



CORPORATE PROFILE 2021



RYOSAN

RYOSAN CO., LTD.
Electronics System Coordinator

MESSAGE from the President



Ryosan is responding to customers' broadening range of needs with a unique package of value-added.

Since its foundation in 1953, Ryosan Co., Ltd. has thrived as a distributor of semiconductors, electronic components and relevant products. Today, as digital technologies such as IoT, AI and 5G are developing apace and our daily life is undergoing a breathtaking transformation, expectations for the electronics industry are growing ever more wide-ranging and ambitious. Leveraging its strengths of front-line-focused DNA, engineering intuition and a solid financial base, Ryosan will deliver value-added to serve its clients' diverse needs.

Ryosan has set its sights on becoming a Company that creates confidence and the best fit for society in the electronics domain. Driven by that determination, Ryosan aims to grow further along with stakeholders.

We ask our stakeholders for their support and encouragement in this endeavor.

Representative Director, President

A handwritten signature in blue ink, appearing to read "K. Inaba".

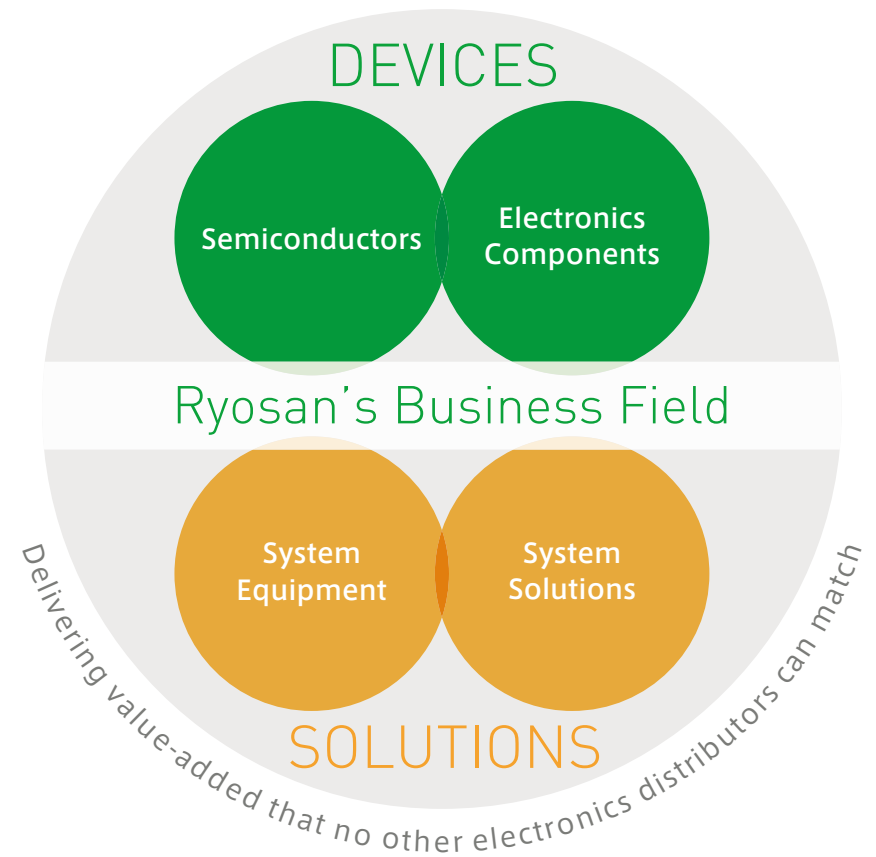
Exceeding expectations through the synergy of devices × solutions

Ryosan, the Electronics System Coordinator

As one of Japan's foremost electronics distributors, Ryosan handles with devices such as semiconductors, electronic components, systems equipment and systems solutions.

With 20 locations in Japan, including Tokyo Head Office, as well as over 20 sales bases in Asia ex-Japan, North America and Europe, Ryosan has constructed one of the widest networks of any electronics trading companies in Japan, to provide service that stays close to customers at all times.

As an Electronics System Coordinator, delivering value-added that no other distributors can match, Ryosan is working tirelessly to maximize customer satisfaction.



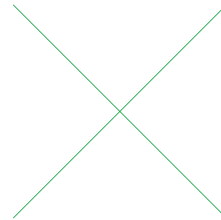
Ryosan - Electronics System Coordinator

PHILOSOPHY

Business Theme

Enhance electronics system coordination

Ryosan will effectively combine a wide range of people and companies in electronics to deliver value that benefits society.



Mission

Facilitate the harmonious fusion of human and technological progress

Ryosan's mission, as an electronics system coordinator at the intersection of people and technology, is to bring technology closer to people's expectations and needs.

HISTORY

1950-

- 1953 • Ryosan Denki Co., Ltd. is established in Kanda-Suehirocho, Chiyoda-ku, Tokyo.
- 1957 • The Company is reorganized as a stock company as Ryosan Denki Co., Ltd.
- 1963 • Ryosan Trading Co., Ltd. is established.
- 1974 • Hong Kong Ryosan Limited is established.
- 1976 • Singapore Ryosan Private Limited is established.
- 1979 • Ryotai Corporation is established.

1970-

1980-

- 1981 • The company name is changed to Ryosan Co., Ltd.
- 1982 • Consolidated net sales exceed 100 billion yen.
- 1983 • Stock is listed on the Second Section of the Tokyo Stock Exchange.
- 1986 • Stock is listed on the First Section of the Tokyo Stock Exchange. The head office is moved to Higashi-Kanda, Chiyoda-ku.
- 1988 • Ryosan Trading Co., Ltd. merges with Ryosan Co., Ltd. Consolidated net sales exceed 200 billion yen.
- 1996 • Ryosan Technologies USA Inc. is established.
- 1997 • Zhong Ling International Trading (Shanghai) Co., Ltd. is established.
- 1999 • Kawasaki Comprehensive Business Center is established.

1990-

2000-

- 2000 • The head office is moved to the current Head Office Building. Consolidated net sales exceed 300 billion yen.
- 2001 • Korea Ryosan Corporation and Ryosan (Thailand) Co., Ltd. are established.
- 2002 • Ryosan IPC (Malaysia) Sdn. Bhd. And Dalian F.T.Z Ryosan International Trading Co., Ltd. are established.
- 2003 • All domestic offices obtain ISO 14001 certification.
- 2012 • Ryosan Europe GmbH is established.
- 2014 • Ryosan India Pvt. Ltd. is established.
- 2016 • Engineering Headquarters obtain ISO9001 certification.
- 2017 • Edal Electronics Co., Ltd. becomes a wholly owned subsidiary. AIO Core Co., Ltd. and Qingdao Sanyuan Taikē Electronics Co., Ltd. are invested.
- 2018 • AIO Core Co., Ltd is invested additionally.

