUD that pairs with an app on Android or iOS, which makes it possible to use smart features, such as Google Maps, to increase user convenience. Helmets with HUDs create a better future for people living motorcycle lifestyles.

In 2024, SHOEI helmets were sold featuring Bari Bari Densetsu, a serialized comic that ran from 1983 to the 1990s. It was a symbol of the motorcycle trends of its era.

The Japan Culture x Japan Quality by SHOEI series of helmets created in collaboration with the artists and companies creating cartoons, anime and other facets of pop culture that originate in Japan continued for a second year.

We will continue to communicate the allure of Japanese culture while maintaining our technical capabilities to create new value.



3. Pursuit of Design and Functionality That Satisfy Customers / Increasing Customer Satisfaction and Strengthening Collection of Information About Customers' Needs through the Opening of Directly Managed Shops: 3

SHOEI operates directly managed SHOEI Gallery shops to increase customer satisfaction and survey the needs of customers by receiving feedback directly from them. The SHOEI Galleries offer Personal Fitting System (PFS) services to measure the shape of each person's head and adjust the helmet interior pads for the best fit as well as displaying, selling and repairing helmets. In addition, helmets and photos of SHOEI contract riders are displayed and original goods only available in the Galleries are available for sale.

Currently, we manage five Galleries in Japan (Tokyo, Osaka, Yokohama, Kyoto, Fukuoka and Sapporo). A new Gallery managed by a French subsidiary has been opened in Paris, as well as a collaborative store in Barcelona, which is managed by a Spanish distributor. We continue to open new shops both in Japan and overseas as needed.



Personal Fitting System



SHOEI Gallery SAPPORO



SHOEI Gallery Barcelona

Chapter 3

Social

4. Improving Brand Power through the Management of a Museum Displaying Its Product Archive and Exploring the History of SHOEI: 4

SHOEI HELMET PARK (SHP) is scheduled to open in the spring of 2026. It will be a facility designed to provide greater value and communicate the allure of SHOEI helmets. SHP's main feature will be a museum, but it will also have a SHOEI Gallery and dining area.

The museum's archives of products and helmets worn by legendary racers will be displayed to enable visitors to explore the history of SHOEI. There will also be a decal application area and a racing simulator area. The latest helmets and original merchandise will be sold at the adjacent SHOEI Gallery so that visitors can enjoy themselves and appreciate the excellent performance and quality of our products.



Chapter 3

Social



5. Occupational Safety and Health & Employee Health Management in the Workplace: 5,6

<SHOEI's Initiatives>

We established the health and safety committee to ensure the safety of our employees. To prevent occupational accidents, we have discussions regularly and promote the establishment of a system for safety in the workplace to examine working environments,

Also, we continue to appropriately evaluate personnel through timely interviews with employees, the sincere consideration of the requests of the employees' union regarding the improvement of working conditions. We aim to create workplaces where employees can work comfortably and where mental and physical health are managed through the necessary actions including, as examples, medical checkups for employees' health and annual stress tests for mental health care.



6-1. Active Participation of Diverse Personnel / Strengthening Human Capital : 7,8

Human Capital

The SHOEI Group believes that the development and utilization of human capital is essential for the continuous enhancement of corporate value. Employee evaluation systems that help keep employees motivated and training programs are provided at the Group's headquarters and factories. A prime example of the Group's training programs is its on-the-job training. We have introduced various systems to develop a positive work environment that supports diverse personnel's active participation.

We are taking the necessary measures to achieve our goal of improving the percentage of managers that are women to more than 8% by March 2028.



1. Personnel Development

90% of our employees work in factories, and mid-level employees are responsible for identifying issues and their causes in their everyday work, finding and presenting workable solutions at monthly just-in-time (JIT) meetings held as part of improvement initiatives. Their involvement has been proved to be extremely effective in the encouragement of personnel development. Departments at headquarters have also started improvement initiatives, including the development of workers with multiple skills, to ensure there are more training opportunities. Support is available to help employees with the cost of training because we are committed to investing in personnel development. Examples include external seminars on adapting to amended laws, health and safety training that is essential for our employees, FATEC training, quality control manager training and ISO 9001 basic training taught by external training providers.

2. Active Participation of Diverse Personnel

(1) Women's Empowerment

We actively support diversity. Our main aim is to improve the percentage of managers that are women. The Group's headquarters and factories are working together to take the necessary measures to support women's empowerment and the Act on Advancement of Measures to Support Raising Next-Generation Children to achieve our goal of improving the percentage of managers that are women to more than 8% by March 2028. We verify our activities to ensure there is no gender inequality in career progression. Senior management is informed of female employees that will be our next managers. The department manager and the General Affairs and Human Resources Department are responsible for drawing up and implementing a development plan and executive appointment schedule.



