WE DESIGN THE FUTURE

Financial Results Highlights

FY12/2025

February 13, 2026

Roland Corporation

『KIYOLA KF-20』

Executive Summary

- **FY12/2025 Full-Year Results - Higher Sales with Lower Profit (YoY)**
  - Sales reached the upper end of the forecast range, while operating profit was around the midpoint
  - Although U.S. tariffs had an impact, swift price optimization largely offset the effect
  - Net profit lower than expectations due to impairment losses at consolidated subsidiary

- **FY12/2026 Full-Year Forecast - Increases in Both Sales and Profit**
  - The market is entering a re-growth phase, with additional contribution expected from new product launches
  - SG&A investments, previously restrained under risk-control measures, will resume
  - The Company aims to maintain profit growth while executing initiatives under the new Mid-term Management Plan

- **Shareholder Returns**
  - FY2025 year-end dividend is planned at JPY 85 per share, in line with initial guidance
  - For FY2026, dividends are expected to remain unchanged at an annual total of JPY 170 per share (JPY 85 at 2Q-end and JPY 85 at year-end)

Overview of Impairment Losses and Related Items in the Drum & Percussion Business: Drum Workshop, Inc. (DW)

- Recorded impairment losses on certain fixed assets at DW, a global acoustic drum and hardware manufacturer acquired in October 2022, and fully reversed its deferred tax assets
- Impairment loss: JPY 3.8B (including full goodwill), DTA reversal: JPY 1.8B; total impact JPY 5.6B (USD 37M)
- Performance fell short of the plan made at the time of acquisition due to delays in responding to market changes and realizing synergies

Background & Context

Purpose of the Acquisition:

Expanding the drum business through acoustic–electronic integration and enhanced CX

Acquisition Price:
Approx. JPY 9.0B[1] / USD 65M

On track／Delayed or inadequate

Context

- **2023**
  - ✓ Launched jointly developed product DWe in Q4
  - ✓ Shifted the sales channel in Australia and Japan from distributors to Roland
- **2024**
  - ✓ Sale of low-profit brand business
  - ✓ Sales of jointly developed products, including add-on offerings, have fallen below the plan
  - ✓ Shifted the sales channel in Europe from distributors to Roland
- **2025**
  - ✓ Halted China production due to US tariffs
  - ✓ Price increases caused sales declines in lower-priced brands
  - ✓ Supplier quality issues

Future Business Development

Driving DW's Transformation for Renewed Growth

- Changed management structure (Feb 1) to accelerate turnaround
- Driving synergies to strengthen the overall drum business

Actions：

Sales	• U.S. channel expansion and price optimization • Accelerating non-U.S. sales through Roland distribution
SCM	• Review of production, logistics, and procurement
R&D	• Development of new products • Utilizing DW stands with our electronic drums
Cost	• Improving productivity through shared processes
Quantitative Plan	**2026: OP break-even** **2028: OP margin 6%+**

1 FX Rate at Acquisition：$1=¥138

1 FY12/2025 Results

2 FY12/2026 Forecast

3 Shareholders Return

4 Supplemental Information

1 FY12/2025 Results

2 FY12/2026 Forecast

3 Shareholders Return

4 Supplemental Information

Highlights

(JPY)

Sales
100.9bn
(YoY: +1.5%)

- Excluding FX impact, YoY +1.5%
- Year-end demand in the U.S., our largest market, remained strong
- New products launched during the year contributed to performance

Operating Profit
9.4bn
(YoY: -5.4%)

- Although the gross tariff impact was JPY 2.5 billion, the effect was largely offset through price optimization and other measures
- Excluding FX impact, YoY -2.2%

Net Profit[1]
2.1 bn
(YoY -63.7%)

- Recorded an impairment loss on a consolidated subsidiary (JPY3.8 bn) and a reversal of deferred tax assets (JPY1.8 bn)

1 Net profit refers to "net profit attributable to owners of parent"

Consolidated Financial Results

(JPY mn)	FY12/2024[1] Actual	FY12/2024[1] % of Sales	FY12/2025[2] Actual	FY12/2025[2] % of Sales	FY12/2025[2] YoY	
Sales	**99,433**	100.0%	**100,952**	100.0%	**+1.5%**	
Gross Profit	**42,571**	42.8%	**42,644**	42.2%	**+0.2%**	
SG&A	**32,619**	32.8%	**33,231**	32.9%	**+1.9%**	
Operating Profit	**9,951**	10.0%	**9,412**	9.3%	wo/FX **9.6%** **-5.4%**	wo/FX **-2.2%**
Net Profit[3]	**5,976**	6.0%	**2,168**	2.1%	**-63.7%**	
EBITDA	**12,844**	12.9%	**12,388**	12.3%	**-3.5%**	