2010-

VISION

RS Innovation 2030

Aspiration of the Group in 2030

Electronics domain

Ryosan responds to a wide range of needs on the front lines of business, not limited to the supply of semiconductors and electronic components.

For society

Ryosan contributes to a wide variety of stakeholders, including customers, suppliers, employees and shareholders.

Creating confidence and best fit

From the latest technologies, Ryosan provides service that is the best fit for the customer, delivering new value-added.

[RS Innovation 2030] 'Basic Policy for Achieving the target State' & 'Business Infrastructure'

Three Innovations for Growth

Leveraging its DNA as a company that is focused on the customers' business front, Ryosan is positioning three innovations as pillars of growth: business, networks and channels.

Business Innovation

Ryosan will deliver new business models and Value-added through bold risk-taking.

Network Innovation

Ryosan will strengthen its supplier network in Japan and overseas to serve customers' wide-range needs.

Channel Innovation

Ryosan will expand its network of customers in Japan and overseas by reorganizing and strengthening its sales channels.

Challenge to reach net sales of ¥500 billion and ROE of 8%

Five Domains for Supporting Growth

Ryosan will strengthen five domains as its infrastructure supporting growth:

Work Processes

Ryosan will actively deploy digital technology to build business infrastructure to the highest levels of cost-saving and quality.

Technical Capability (Knowledge)

Ryosan will cultivate a knowledgeable staff who can respond not only to the latest customer needs but also electronics needs in Japan and abroad.

Governance

Ryosan will implement a management framework that enables sustainable business management and risk-taking.

Personnel (Resources)

As Japan's working population becomes increasingly aged, Ryosan will pursue optimization of its organization and personnel systems with a globalized economy in mind.

Finance

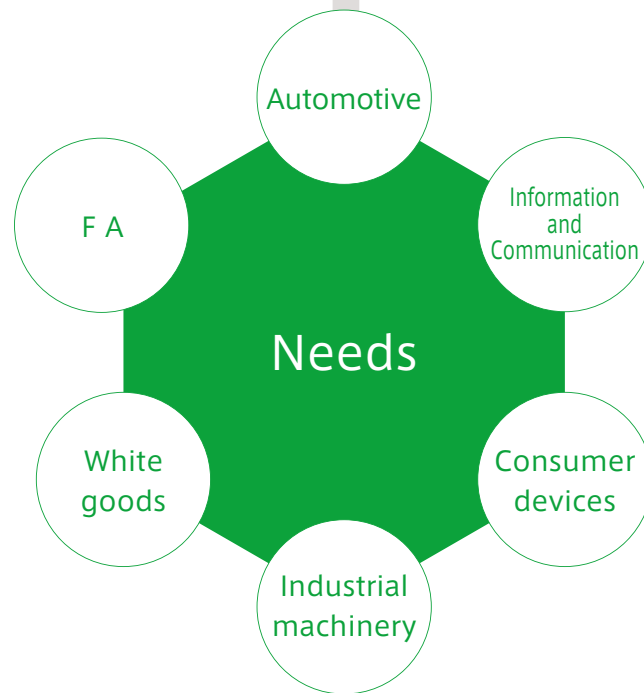
Ryosan will pursue business opportunities with an eye on the costs. Ryosan will improve ROE, using appropriate leverage as necessary.

BUSINESS MODEL

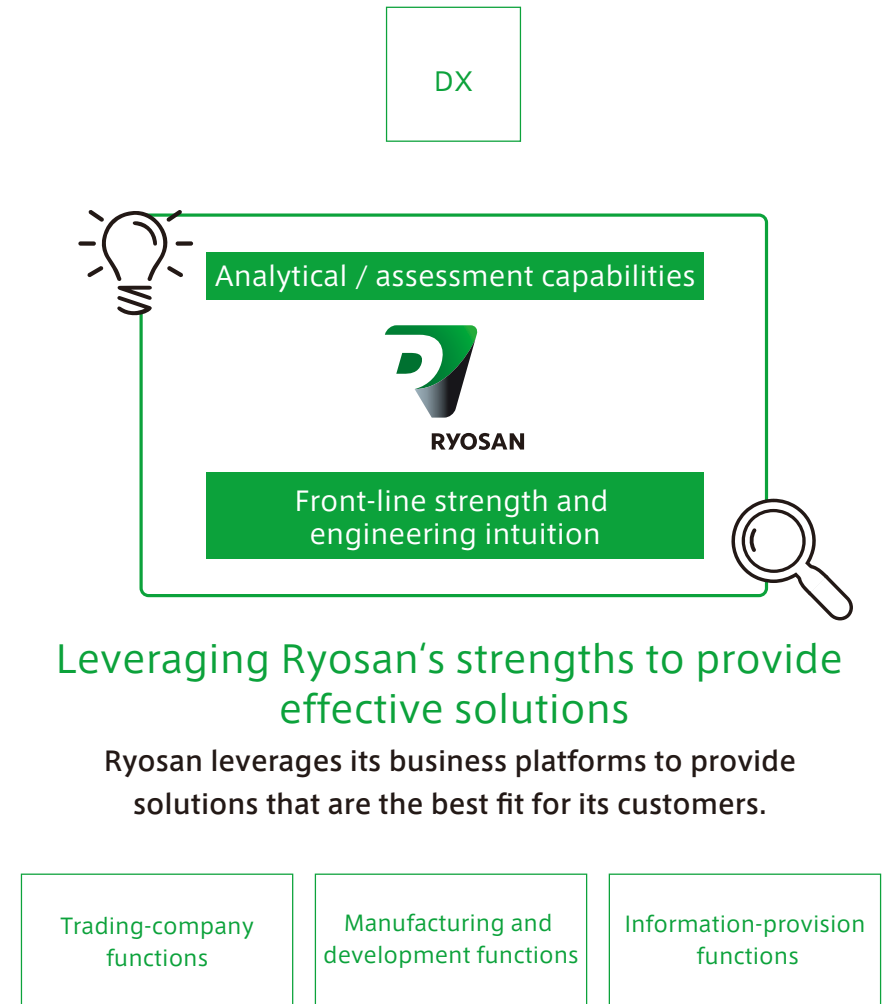
Ryosan forecasts market trends based on customer needs in a wide range of industries, using its analytical skills and assessment capabilities fostered over many years. Leveraging its front-line strength and engineering intuition to maximum advantage, Ryosan offers the best fit service out of the list of robust solution networks. Ryosan will develop a wide variety of businesses, including manufacturing and information provision, beyond the distribution functions.

