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Securities Code: 8140 June 9, 2020

Ryosan Company, Limited

2-3-5 Higashi-Kanda, Chiyoda-ku, Tokyo Kazuhiko Inaba Representative Director, President

NOTICE OF CONVOCATION OF THE 64TH ORDINARY GENERAL SHAREHOLDERS' MEETING

Dear Shareholders,

Ryosan Company, Limited ("Ryosan" or "the Company") cordially invites you to attend the Company's 64th Ordinary General Shareholders' Meeting, to be held as set forth below.

In the event you are unable to attend the meeting, you may exercise your voting rights by mail or via the Internet in accordance with the reference materials for the Ordinary General Shareholders' Meeting, by no later than 5:30 p.m. on Tuesday, June 23, 2020 (Japan Time).

1. Date and Time: Wednesday, June 24, 2020 at 10:00 a.m. (Japan Time)

(Doors are scheduled to open at 9:00 a.m.)

2. Place: Trust City Conference Marunouchi

11th Floor of the Marunouchi Trust Tower North

1-8-1 Marunouchi, Chiyoda-ku, Tokyo

Please be aware that the venue is different from the previous Ordinary

General Shareholders' Meeting

3. Meeting Agenda:

Matters to be Reported: 1. Reports on the Business Report and the Consolidated Financial

Statements, as well as the Results of Audits of Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee for the 64th Fiscal Year (from April 1, 2019 to March 31,

2020)

2. Reports on the Non-Consolidated Financial Statements for the 64th

Fiscal Year (from April 1, 2019 to March 31, 2020)

Matters to be Resolved:

Proposal 1: Election of Three Directors (excluding Directors, Audit and Supervisory

Committee Members)

Proposal 2: Election of Five Directors, Audit and Supervisory Committee Members

When you attend the meeting, you are kindly asked to submit the enclosed Voting Rights Exercise Form at the reception desk of the venue on the day of the meeting.

Pursuant to the provisions of laws and ordinances, as well as Article 17 of the Articles of Incorporation of the Company, the Consolidated Statements of Changes in Net Assets and Notes to Consolidated Financial Statements within the Consolidated Financial Statements, as well as the Non-Consolidated Statements of Changes in Net Assets and Notes to Non-Consolidated Financial Statements within the Non-Consolidated Financial Statements, are available on the Company's website (https://www.ryosan.co.jp/). For this reason, these documents are not included in this Notice. In addition, the Consolidated Financial Statements and Non-Consolidated Financial Statements audited by the Accounting Auditor and the Audit and Supervisory Committee consist of the documents provided in this Notice as well as the Consolidated Statements of Changes in Net Assets, Notes to Consolidated Financial Statements, Non-Consolidated Statements of Changes in Net Assets,

- and Notes to Non-Consolidated Financial Statements posted on the Company's website (https://www.ryosan.co.jp/).
- Should any corrections be made to the Reference Materials for the Ordinary General Shareholders' Meeting, the Business Report, the Consolidated Financial Statements and the Non-Consolidated Financial Statements, such corrections will be announced on the Company's Web site (https://www.ryosan.co.jp/).
- Please understand that resolutions in the Ordinary General Shareholders' Meeting will be published on the Company's website (https://www.ryosan.co.jp/) in place of sending written notifications to shareholders.

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Countermeasures Against the Novel Coronavirus (COVID-19)

- 1. The risk of group infection will arise when a large number of Shareholders attend to the Ordinary General Shareholders' Meeting. Shareholders, who are considering attending the Ordinary General Shareholders' Meeting, are asked to consider the status of the COVID-19 pandemic up to the date of the Ordinary General Shareholders' Meeting and their own health status in deciding whether or not to attend.
- 2. Elderly persons, those with underlying conditions and pregnant women are especially asked to consider carefully whether to attend the Ordinary General Shareholders' Meeting or not.
- 3. In order to prevent the spread of infection of COVID-19, Shareholders who attend the Ordinary General Shareholders' Meeting are asked to wear masks, disinfect hands with hand sanitizer and submit to a body temperature check using a contactless thermometer. Please understand in advance that if you have a fever of 37.5°C or more or otherwise appear to be in ill health, you may be refused entry to the venue by Ordinary General Shareholders' Meeting management staff.
- 4. Ryosan directors and Ordinary General Shareholders' Meeting management staff will confirm their own health before attending, including checking their own temperatures, and wear a face mask while participating.
- 5. In order to prevent the spread of infection, the proceedings will be kept as short as possible. Shareholders are asked for their cooperation in this effort. Also, seating at the venue will be arranged to maximize space between participants. Please cooperate in maintaining appropriate mutual distance while seated.
- 6. If any major changes occur in the management of the Ordinary General Shareholders' Meeting, those changes will be posted on the Ryosan website. (https://www.ryosan.co.jp/)

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Reference Materials for the Ordinary General Shareholders' Meeting

Proposal and Reference Matters

Proposal 1: Election of Three Directors (excluding Directors, Audit and Supervisory Committee Members)

The terms of office of all three current Directors (excluding Directors, Audit and Supervisory Committee Members) end at the close of this General Meeting.