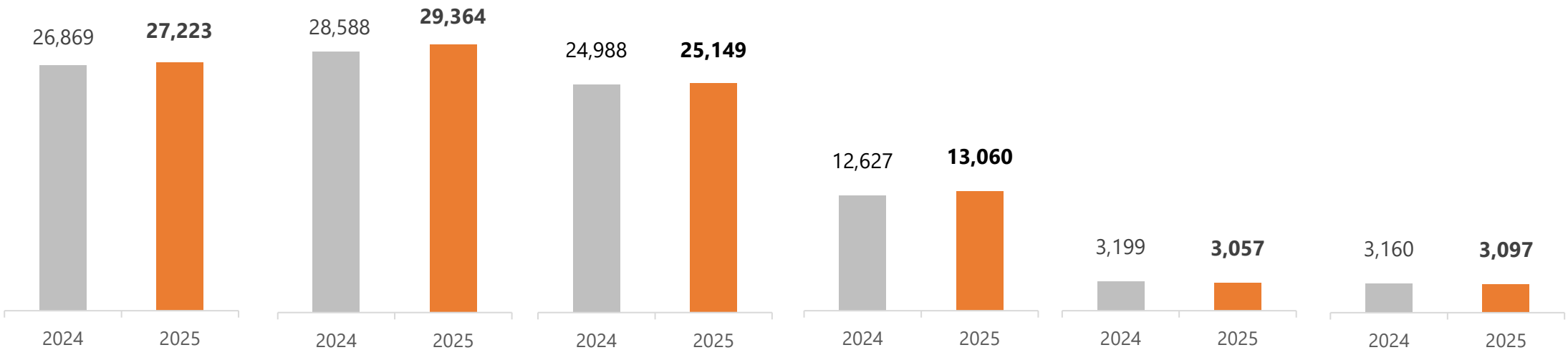
1 Exchange rate for FY12/2024 USD/JPY: 151.58, EUR/JPY: 163.99, EUR/USD: 1.082
2 Exchange rate for FY12/2025 USD/JPY: 149.72, EUR/JPY: 169.06, EUR/USD: 1.129
3 Net profit refers to "net profit attributable to owners of parent"

Sales by Category (Q4 YTD)

- Sales growth in main categories, supported by market stabilization and contributions from new products
- Keyboard sales returned to growth for the first time in two years, driven by strong portable models and recovery in the Chinese market

(JPY mn)

	Keyboards	Perc. & Wind	Guitar-related	Creation-related	Video & Pro Audio	Others	Total
YoY[1]	+1.3% **(+0.8%)**	+2.7% **(+3.0%)**	+0.6% **(+0.7%)**	+3.4% **(+3.6%)**	-4.4% **(-4.0%)**	-2.0% **(-2.4%)**	+1.5% **(+1.5%)**



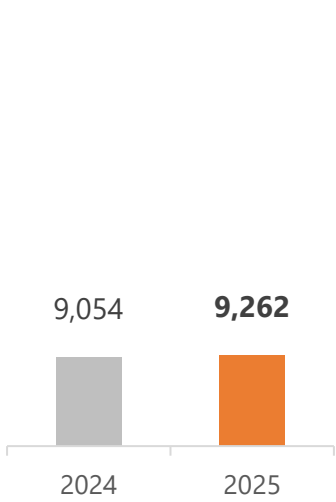
1 Figures in ( ) are comparisons excluding the effect of exchange rates.