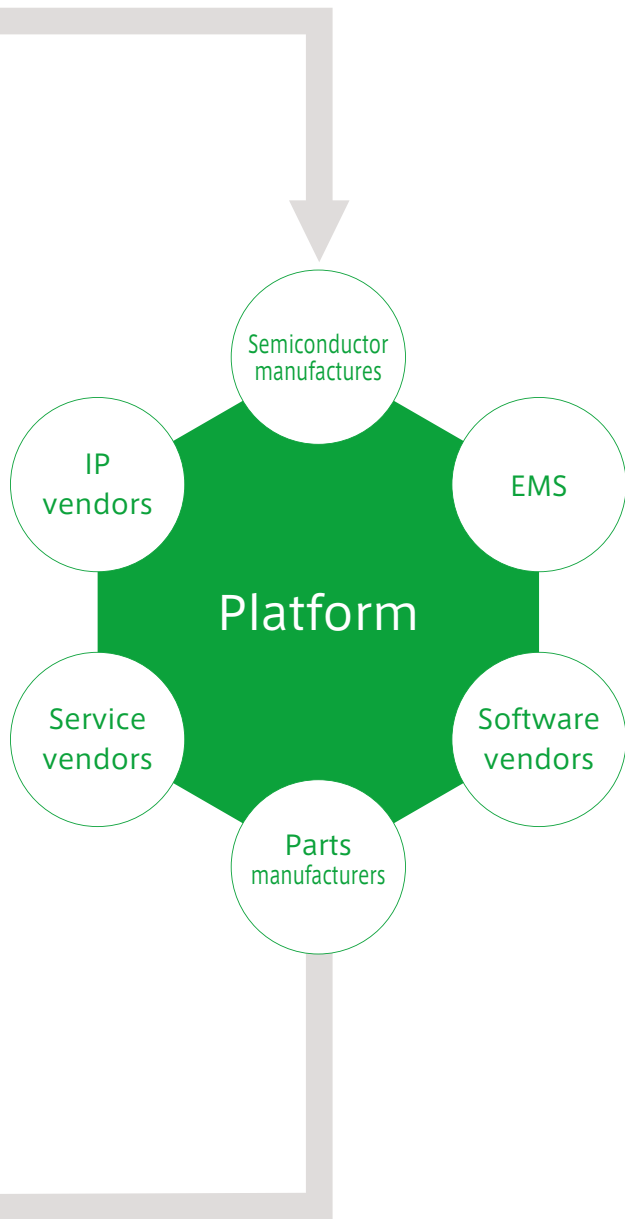
Grasping customer needs

Ryosan gathers information on customer needs in automotive systems, FA and a wide range of other industries, forecasting future market trends as well as assessing current market demands.



Ryosan's Ecosystem





Deploying a robust business platform

Drawing on its network of semiconductor manufacturers and others, Ryosan assembles optimal solutions. Ryosan drives a global network to discover new partners.

Strengths of Ryosan

- Front-line capability** | DNA that focuses on the business front lines on the customer side
- Engineering intuition** | Capability to read the space between lines in the specifications and to respond to customer requests
- Financial strength** | Strong financial base to provide stable services

Value-added Ryosan Wishes to Emphasize

- Confidence** | Customers can place orders with Ryosan with confidence
- Uniqueness** | Ryosan offers value other companies can't
- Speed** | Ryosan responds swiftly

DEVICES

Semiconductor Business

Sourcing semiconductors from all over the world

Ryosan handles a comprehensive variety of semiconductors from numerous specialized manufacturers, including Renesas Electronics Corporation of Japan, NXP Semiconductors N.V. of the Netherlands, Microchip Technology Inc. and ON Semiconductor Corporation of the United States and Macronix International Co., Ltd. and Winbond Electronics Corporation of Taiwan. Ryosan is also vigorously building out its technical support network and strives to provide customers with the best possible products, services and solutions.

Main Products



Renesas Electronics
Microcontroller
Analog and Power Devices



Macronix International
Nor Flash



Microchip Technology
8to32-bit
Microcontroller



NXP Semiconductors
IC for Automotive



ON Semiconductor
Power devices



Winbond Electronics
DRAM / Flash Memory



YAMAHA
Graphic Controller Sound Generator/
Thermoelectric Cooler

Major Suppliers

Renesas Electronics Corporation
Everspin Technologies, Inc.
Faraday Technology Corporation
Macronix International Co., Ltd.
MegaChips Corporation
Microchip Technology Inc.
NEC Corporation

Nexperia B.V.
NXP Semiconductors N.V.
ON Semiconductor Corporation
RICOH Electronic Devices Co., Ltd.
Transcend Information, Inc.
Winbond Electronics Corporation
YAMAHA CORPORATION

Electronic-component Business

Covering a diverse range of electronic devices

From display devices, sensors, IoT modules, automotive and communication components to a diverse array of mechanical products, Ryosan supplies a rich assortment of high-quality products, sourced from excellent suppliers in Japan and around the world.

Thoroughly versed in the characteristics of each supplier and product, Ryosan staff respond flexibly to cater to the detailed needs of customers.

Main Products



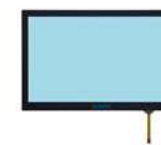
ALPS ALPINE
Sensors



EM Devices
On-board
Communication Relays



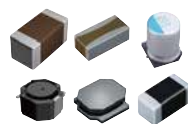
Japan Aviation Electronics Industry (JAE)
Various Connectors
Capacitive Touch Panels/MEMS-IMU