6-2. Active Participation of Diverse Personnel /Strengthening Human Capital: 7,8

(2) Work Style Reforms

Flexible working hours were introduced on October 1, 2020 so that employees could choose when they work themselves to increase efficiency and improve their work-life balance. Our ultimate aim is to reduce overtime.

(3) Supporting Child Care and Family Care

We have introduced measures for people wishing to balance work and caring for their families. Child care and family care leave, a reduced working hours system, and other systems that enable flexible work arrangements are in place so that employees can balance the growth of their careers and their family responsibilities.

3. Indicators and Targets

We use the following indicators to support the active participation of diverse personnel.

Indicators	Targets	Results
Percentage of managers that are women	More than 8% by March 2028	6.1% (As of October 2025)
Percentage of male employees taking childcare leave	More than 70% by September 2027	73.3% (As of September 30, 2025)

7. Corporate Citizenship through the Hometown Tax Donation Program: 9

To contribute to the local community, we donated 100 million yen in 2025 via the corporate version of the hometown tax donation program to Inashiki in Ibaraki Prefecture and Ichinoseki in Iwate Prefecture where our factories are located. We also provide our helmets as a return gift for the normal hometown tax donation program. We continue to contribute as much as we can for the energization of the local community and the development of education programs for the next generation of people.

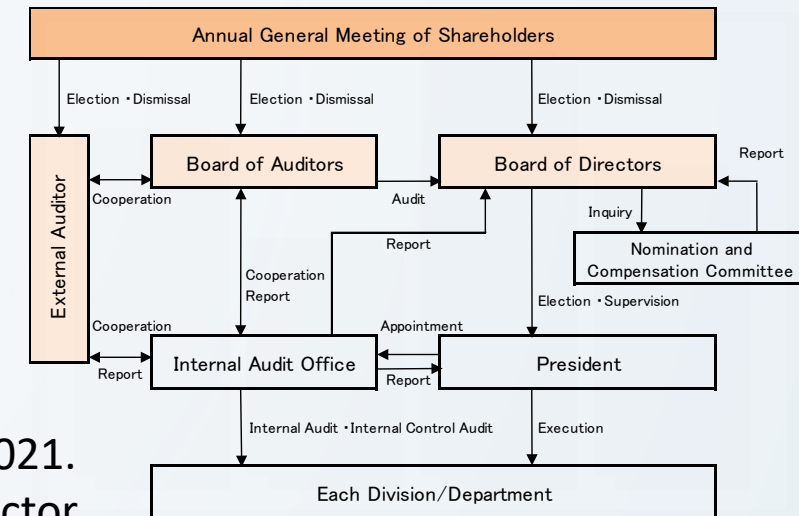
Chapter 4

Governance



Regarding SHOEI's corporate governance, the board of directors consists of seven directors including three outside directors and three auditors including two outside auditors (as of December 24th, 2025). The governance structure maintains fairness and transparency through the activities of the board of directors, an organization responsible for supervising swift and precise management, and the actions of the board of auditors, a monitoring organization benefitting from each auditor's expertise.

We also established the nomination and compensation committee in December 2021. A majority of its members are outside directors and it is chaired by an outside director. The committee properly deliberates matters related to the nomination and compensation of directors and reports to the board of directors.



1. Diversity through the Appointment of Women to Executive Roles: 10

We understand that diversity is necessary to sustainably increase corporate value and that it is important to appoint women to executive positions. We appointed our first female outside director in December 2022 and we appointed a female outside auditor in December 2023. We appointed our second female outside director in December 2025. As a result, more than 30% of our executives are women, as three of our ten executives (seven directors and three auditors) are women. We continuously work to promote management that respects diversity.