It is therefore proposed that three Directors be elected.

The candidates for Directors listed in this proposal have been carefully examined by the Audit and Supervisory Committee, which have come to the conclusion that they are adequate to serve as Directors of the Company.

The candidates for the Directors are as follows:

| Candidate No. | Name | Current positions and Responsibilities within the Company | Newly Appointed / Reappointed |
|---------------|-------------------|--|----------------------------------|
| 1 | Kazuhiko Inaba | Representative Director, President, General Manager, Corporate Planning Headquarters, and General Manager, Electronic Components Business Headquarters | Reappointed |
| 2 | Iwao Sakamoto | Director, Senior Executive Officer, General Manager, in charge of Profitability Enhancement | Reappointed |
| 3 | Masahide Nishiura | Director, Senior Executive Officer, General Manager, Finance and Accounting Headquarters | Reappointed |

< Reference > Director candidate nomination policy and procedure

In order to ensure objectivity and transparency in management, Ryosan has established Nomination and Remuneration Advisory Committee composed of a majority of Outside Directors as a consultative body for the Board of Directors. Director nomination candidates are proposed by Representative Director and President in consultation with the Nomination and Remuneration Advisory Committee and are approved by the Board of Directors.

| Candidate No. | Name (Date of Birth) | Brief Personal History, Positions and Responsibilities within the Company, and Important Concurrent Positions Held | Shares of the Company Owned | | |
|------------------|---|--|---|--|--|
| | | Apr. 1990 Joined the Company July 2013 General Manager, 2nd Sales Department Executive Officer, General Manager, Electronic Components Business Headquarters | | | |
| | Kazuhiko Inaba (June 14, 1967) | June 2019 Director, Senior Executive Officer, General Manager, Electronic Components Business Headquarters | 1,500 | | |
| 1 | | Feb. 2020 Representative Director, President, General Manager, Corporate Planning Headquarters, and General Manager, Electronic Components Business Headquarters (present post) | | | |
| | Reasons for nomination: Since joining the Company, Mr. Kazuhiko Inaba served as General Manager, 2nd Sales Department in charge of major corporate sales and Executive Officer and General Manager, Electronic Components Business Headquarters. In his current post as Representative Director, President, he demonstrates leadership, managing the Group through the wealth of experience and wide-ranging knowledge he has acquired through sales operations and framing and promoting implementation of business strategy. He was nominated to be reelected as he is judged to be an indispensable personnel for Ryosan's profitability enhancement and sustainable growth in the future. | | | | |
| | Iwao Sakamoto (January 27, 1959) | Jan. 1991 Joined the Company Apr. 2004 General Manager, Sales Administration Department June 2014 Director, General Manager, Administrative Headquarters June 2016 Director (Full-time Audit and Supervisory Committee Member) June 2019 Director, Senior Executive Officer, in charge of Profitability Enhancement | 3,800 | | |
| 2 | Manager of the Sales A Manager of Administ abundant experience position as General knowledge of Ryosan to demonstrate consid | (present post) on: Since joining the Company, Mr. Iwao Sakamoto s Administration Department before moving on to position rative Headquarters. As such he possesses wide-rangin related to sales management and business managemen Manager of Administrative Headquarters, he dev 's management along with exceptional management sk erable leadership in the Company's program of profitabil th of experience and expertise, he was nominated to | s such as General g knowledge and In his previous eloped thorough lls, enabling him ity enhancement. | | |