SMK
Touch Panels



Sumitomo
Electric Industries
FPC Products



TAIYO YUDEN (ELNA)
Various Capacitors / Inductors



Tianma Japan
Small and Medium-sized
LCD Modules



TOKIN
EMC Products



Toppan Printing
Compact LCD Modules

Major Suppliers

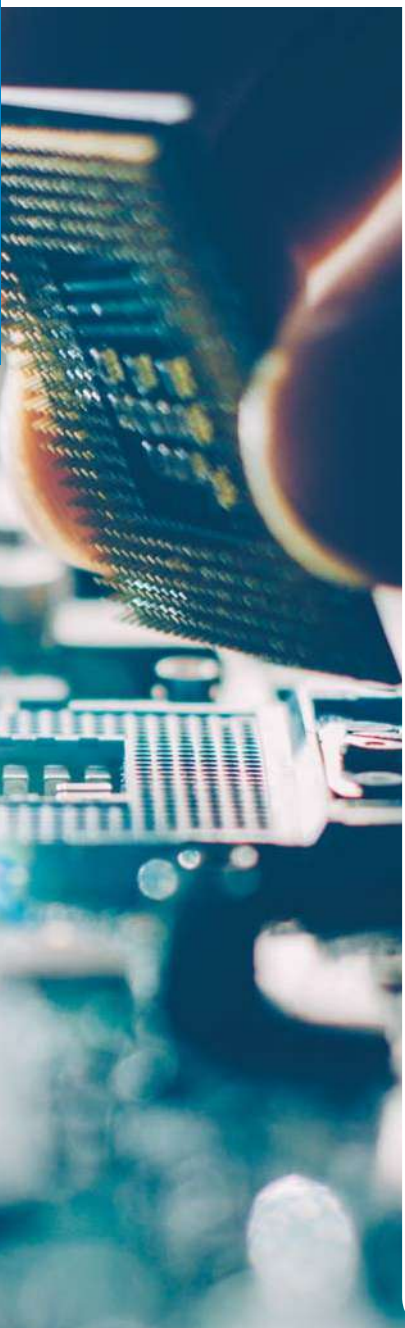
ALPS ALPINE CO., LTD.
EM Devices Corporation
GS Yuasa International Ltd.
Japan Aviation Electronics Industry, Limited
KEL CORPORATION
KYOCERA Corporation
MARUWA CO., LTD.
Matsuo Electric Co., Ltd.

NIDEC COPAL CORPORATION
NIPPON CHEMI-CON CORPORATION
NIPPON SEIKI CO., LTD.
Nitsuko Electronics Corporation
Sankyo Thermo-Tech, Inc.
SCHOTT Japan Corporation
SEIKO EPSON CORPORATION
SMK Corporation

Sumitomo Electric Industries, Ltd.
TAIYO YUDEN CO., LTD.
Tianma Japan, Ltd.
TOKIN Corporation
Tokyo Cosmos Electric Co., Ltd.
Toppan Printing CO., LTD.

SOLUTIONS

System Equipment Business

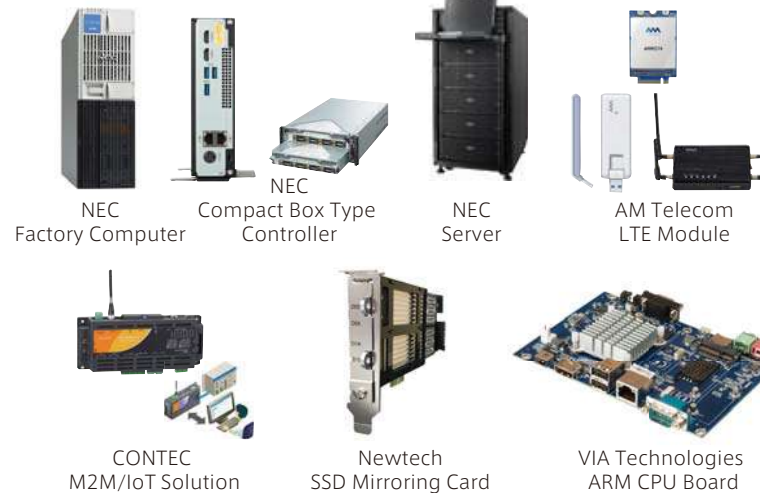


A wide range of systems, devices and equipment to suit each application

Ryosan's wide-ranging product menu encompasses 'system equipment used for IoT systems,' 'various boards and modules,' 'power-source systems' and 'embedded software providing image-analysis solutions.' For customers who manufacture semiconductors, electronic components and lithium-ion batteries, Ryosan provides a wide variety of production equipment, used equipment, highly efficient automated production lines, materials and consigned processing services.

Main Products

System Equipment



NEC
Factory Computer

NEC
Compact Box Type
Controller

NEC
Server

AM Telecom
LTE Module

CONTEC
M2M/IoT Solution

Newtech
SSD Mirroring Card

VIA Technologies
ARM CPU Board

Facility Equipment Business



CANON ANELVA
Sputtering Equipment

TOWA LASERFRONT
Picosecond Laser
Processing Machine

Power Supply System Business



COSEL
Unit and On-board Power
Supplies / Noise Filters

AC Adapter

Major Suppliers

< System Equipment Business >

NEC Corporation
NEC Embedded Products, Ltd.
NEC Platforms, Ltd.
NEC Networks & System Integraion Corporation
NEC Solution Innovators, Ltd.
AM Telecom Co., Ltd.
CASIO COMPUTER CO., LTD.
CONTEC CO., LTD.
CORE CORPORATION
Huawei Technologies Co., Ltd.
FUJITSU PERSONAL SYSTEM LIMITED
Newtech Co., Ltd.
Sharp NEC Display Solutions, Ltd.
VIA Technologies, Inc.

< Facility Equipment Business >

ARIOS INC.
ASKindex co., Ltd.
CANON ANELVA CORPORATION
Daido Steel Co., Ltd.
D-process Inc.
Fujipream Corporation
KYOCERA SOC Corporation
KYOSIN ENGINEERING CORPORATION
SPP Technologies Co., Ltd.
Sumitomo Precision Products CO., LTD.
TOWA LASERFRONT CORPORATION

< Power Supply System Business >

Adapter Technology Co., Ltd.
COSEL CO., LTD.
FSP Technology Inc.
Maxell, Ltd.
OKI Sympho-Tech Co., Ltd.
Power Supply Technology CO., Ltd.
Ten Pao Group Holding Limited