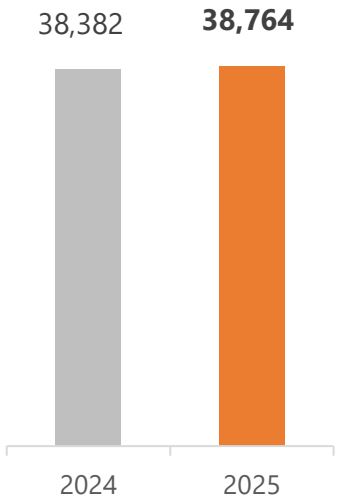
Sales by Region (Q4 YTD)

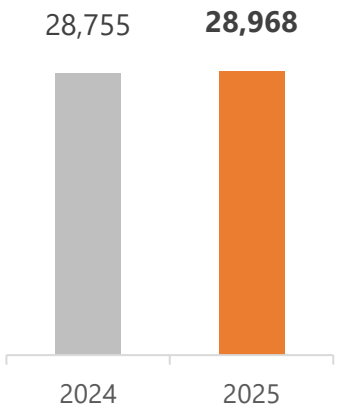
- Despite the impact from the bankruptcy of certain dealers in Europe, underlying sales increased in all other regions
- In North America, sell-through remained steady even after tariff-related price adjustments
- In China, sales returned to growth for the first time in two years as the market moved toward recovery
- Other regions continued to record solid growth (emerging markets: +6%, developed markets: +4%)

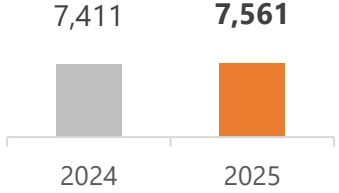
(JPY mn)

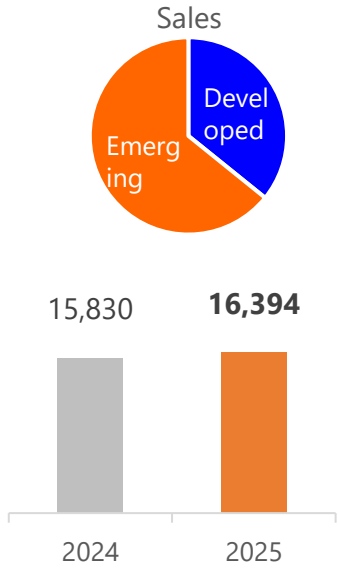
	Japan	North America	Europe	China	Others	Total
YoY[1]	+2.3% **(+2.3%)**	+1.0% **(+2.2%)**	+0.7% **(-2.6%)**	+2.0% **(+3.3%)**	+3.6% **(+5.7%)**	+1.5% **(+1.5%)**









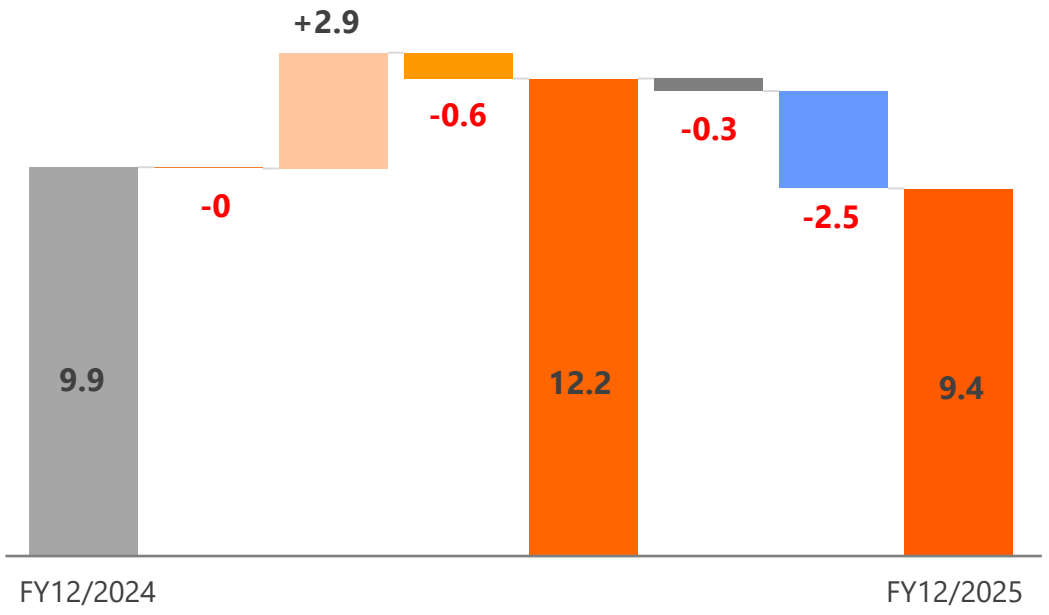


1 Figures in ( ) are comparisons excluding the effect of exchange rates.

Consolidated Operating Profit (Q4 YTD)