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| Candidate No. | Name (Date of Birth) | Brief Personal History, Positions and Responsibilities within the Company, and Important Concurrent Positions Held | Shares of the Company Owned | | |
|---|--|---|-----------------------------------|--|--|
| 3 | Masahide Nishiura (September 15, 1957) | Apr. 1981 Joined Sumitomo Bank., Ltd (currently, Sumitomo Mitsui Banking Corporation) Apr. 2015 Deputy General Manager, Finance and Accounting Headquarters of the Company May 2015 General Manager, Finance and Accounting Headquarters June 2015 Director, General Manager, Finance and Accounting Headquarters June 2016 Director, Senior Executive Officer, General Manager, Finance and Accounting Headquarters (present post) | 3,100 | | |
| Reasons for nomination: Mr. Masahide Nishiura worked at a financial institution many years and engaged in assignments related to finance and accounting. After Company, he served as General Manager of Finance and Accounting Headquarters, appropriate management supervision using his abundant experience and w knowledge related to finance and accounting. He was nominated to be re-elected as he is expected to be highly competent in activities to expedite consolidated manage Group as a whole and strengthen corporate governance. | | | | | |

Note: None of the candidates have any special interest in the Company.

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Proposal 2: Election of Five Directors, Audit and Supervisory Committee Members

The terms of office of all five current Directors, Audit and Supervisory Committee Members will end at the close of this General Meeting.

It is therefore proposed that five Directors, Audit and Supervisory Committee Members be elected. Consent was obtained from Audit and Supervisory Committee for these candidates to be proposed as Directors, Audit and Supervisory Committee Members.

The candidates for Directors, Audit and Supervisory Committee Members are as follows:

| Candidate No. | Name | Current positions and Responsibilities within the Company | Newly Appointed / Reappointed |
|---------------|-----------------|--|----------------------------------|
| 1 | Shinya Nambu | Full-time Audit and Supervisory Committee Member | Reappointed |
| 2 | Fumiaki Sato | Audit and Supervisory Committee Member (Outside Director) | Reappointed |
| 3 | Hideki Kuwahata | Audit and Supervisory Committee Member (Outside Director) | Reappointed |
| 4 | Mahito Ogawa | Audit and Supervisory Committee Member (Outside Director) | Reappointed |
| 5 | Hirokazu Tamura | Audit and Supervisory Committee Member (Outside Director) | Reappointed |

| Candidate No. | Name (Date of Birth) | Brief Personal History, Positions within the Company, Responsibilities and Important Concurrent Positions Held | | Shares of the Company Owned | |
|------------------|---|---|--|-----------------------------------|--|
| 1 | Shinya Nambu (December 16, 1957) | Apr. 1981 Jan. 2007 Mar. 2009 Mar. 2011 June 2011 June 2015 June 2016 | Joined the Bank of Tokyo, Ltd. (currently, MUFG Bank, Ltd.) Mitsubishi UFJ Financial Group, Inc. General Manager, Compliance Headquarters The Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently, MUFG Bank, Ltd.) General Manager, International Compliance Headquarters The Bank of Tokyo-Mitsubishi UFJ, Ltd. General Manager in HQ Kanematsu Electronics Ltd. Full-Time Corporate Auditor Nippon Office Systems Ltd. Director Director of the Company (Full-time Audit and Supervisory Committee Member) (present post) | 1,400 | |
| | Reasons for nomination: Mr. Shinya Nambu has experience working in the compliance sec at a Japanese financial institution over the years, and, later, he also worked as an auditor Japanese trading company specialized in information devices. He amassed experienc corporate governance and mastered a wide range of know-how regarding financing accounting. He was nominated to be re-elected as Director who will also act as an Audit | | | | |
| | Supervisory Committee Member as he is expected to provide supervision and effective advice on management to enhance the transparency and fairness of management. | | | | |

| Candidate No. | Name (Date of Birth) | | onal History, Positions within the Company, ities and Important Concurrent Positions Held | Shares of the Company Owned |
|---------------|--|--|--|-----------------------------------|
| 2 | Outside Director Candidate Fumiaki Sato (July 9, 1957) | Apr. 1981 Apr. 1988 Apr. 1996 Apr. 1998 Apr. 2007 Dec. 2009 June 2015 June 2016 | Joined Victor Company of Japan, Limited (currently, JVCKENWOOD Corporation) Nippon Kangyo Kakumaru Securities (currently, Mizuho Securities Co., Ltd) Analyst in charge of electronics business Smith Barney & Co. Tokyo branch (currently Citigroup Global Markets Japan Inc.) Analyst in charge of electronics business Deutsche Securities Inc. General Manager, Research Department and analyst in charge of electronics business in general and semiconductor Merrill Lynch Japan Securities Co., Ltd. Vice Chairman and Managing Director, Investment Banking Department Sangyo Sosei Advisory Inc. President (present post) Outside Director of the Company Director of the Company (Audit and Supervisory Committee Member) (present post) | 0 |
| | Reasons for nomination: Mr. Fumiaki Sato amassed experience and a range of know-how as electronics and semiconductor business analysis. He was nominated to be re-elected as Outside Director who will also act as an Audit and Supervisory Committee Member as he is expected to provide supervision and effective advice on management to enhance the transparency and fairness of management. | | | |