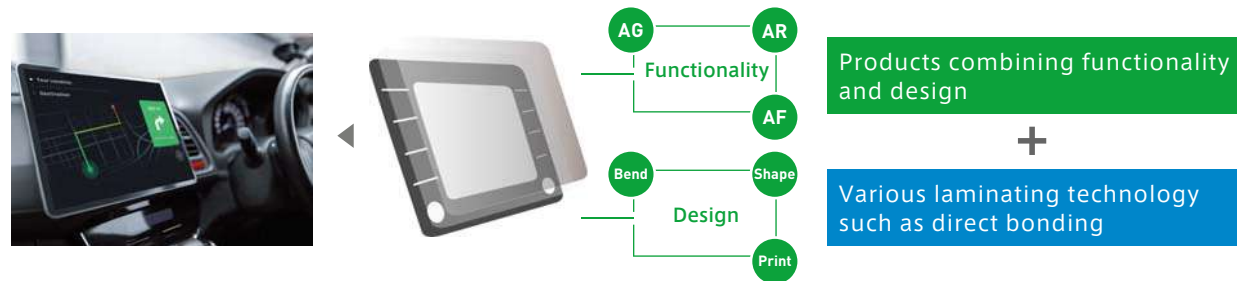
System Solutions Business

Product as a service: Realizing solutions for next-generation needs

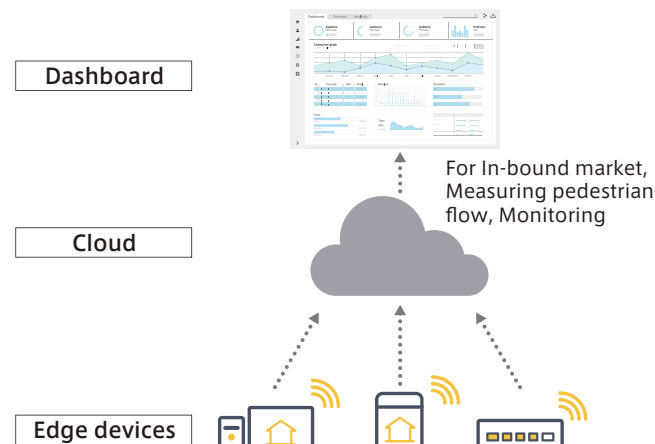
At a time when technology is advancing rapidly and technical features are being combined from multiple technology fields, the environment for manufacturing can seem almost overwhelming for many customers. To answer these challenges, Ryosan comprehensively marshals its resources, technical capabilities and networks to provide real solutions that serve customer needs. Ryosan is also working to expand its arsenal of resources and network of consigned partners, striving every day to hone its edge in proposal-driven sales.

Case study

Precision decorating and lamination processing technology For in-vehicle instrument panel

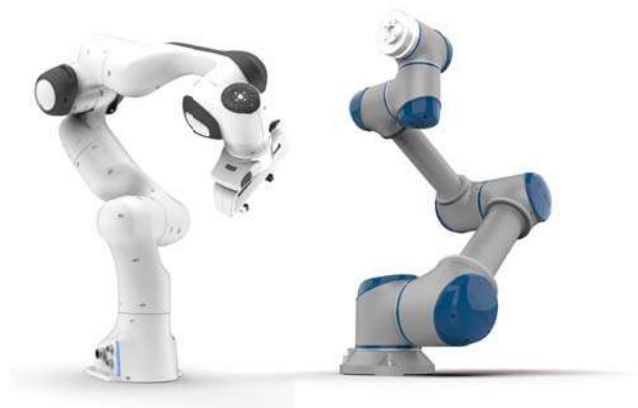


Business models with new services



One-stop service from visualization using a wide variety of edge devices, to analysis, countermeasures and effect verification of the results.

Collaborative robots



Total coordination from consultation at time of introduction to middleware development and operation

Engineering Support

Engineering Headquarters

Engineering that meets customer needs in creating value-added

Ryosan sets up Engineering Headquarters composed of engineering staff possessing advanced, specialized skill sets. Its strength lies in its unique technical capabilities, its direct contacts with a wide range of customers, and the intuition to “read between the lines” of system specifications, backed by extensive knowledge of the rules of thumb of engineering. Ryosan’s Engineering Headquarters provides customers with optimal engineering support and effective solutions, as an indispensable partner in creating value-added.

Certified under ISO 9001

The Engineering Headquarters is certified under ISO 9001, the international standard in quality management systems.



Engineering Headquarters

- Proposal of optimal solutions to contribute to product development (planning)
- Development for customers of hardware and software that creates value-added
- Analysis of defects in semiconductors using dedicated tools and instruments
- Seminars and exhibitions offering technical training and information

Functions and Roles

- Proposal of system solutions
- Collaborative-robot solutions
- Embedded-AI solutions
- Provision of middleware and engineering support
- Development of microprocessors and SoC software
- Development of ASIC hardware
- Engineering support for various devices
- Initial analysis of semiconductor products
- Technical training and seminars

Provision of solutions, embedded-system development and various engineering support



Support for customers' creation of value-added

Main Clients

Aerospace Hi-Tech Holding Group Co., Ltd.
ADVANTEST CORPORATION
ALPS ALPINE CO., LTD.
Azbil Corporation
BROTHER INDUSTRIES, LTD.
Canon Inc.
CASIO COMPUTER CO., LTD.
COSEL CO., LTD.
DAESUNG ELTEC Co., Ltd.
DENSO CORPORATION
DJI BaiWang Technology Co., Ltd.
FANUC CORPORATION
Faurecia Clarion Electronics Co., Ltd.
FUJIFILM Corporation
FUJIFILM Business Innovation Corp.
FUJITSU LIMITED
FURUNO ELECTRIC CO., LTD.
GLORY LTD.
Haier Co., Ltd.
Hisense Electric Co., Ltd.
Hitachi Astemo, Ltd.
Hitachi, Ltd.
Hon Hai Precision Industry Co., Ltd.
Hyundai Mobis Co., Ltd.

Jabil Inc.
Japan Radio Co., Ltd.
Johnson Controls-Hitachi Air Conditioning
JVC KENWOOD Corporation
KOITO MANUFACTURING CO.,LTD.
Komatsu Ltd.
KONICA MINOLTA, INC.
LETech Co., Ltd.
Marelli Corporation
MinebeaMitsumi Inc.
MITSUBA Corporation
Mitsubishi Electric Corporation
Murata Manufacturing Co., Ltd.
NEC Corporation
NEC Platforms, Ltd.
New Green Power Co., Ltd.
Nidec Mobility Corporation
NIKON CORPORATION
Nintendo Co., Ltd.
OMRON Corporation
Panasonic Corporation
PIONEER CORPORATION
SANYO DENKI CO., LTD.
SEIKO EPSON CORPORATION

Sharp Corporation
Sichuan Changhong Electric Co., Ltd.
SIIX Corporation
SIMPLO TECHNOLOGY CO., LTD.
Sony Corporation
STANLEY ELECTRIC CO., LTD.
Sumitomo Electric Industries, Ltd.
Sumitomo Wiring Systems, Ltd.
SUMITRONICS CORPORATION
TDK Corporation
TOPRO DISPLAY TECHNOLOGY Co., Ltd.
Toppan Printing Co., Ltd.
TOSHIBA CORPORATION
TOSHIBA TEC CORPORATION
Toyodenso Co., Ltd.
TOYOTA MOTOR CORPORATION
UMC Electronics Co., Ltd.
Wacom Co., Ltd.
YAMAHA CORPORATION
YASKAWA Electric Corporation
YAZAKI Corporation
YOKOWO CO., LTD.
YURA Corporation
ZTE Corporation