Changes (vs Previous year)

- Sales volume change
- Selling price / cost ratio change
- SG&A change
- FX impact
- Cost increase due to tariffs (gross impact)



Factors

- **Sales Volume**
  - ✓ Despite the effect of tariff-related price optimization, new product contributions supported performance in line with the prior period
- **Selling Price / Cost ratio**
  - ✓ Price optimization effect
  - ✓ Product mix improvement, etc.
- **SG&A**
  - ✓ Increase in personnel expenses, A&P cost, and travel expenses (down JPY 1.0 billion vs. initial plan)

1 FY12/2025 Results

2 FY12/2026 Forecast

3 Shareholders Return

4 Supplemental Information

Highlights

- **Advancing new Mid-term Management Plan investments while maintaining sales and profit growth**

(JPY)

Sales **106.4**bn (YoY: +5.4%)	• The musical instrument market is entering a recovery phase • New products launched last year and this year are contributing to growth • Continued benefits from price optimization effects
Operating Profit **10.0**bn (YoY: +6.2%)	• Gross tariff impact (YoY approx. –JPY 1.4bn) • Execution of expenses previously controlled under risk-management measures • Cost increases absorbed by volume growth and price optimization effects
Net Profit[1] **7.2**bn (YoY: +232.1%)	• Rebound from previous year's impairment loss and the reversal of deferred tax assets on a consolidated subsidiary

1 Net profit refers to "net profit attributable to owners of parent"

Consolidated Financial Forecast

(JPY mn)	FY12/2025[1] Actual	FY12/2025[1] % of Sales	FY12/2026[2] Forecast	FY12/2026[2] % of Sales	FY12/2026[2] YoY
Sales	**100,952**	100.0%	**106,400**	100.0%	**+5.4%**
Gross Profit	**42,644**	42.2%	**45,000**	42.3%	**+5.5%**
SG&A	**33,231**	32.9%	**35,000**	32.9%	**+5.3%**
Operating Profit	**9,412**	9.3%	**10,000**	9.4%	**+6.2%**
Net Profit[3]	**2,168**	2.1%	**7,200**	6.8%	**+232.1%**
EBITDA	**12,388**	12.3%	**13,115**	12.3%	**+5.9%**

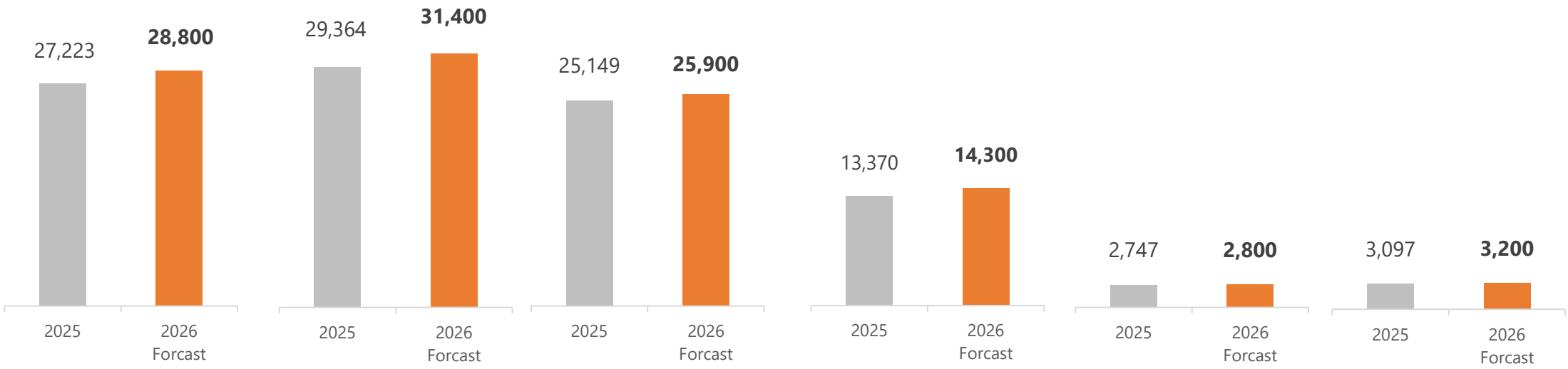
1 Exchange rate for FY12/2025 USD/JPY: 149.72, EUR/JPY: 169.06, EUR/USD: 1.129
2 Exchange rate for FY12/2026 USD/JPY: 148.00, EUR/JPY: 170.00, EUR/USD: 1.149
3 Net profit refers to "net profit attributable to owners of parent"