Chapter 4

Governance

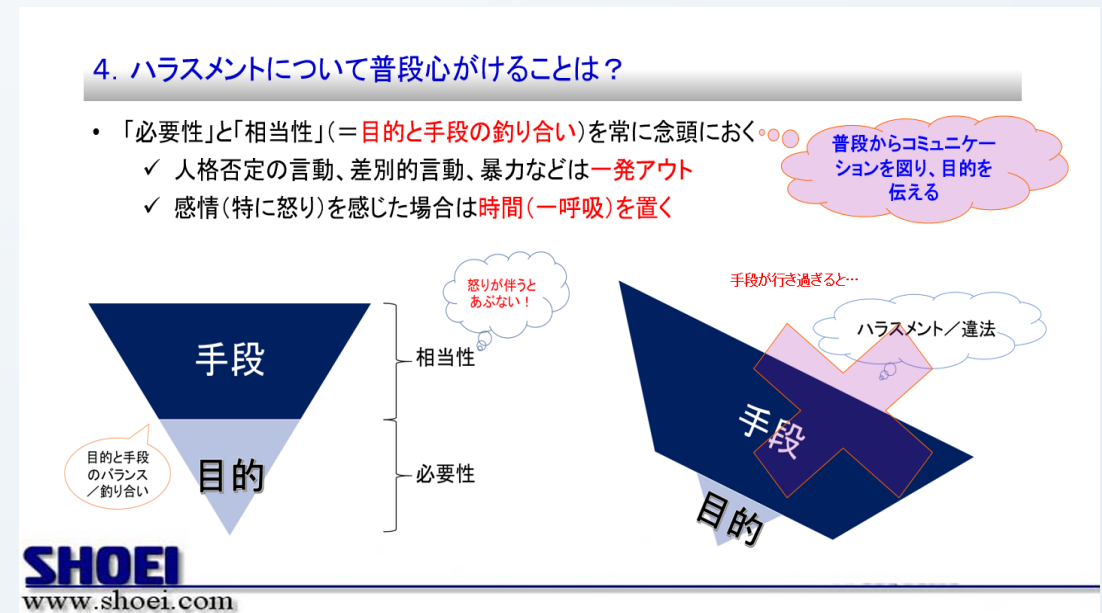


2. Employee Compliance Structure: 11

To establish a governance structure that enables a good working environment and enables all employees to work comfortably in their workplace, SHOEI established compliance regulations and behavioral guidelines from the perspectives of compliance with internal rules and acting with high ethical values.

We also established a whistleblower system (commonly known as the employee hotline) to ensure the human rights of employees are respected and prevent harassment of any kind. The purpose of the employee hotline is to enable people to report any employee misconduct and prevent any compliance violations or misconduct. The contact point for reporting is outsourced to an external law firm that is not our consulting lawyer, so that employees can use the employee hotline without fear.

Furthermore, we have made various documents to create a better work environment and conduct compliance training regularly. We continue to take measures to improve the management of the compliance structure.



Chapter 4

Governance

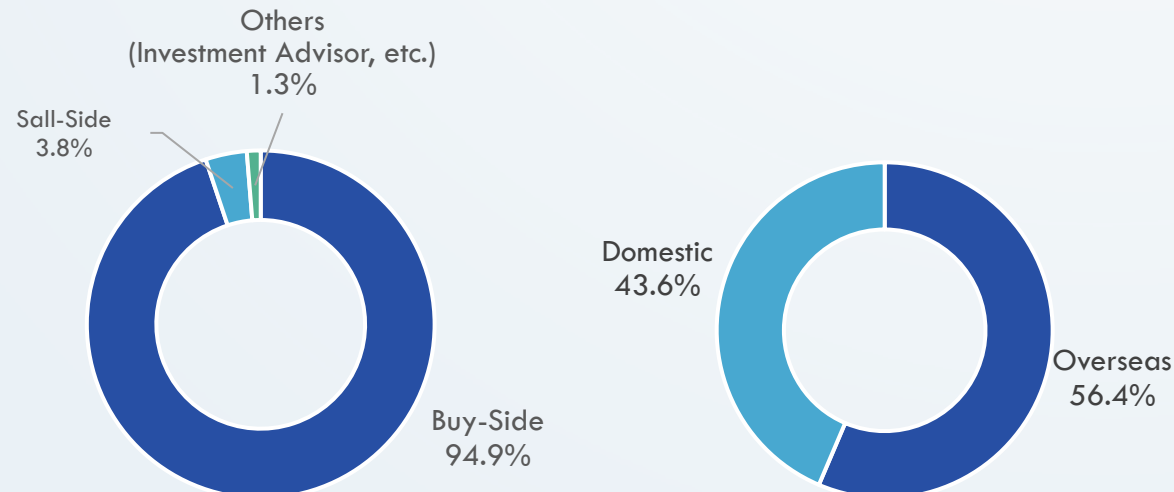


3. Communication with Investors through IR Activities: 12

In terms of sustainability and ESG, SHOEI understands the importance of engaging in dialog with its investors. Therefore, we focus on communicating with investors through the disclosure of documents and IR activities such as meeting with investors 152 times per year (FY2025) in addition to communicating with shareholders and investors at the annual general meeting of shareholders and financial results briefings.