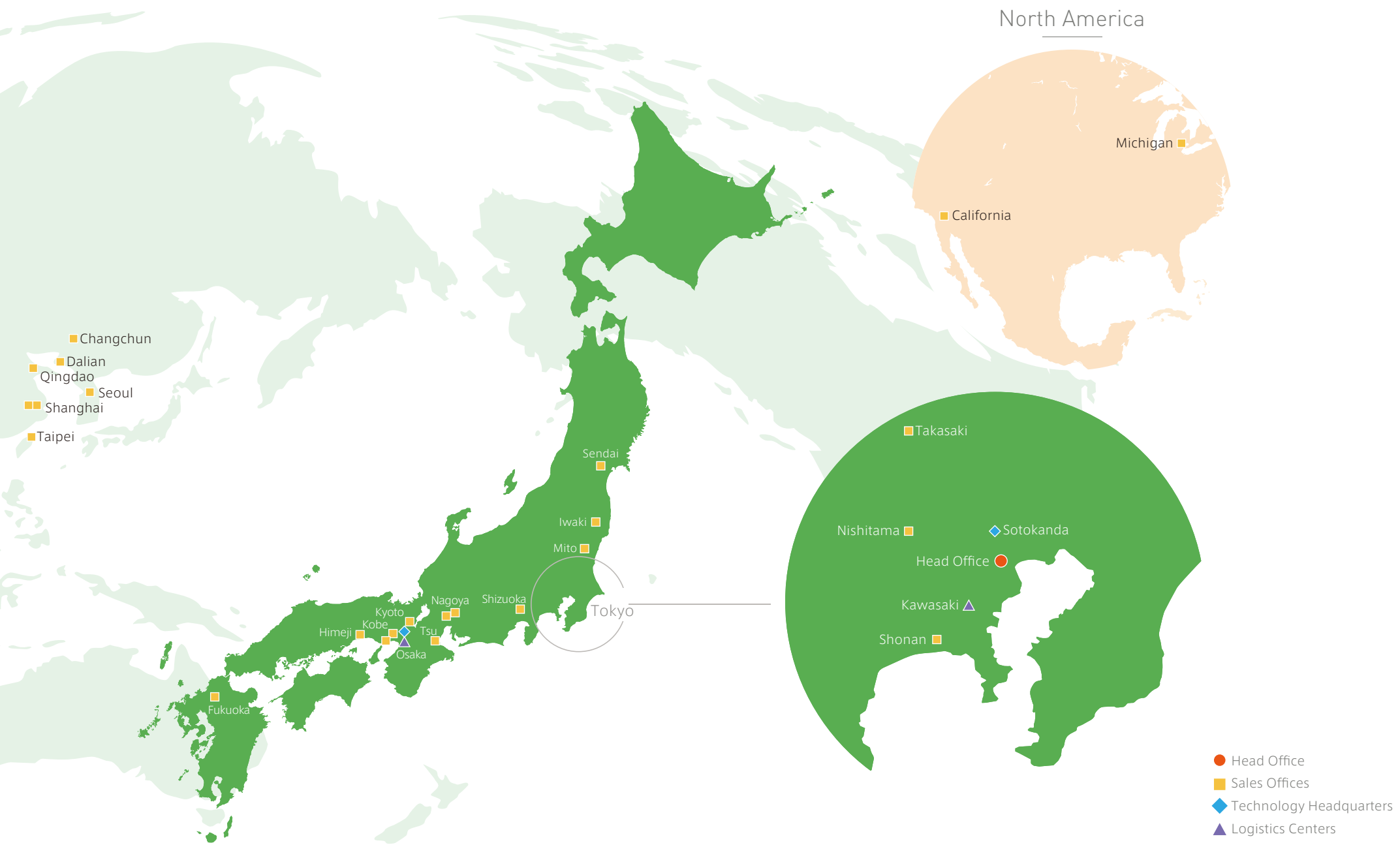
(Alphabetical Order)

Ryosan's global network supports production activities worldwide.

It is quite common in the electronics industry for the various processes of product planning, development and production to take place at disparate locations around the world. Ryosan operates sales bases in over 20 countries worldwide, so that it can supply products and technical support quickly and smoothly from sites close to customers' production front lines.

After establishing a presence in China and ASEAN in the early 1970s, Ryosan advanced into North America in the 1990s. Because it began building its network early, Ryosan today contributes to Japanese companies with overseas production bases as well as to overseas customers.










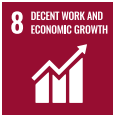


RYOSAN SDGs Initiatives

Initiatives for sustainable growth

Ryosan's long-term vision calls for itself to become "a Company that creates confidence and the best fit for society in the electronics domain." To this end, Ryosan has identified a number of materialities (key issues).

Many of our initiatives contribute to the achievement of the Sustainable Development Goals (SDGs).

Ryosan is convinced that these efforts not only enhance the sustainability of its business but lead to solutions to social problems as well.

Materiality	Reasons for identification	Aim	SDGs
Measures toward a low-carbon society and a recycling economy	<ul style="list-style-type: none"> * Indispensable measures for reduction of environmental impact toward sustainable growth * Realize stakeholders expectations 	Contribution to solutions to social issues and formation of a sustainable society by adding value in electronics and technology	 
Overhaul of supply chains to supply customers with the best possible products and services	<ul style="list-style-type: none"> * Promote reduction of environmental impact across the entire supply chain * Realize stakeholders expectations 	Establishment of responsible supply systems through optimization of products and services and reduction of environmental impact; contribution to fulfilling and affluent living	  
Reliable and responsible governance	<ul style="list-style-type: none"> * Need to strengthen compliance Group-wide * Realize stakeholders expectations 	Contributing to a sustainable society through synergies between strengthened governance and business development	  
Decent work, health and workstyle innovation	<ul style="list-style-type: none"> * Decent work and good health as the wellspring of enterprise vitality 	Provision of new business and workstyle innovation to promote active use of personnel and enhanced motivation	

Ryosan's Environment Policies

Philosophy

Ryosan will call the earth our home until the very end, but the earth should never be considered the property of those who live on it today.

Our children, grandchildren and offspring well into the future will continue to live here. Truly, the earth is something that our descendants have imparted to us as caretakers.

What modern man must realize is that we share this earth of ours with those who will follow in our footsteps far off into the future. It could very well happen that our efforts geared towards increased abundance and wealth actually turn the lives of our descendants into a severe existence.

In order to enable the human race to continue its time on this earth, we as their ancestors of old must put efforts into protecting and restoring the earth's environment.

As a public institution, we fully recognize this responsibility and constantly consider the environment when conducting business activities.