| Candidate No. | Name (Date of Birth) | Brief Personal History, Positions within the Company, Responsibilities and Important Concurrent Positions Held | | Shares of the Company Owned |
|------------------|--|--|--|-----------------------------------|
| 3 | Outside Director Candidate Hideki Kuwahata (January 29, 1960) | Apr. 1983 Apr. 2000 Apr. 2001 Oct. 2003 Mar. 2008 Mar. 2008 June 2015 June 2015 June 2016 Apr. 2017 | Joined Oki Electric Industry Co., Ltd. NPO Institute for Strategic Leadership (ISL) Agent faculty (present post) Mercer Japan Ltd. Principal Mercer Japan Ltd. Director and Head of Organization and Personnel Consulting Department emergence Co., Ltd. President (present post) DENTSU INC. Alliance Partners (present post) Resona Bank, Limited Outside Director Katsuiku Educational Foundation (Katsuiku Kyoiku Zaidan) Director (present post) Outside Director of the Company Director of the Company (Audit and Supervisory Committee Member) (present post) REAPRA Ventures PTE LTD Advisor (present post) | 0 |
| | | | i Kuwahata has broad knowledge of the elected a range of know-how regarding business | |
| | ected as Outside s he is expected ransparency and | | | |

| Candidate No. | Name (Date of Birth) | | Brief Personal History, Positions within the Company, Responsibilities and Important Concurrent Positions Held | |
|------------------|---|---|--|------------------|
| 4 | Outside Director Candidate Mahito Ogawa (January 25, 1961) | Sep. 1983 Oct. 1996 Oct. 2001 July 2003 July 2005 Apr. 2008 Apr. 2011 Jan. 2013 Jan. 2013 June 2016 June 2017 | Joined Peat Marwick, Mitchell & Co. (currently, KPMG AZSA LLC) Century Audit Corporation (currently, KPMG AZSA LLC) Company member Joined Shin Nihon Audit Corporation (currently, KPMG AZSA LLC) Transferred to KPMG FAS Co., Ltd. (currently, KPMG FAS) KPMG FAS Co., Ltd. Director (Partner) The Japan-British Society Auditor-Secretary (present post) ACE Consulting Inc. Representative Director (present post) Association of Certified Fraud Examiners Japan Director NPO Think Kids Auditor-Secretary (present post) K.K. CrossVision International Outside Director Outside Director of the Company (Audit and Supervisory Committee Member) (present post) ICHIKEN Co., Ltd. Outside Auditor (present post) | Owned 0 |
| | field as a certified pu | iblic accounta | to Ogawa has been engaged in the financial ant over the years, and has also amassed e | xperience and a |
| | will also act as an A | udit and Sup | He was nominated to be re-elected as Outsi ervisory Committee Member as he is expension management to enhance the transparency | ected to provide |

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| Candidate No. | Name (Date of Birth) | Brief Personal History, Positions within the Company, Responsibilities and Important Concurrent Positions Held | | Shares of the Company Owned |
|------------------|--|---|---|--|
| 5 | Outside Director Candidate Hirokazu Tamura (June 15, 1956) | Apr. 1979 June 2009 July 2013 July 2014 July 2015 June 2018 July 2018 | Joined Kanematsu Corporation Kanematsu Corporation Director and person in charge of Electronics & Devices Division Kanematsu Electronics Ltd. Adviser Futawa Flange Works Co., Ltd. Director and sales representative Kasatani Corp. Executive Officer, General Manager, Technical Service Headquarters and person in charge of overseas strategy Outside Director of the Company (Audit and Supervisory Committee Member) (present post) Kasatani Corp. Advisor (present post) | 0 |
| | regarding the manag semiconductor and e Japanese general trad act as an Audit and S | gement of electric composing company of upervisory Co | azu Tamura amassed experience and a rangetronics trading enterprises from his longenents business and experience as Outsid over the years. He was nominated as Direct ommittee Member as he is expected to prove to enhance the transparency and fairness of | g career in the e Director in a or who will also vide supervision |

Note:

- 1. None of the candidates have any special interest in the Company.
- 2. Mr. Fumiaki Sato, Mr. Hideki Kuwahata, Mr. Mahito Ogawa and Mr. Hirokazu Tamura are candidates for Outside Directors.
- 3. For Mr. Fumiaki Sato, Mr. Hideki Kuwahata, Mr. Mahito Ogawa and Mr. Hirokazu Tamura, the respective terms of office as Outside Directors are 5 years for Mr. Fumiaki Sato and Mr. Hideki Kuwahata, 4 years for Mr. Mahito Ogawa and 2 years for Mr. Hirokazu Tamura, as of the close of this General Meeting.
- 4. Ryosan designated and registered Mr. Fumiaki Sato, Mr. Hideki Kuwahata, Mr. Mahito Ogawa and Mr. Hirokazu Tamura to the Tokyo Stock Exchange as independent directors according to its guidelines. When each candidate is elected, Ryosan plans to register the candidates as independent directors to the Tokyo Stock Exchange once again.
- 5. Regarding Liability Limitation Agreement
 - Ryosan concluded agreements that limit liability for damages in Clause 1 of Article 423 in the Corporate Act of Japan according to the stipulations of Clause 1 of Article 427 in the said law respectively with Mr. Fumiaki Sato, Mr. Hideki Kuwahata, Mr. Mahito Ogawa and Mr. Hirokazu Tamura, and the maximum amount for liability for damages based on such agreements is the amount set forth by laws and regulations. In addition, when each candidate is elected, Ryosan plans to continue similar agreements with each individual.

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Consolidated Balance Sheet

(As of March 31, 2020)

| Account | Amount | Account | ons of yen) Amount |
|-------------------------------------|---------|---|--------------------|
| ASSETS | | LIABILITIES | |
| Current assets | 121,799 | Current liabilities | 50,697 |
| Cash and deposits | 24,501 | Accounts payable - trade | 28,475 |
| Notes and accounts receivable-trade | 53,687 | Short-term loans payable | 18,158 |
| Merchandise and finished goods | 37,240 | Lease obligations | 229 |
| Work in process | 2 | Accounts payable - other | 2,005 |
| Accounts receivable - other | 6,196 | Accrued expenses | 1,228 |
| Other | 322 | Income taxes payable | 454 |
| Allowance for doubtful accounts | (152) | Other | 145 |
| | | Non-current liabilities | 2,113 |
| | | Lease obligations | 369 |
| | | Deferred tax liabilities | 38 |
| | | Net defined benefit liability | 1,622 |
| | | Asset retirement obligations | 30 |
| | | Other | 52 |
| Non-current assets | 15,947 | Total liabilities | 52,810 |
| Property, plant and equipment | 9,271 | NET ASSETS | |
| Buildings and structures | 2,726 | Shareholders' equity | 84,130 |
| Land | 5,758 | Capital stock | 17,690 |
| Leased assets | 545 | Capital surplus | 19,114 |
| Other | 241 | Retained earnings | 53,857 |
| Intangible assets | 946 | Treasury shares | (6,532) |
| Investments and other assets | 5,729 | Accumulated other comprehensive income | 805 |
| Investment securities | 3,517 | Valuation difference on available-for-sale securities | 1,158 |
| Deferred tax assets | 340 | Deferred gains or losses on hedges | 0 |
| Other | 2,241 | Foreign currency translation adjustment | (300) |
| Allowance for doubtful accounts | (68) | Remeasurements of defined benefit plans | (52) |
| Allowance for investment loss | (301) | Total net assets | 84,935 |
| Total assets | 137,746 | Total liabilities and net assets | 137,746 |

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Consolidated Statement of Income

(For the period from April 1, 2019 to March 31, 2020)

| Account | Amo | ount |
|---|-------|---------|
| Net sales | | 227,297 |
| Cost of sales | | 209,539 |
| Gross profit | | 17,757 |
| Selling, general, and administrative expenses | | 14,649 |
| Operating income | | 3,108 |
| Non-operating income | | |
| Interest income | 67 | |
| Dividend income | 77 | |
| Foreign exchange gains | 67 | |
| Rent income | 56 | |
| Miscellaneous income | 159 | 428 |
| Non-operating expenses | | |
| Interest expenses | 577 | |
| Share of loss of entities accounted for using equity method | 2 | |
| Miscellaneous loss | 40 | 620 |
| Ordinary income | | 2,916 |
| Extraordinary income | | |
| Gain on sales of non-current assets | 1 | |
| Compensation for customs duty | 187 | 189 |
| Extraordinary loss | | |
| Impairment loss | 513 | |
| Loss on valuation of investment securities | 8 | |
| Provision of allowance for investment loss | 301 | |
| Loss on sales of golf club memberships | 0 | |
| Loss on valuation of golf membership | 14 | |
| Extra retirement payments | 473 | 1,312 |
| Profit before income taxes | | 1,793 |
| Income taxes - current | 850 | |
| Income taxes - deferred | (250) | 599 |
| Profit | | 1,193 |
| Profit attributable to owners of parent | | 1,193 |