In fact, our exchanging opinions with and receiving advice from shareholders and investors through our IR activities have been helpful in our strengthening of our ESG initiatives (e.g., the introduction of the restricted stock system for employees, the establishment of the nomination and compensation committee, the appointment of a woman to be a director, etc).

Regarding IR interviews conducted in FY2025 (October 2024-September 2025), the composition of the interviewed parties is as follows. The majority are buy-side investors, and they are from both Japan and overseas.





4. Evaluation of Effectiveness of the Board of Directors: 13

SHOEI is constantly seeking to enhance corporate governance to ensure a transparent and effective management system. One of our efforts to strengthen our governance is the introduction of an evaluation of the effectiveness of the board of directors to ensure that the board of directors can fulfill its functions at a higher level and promote more advanced management. The evaluation is carried out in the form of a questionnaire to enable us to discuss individual issues and take action.

▪ Status of Implementation

December 2024: Decided on the themes of individual discussions based on the results of the questionnaire conducted in July, and discussed possible dates and times of meetings

February 2025: Discussed the ideal board of directors at the board of directors meeting

June: Discussed long-term strategy at the board of directors meeting

August: Conducted a questionnaire to evaluate the effectiveness of the board during the 69th term

As a result, it has been determined that our board of directors and the other organizations are functioning effectively, and we consider our board of directors to have evaluated its effectiveness. Inside and outside directors and auditors have actively discussed issues. We continue to transform and develop our management structure to ensure appropriate corporate governance and transparency to achieve our goals.

▪ Status of Measures for Main Tasks

Tasks	Measures
Strengthening cooperation with the internal audit office	Enhanced information sharing between the board of directors and internal audit office
Planned initiatives for medium - and long - term business issues	Discussions about individual themes to continue
Training for executives	Specific measures, including measures using external resources, are scheduled

Chapter 5

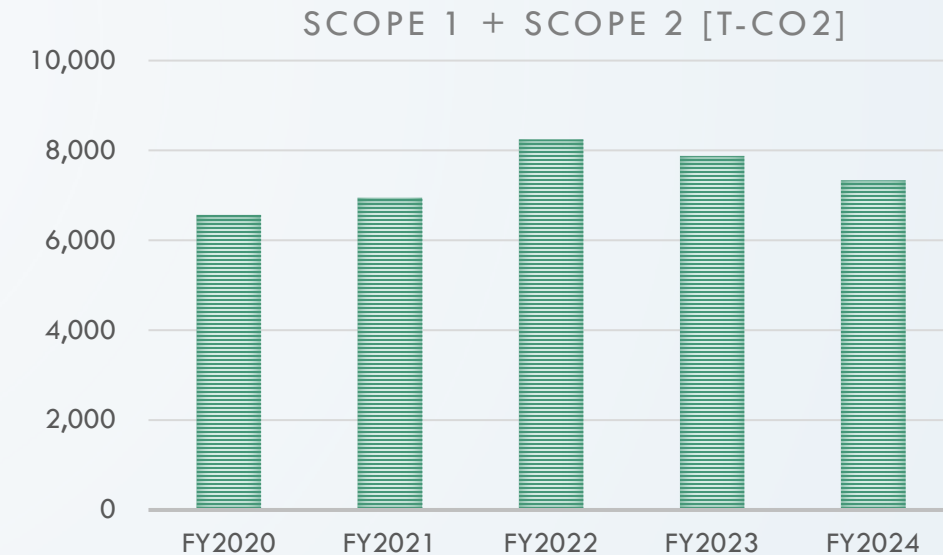
Environment

SHOEI has been regularly conducting activities to improve the production efficiency of its various processes using the Just In Time (JIT) system, and efforts to conserve resources and energy are also discussed and implemented on a daily basis.

In addition, we are trying to reduce CO2 emissions to prevent of global warming as much as we can. Our analysis indicates that the sources of power that we use that emit large amounts of CO2 are electricity, heavy oil (boilers) and gasoline (vehicles used by commuters), and accordingly, we are taking actions to reduce CO2 emissions.