Guidelines

- 1 As an electronics systems integrator, we are involved in the buying and selling of semiconductors, electronic components, electronic equipment and other equipment. We also engage in software development, electronic circuit design and ancillary services related to each of these business areas.
Across the breadth of our business activities, we are committed to advancing a variety of measures aimed at curtailing global warming while promoting the conservation and sustainable use of biodiversity.
- 2 We firmly respect all applicable environmental laws and regulations, as well as environmental charters and arrangements independently agreed upon by the Company.
- 3 We regularly review all environmental protection objectives, continuously updating environmental targets and pushing forward measures to prevent pollution.
- 4 We tirelessly promote the following activities:
 - ① Conservation of energy and resources
 - ② Recycling-oriented businesses (waste reduction, recycling, green procurement, etc.)
 - ③ Control and management of products containing chemical substances in collaboration with customers and suppliers
- 5 We proactively disseminate information regarding our environmental policies to heighten internal awareness and deepen understanding of these policies among Ryosan employees.
- 6 We broadly publicize Ryosan's environmental policies and swiftly disclose environmental information to the public upon request.

Environmental Measures

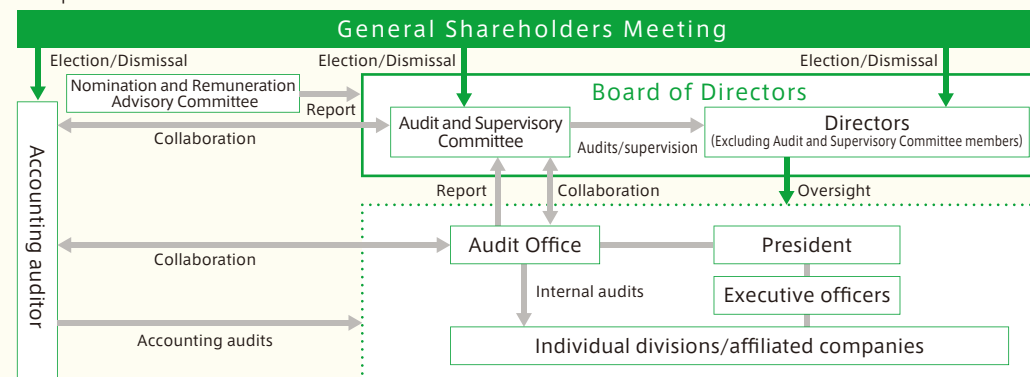
On August 22, 2003, Ryosan received internationally recognized ISO 14001 certification from the Japan Quality Assurance Organization, an official certifying body, for the environmental management system covering all domestic offices.

- 1 **Registered Company**
Ryosan Company, Limited
- 2 **Head Office**
2-3-5 Higashi-Kanda, Chiyoda-ku, Tokyo 101-0031, Japan
- 3 **Certification**
ISO 14001 : 2015/ JIS Q 14001 : 2015
- 4 **Certification Date**
August 22, 2003
- 5 **Registration Number**
JQA-EM3334
- 6 **Registered Business Activities**
Sales of semiconductors, electronic components and electronic equipment; software development; electronic circuit design.
- 7 **Certifying Body**
Japan Quality Assurance Organization

Corporate Governance

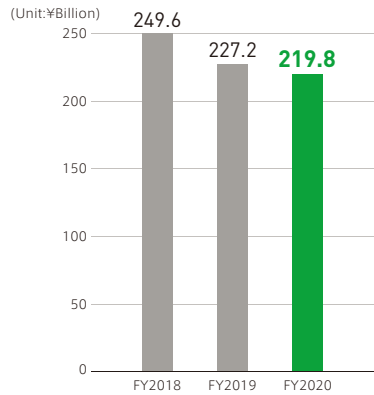
As a Company that creates confidence and the best fit for society in the electronics domain, Ryosan is striving not only to secure the transparency and objectivity it needs for consistent growth but also to strengthen corporate governance for sound business management. In FY2016, to strengthen the Board of Directors and its supervisory functions, Ryosan chose to become a Company with an Audit and Supervisory Committee. For this purpose, the Company established a supervisory and auditing organization consisting of directors who are Audit and Supervisory Committee members and have voting rights in the Board of Directors.

Corporate Governance Structure

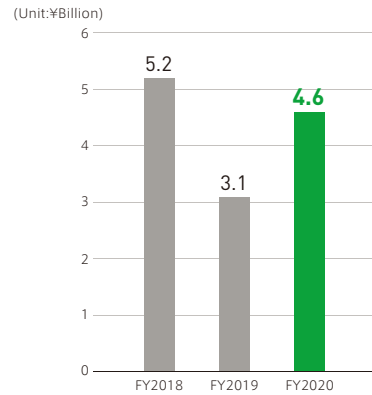


Financial Information

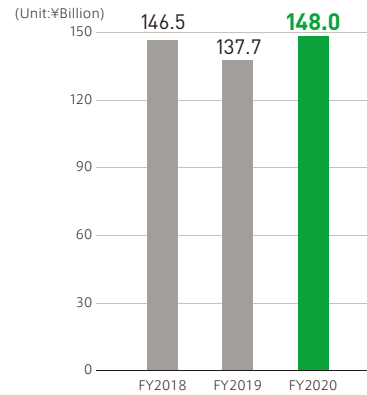
Net Sales



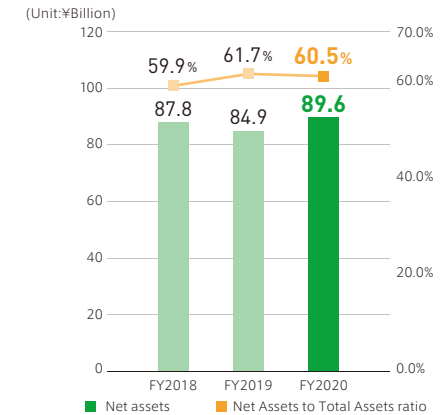
Operating Income



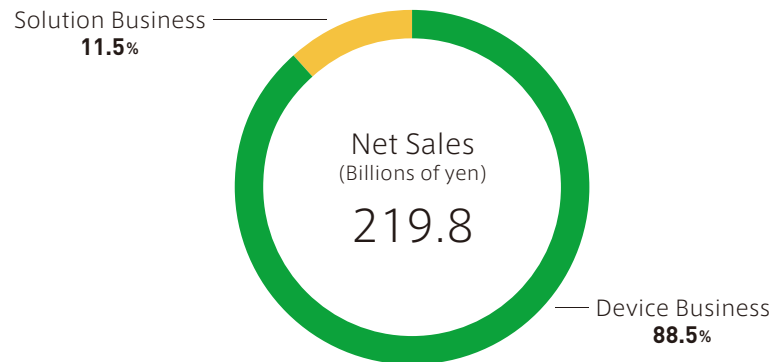
Total Assets



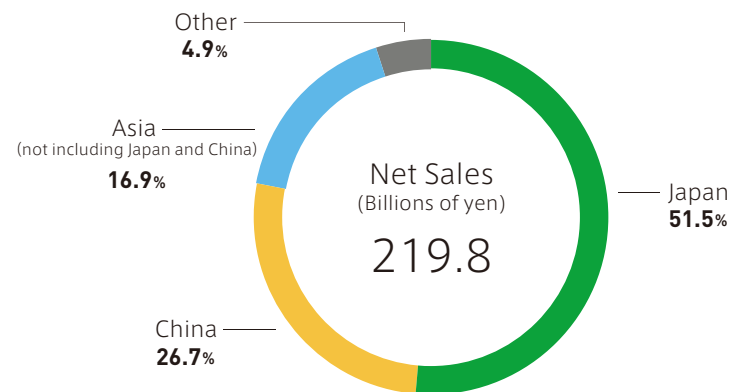
Net Assets /
Net Assets to Total Assets Ratio