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Non-consolidated Balance Sheet

(As of March 31, 2020)

| | | , | llions of yen |
|--|---------|---|---------------|
| Account | Amount | Account | Amount |
| ASSETS | | LIABILITIES | |
| Current assets | 82,937 | Current liabilities | 36,695 |
| Cash and deposits | 12,873 | Accounts payable - trade | 21,440 |
| Notes receivable - trade | 625 | Short-term loans payable | 12,063 |
| Electronically recorded monetary claims - operating | 2,163 | Lease obligations | 188 |
| Accounts receivable - trade | 37,631 | Accounts payable - other | 1,864 |
| Merchandise and finished goods | 22,175 | Accrued expenses | 833 |
| Work in process | 2 | Income taxes payable | 239 |
| Accounts receivable - other | 5,930 | Other | 65 |
| Other | 1,546 | Non-current liabilities | 1,688 |
| Allowance for doubtful accounts | (10) | Lease obligations | 358 |
| Noncurrent assets | 17,100 | Provision for retirement benefits | 1,199 |
| Property, plant and equipment | 8,998 | Provision for loss on guarantees | 47 |
| Buildings | 2,625 | Asset retirement obligations | 30 |
| Structures | 4 | Other | 52 |
| Vehicles | 0 | Total liabilities | 38,383 |
| Tools, furniture and fixtures | 87 | | |
| Land | 5,736 | | |
| Leased assets | 494 | | |
| Construction in progress | 49 | | |
| Intangible assets | 541 | NET ASSETS | |
| Goodwill | 5 | Shareholders' equity | 60,496 |
| Telephone subscription right | 47 | Capital stock | 17,690 |
| Software | 486 | Capital surplus | 19,114 |
| Leased assets | 1 | Legal capital surplus | 19,114 |
| Investments and other assets | 7,561 | Retained earnings | 30,224 |
| Investment securities | 3,040 | Legal retained earnings | 1,371 |
| Shares of subsidiaries and associates | 1,674 | Other retained earnings | 28,852 |
| Investments in capital | 133 | General reserve | 19,300 |
| Investments in capital of subsidiaries and affiliates | 494 | Retained earnings brought forward | 9,552 |
| Claims provable in bankruptcy, claims provable in rehabilitation and other | 3 | Treasury shares | (6,532) |
| Deferred tax assets | 923 | Valuation and translation adjustments | 1,158 |
| Other | 1,687 | Valuation difference on available-for-sale securities | 1,158 |
| Allowance for doubtful accounts | (95) | Deferred gains or losses on hedges | 0 |
| Allowance for investment loss | (301) | Total net assets | 61,654 |
| Total assets | 100,038 | Total liabilities and net assets | 100,038 |

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Non-consolidated Statement of Income

(For the period from April 1, 2019 to March 31, 2020)

| Account | Am | Amount | |
|---|-------|---------|--|
| Net sales | | 144,381 | |
| Cost of sales | | 133,955 | |
| Gross profit | | 10,425 | |
| Selling, general, and administrative expenses | | 11,078 | |
| Operating loss | | (652) | |
| Non-operating income | | | |
| Interest income | 22 | | |
| Dividend income | 587 | | |
| Foreign exchange gains | 188 | | |
| Consulting fee income | 840 | | |
| Miscellaneous income | 330 | 1,969 | |
| Non-operating expenses | | | |
| Interest expenses | 401 | | |
| Loss on investments in partnership | 19 | | |
| Miscellaneous loss | 67 | 488 | |
| Ordinary income | | 827 | |
| Extraordinary income | | | |
| Gain on sales of non-current assets | 1 | 1 | |
| Extraordinary loss | | | |
| Impairment loss | 513 | | |
| Loss on sales of investments in capital | 0 | | |
| Loss on valuation of investment securities | 8 | | |
| Provision of allowance for investment loss | 295 | | |
| Extra retirement payments | 424 | 1,243 | |
| Profit (loss) before income taxes | | (414) | |
| Income taxes - current | 243 | | |
| Income taxes - deferred | (262) | (18) | |
| Profit (loss) | | (395) | |