(see the figures for Scope 1 + 2 emissions on the below)

	FY2020	FY2021	FY2022	FY2023	FY2024
Scope 1 + Scope 2 [t-CO2]	6,567	6,949	8,247	7,876	7,332



*Calculation period: April 2024 to March 2025

1. Encouraging Eco-Friendly Cars through EV/PHV Charging Support: 14

EV/PHV charging facilities for employees who commute by car have been installed at both factories. SHOEI encourages employees to commute by electric vehicle and considers environmental issues for the realization of a decarbonized society through the reduction of CO2 emissions.

The cost of charging EV/PHV batteries is borne by the company and the charging equipment is available all the time. We are also working toward the realization of the government's goal of increasing the use of electric vehicles.



Chapter 5

Environment



2. Effective Use of Renewable Energy from Solar Panels: 15

At both the Ibaraki and Iwate factories, SHOEI introduced and operated solar power generation systems using a PPA* model in May 2024. This initiative reduced annual CO2 emissions by approximately 267 tons and increased the percentage of power consumed that comes from renewable energy sources from 13% as of FY2023 (before the introduction of PPAs) to 19% at both factories.

*PPA: Power Purchase Agreement. The PPA provider installs a solar power generation system on a customer's property or roof at no charge and sells the power generated by the system to the customer.



[Ibaraki factory]



[Iwate factory]



1. External ESG Evaluations

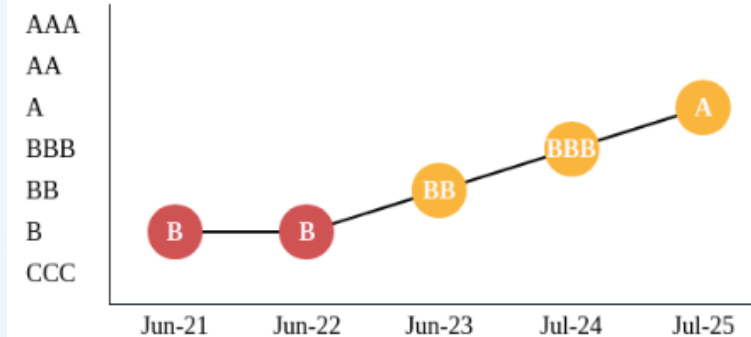
MSCI ESG Rating: A

SHOEI recently received an ESG rating of A from MCSI in the USA. This is higher than last year's BBB rating. This is in recognition of our ESG initiatives and our acquisition of ISO 9001 certification in particular. We will continue to pursue ESG initiatives going forward, aiming to continually improve the rating.



(As of July 2025)

ESG Rating history



ESG Rating history shows five most recent rating actions

ESG Rating distribution

Universe: MSCI ACWI Index constituents, Auto Components, n=26

Appendices



2. Company Profile

Company Name	SHOEI CO.,LTD.
Established on	March 17,1959
Net sales	32,363,623,535 (as of September 30,2025)
Paid-up Capital	1,421,929,924Yen
President	Kenichiro Ishida
Number of Employees	785
Head Office	Taito, Taito-ku Tokyo
Factories	Ibaraki Factory:Inashiki-shi,Ibaraki Iwate Factory:Ichinoseki-shi,Iwate
Showroom	SHOEI Gallery TOKYO:Chiyoda-ku Tokyo SHOEI Gallery OSAKA:Osaka-shi,Osaka SHOEI Gallery YOKOHAMA:Yokohama-shi,Kanagawa SHOEI Gallery KYOTO:Kyoto-shi, Kyoto SHOEI Gallery FUKUOKA:Fukuoka-shi, Fukuoka SHOEI Gallery PARIS:Paris, France SHOEI Gallery Barcelona:Barcelona, Spain
Consolidated Subsidiaries	SHOEI DISTRIBUTION GMBH SHOEI EUROPE DISTRIBUTION SARL SHOEI ITALIA S.R.L. SHOEI ASIA CO.,LTD. SHOEI SALES JAPAN CO., LTD. SHOEI (SHANGHAI) CO., LTD.

(As of October 1, 2025)



(As of December 2025)

Appendices



3. Premium Helmets

The size of the premium helmet market is about 120 billion yen. Premium helmets are defined by their superior design, high quality and safety. SHOEI is over 60% of this market. Our goal is to obtain the largest share of the market in every country around the world by continuing to strengthen our sales activities based upon our superior brand power.



The global brand SHOEI, born in Japan and expanding around the world, is loved by many top class professional riders and recognized as a top quality helmet by riders in over 50 countries worldwide. Also, the SHOEI brand is known as a symbol of high quality and safety. Owning a SHOEI product is a status symbol for riders and something they are proud of.



SHOEI SUSTAINABILITY REPORT 2025



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