Ratio to Net Sales by Business Segments (Fiscal Year 2020)



Ratio to Net Sales by Region (Fiscal Year 2020)



Corporate Information

Company Overview (as of June 25, 2021)

Name of Company	Ryosan Company, Limited
Date of Establishment	November 18, 1953
Business Activities	Sale of semiconductors, electronic components and electronic equipment
Capital	17,690,508,514 yen
Head Office	2-3-5, Higashi-Kanda, Chiyoda-ku, Tokyo, 101-0031, Japan
Number of Employees	616 (Consolidated: 977) <as of March 31, 2021>
Stock Listings	Tokyo Stock Exchange, First Section, Code: 8140
Fiscal Year End	March 31
Main Banks	Sumitomo Mitsui Banking Corporation MUFG Bank, Ltd.

Board of Directors

Representative Director	Kazuhiko Inaba
Director	Shunya Endo
Director	Hiroyuki Igari

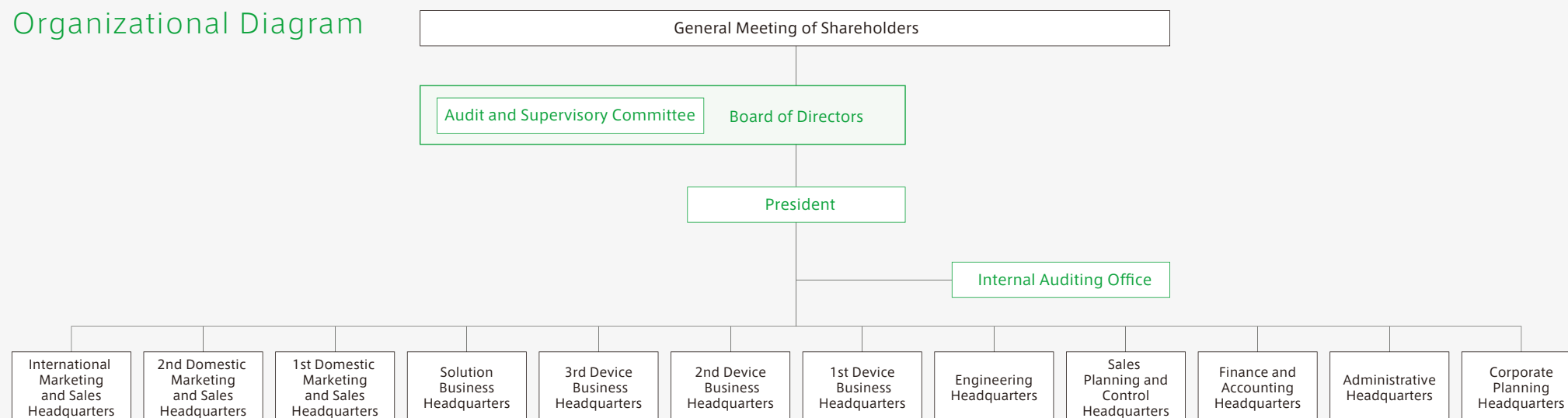
Audit and Supervisory Committee Member

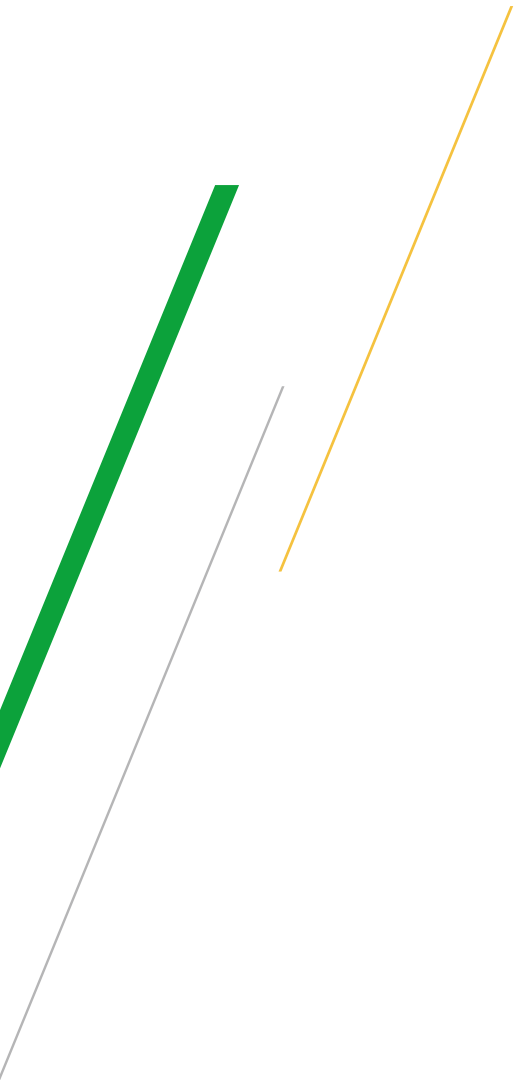
Director	Shinya Nambu
Outside Director	Fumiaki Sato
Outside Director	Hideki Kuwahata
Outside Director	Mahito Ogawa

Executive Officer

President	Kazuhiko Inaba
Executive Officer	Shunya Endo
Executive Officer	Hiroyuki Igari
Executive Officer	Hirohumi Kitora
Executive Officer	Tatsumi Nakahigashi
Executive Officer	Ryuji Iwadate
Executive Officer	Yasuhiko Kiriata
Executive Officer	Satoshi Mizusawa
Executive Officer	Kenji Ishimura
Executive Officer	Norihiko Takahashi
Executive Officer	Koji Horie
Executive Officer	Hideo Yuasa

Organizational Diagram





RYOSAN CO., LTD.