Sales Forecast by Category

- Planning YoY sales growth across all categories, reflecting market recovery and full-year contributions from last fiscal year's new products
- Launching additional new products aligned with the new Mid-term Management Plan

(JPY mn)

	Keyboards	Perc. & Wind	Guitar-related	Creation-related[2]	Video & Pro Audio[2]	Others	Total
YoY[1]	+5.8% **(+5.8%)**	+6.9% **(+7.3%)**	+3.0% **(+3.2%)**	+6.9% **(+7.3%)**	+1.9% **(+2.0%)**	+3.3% **(+3.3%)**	+5.4% **(+5.6%)**



1 Figures in ( ) are comparisons excluding the effect of FX rates

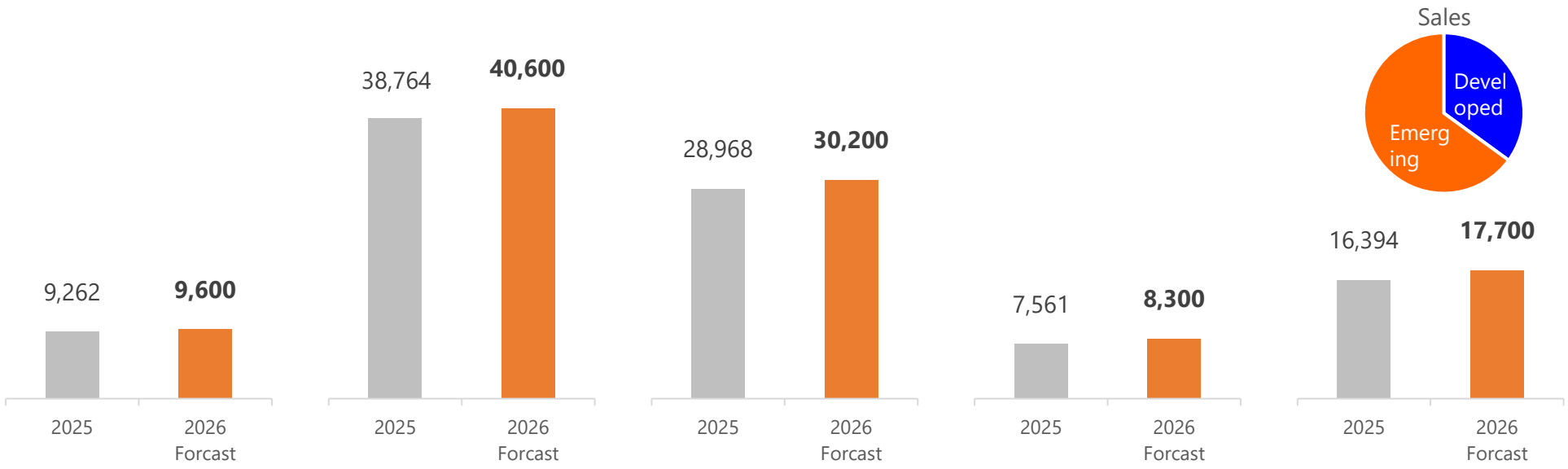
2 Category definitions were slightly revised, and certain items were reclassified. Prior-period comparison figures have also been restated accordingly.

Sales Forecast by Region

- Across all regions, planning year-on-year sales growth, reflecting market recovery and full-year contributions from products launched last fiscal year
- In North America, expecting benefits from price optimization effects and continued expansion in percussion & wind
- In other regions, projecting growth of around +11% in emerging markets and +5% in developed markets

(JPY mn)

	Japan	North America	Europe	China	Others	Total
YoY[1]	+3.6% **(+3.6%)**	+4.7% **(+5.9%)**	+4.3% **(+4.1%)**	+9.8% **(+9.2%)**	+8.0% **(+7.2%)**	+5.4% **(+5.6%)**



1 Figures in ( ) are comparisons excluding the effect of FX rates

Sales and Profit Forecasts for the 1st Half and the 2nd Half of the Year

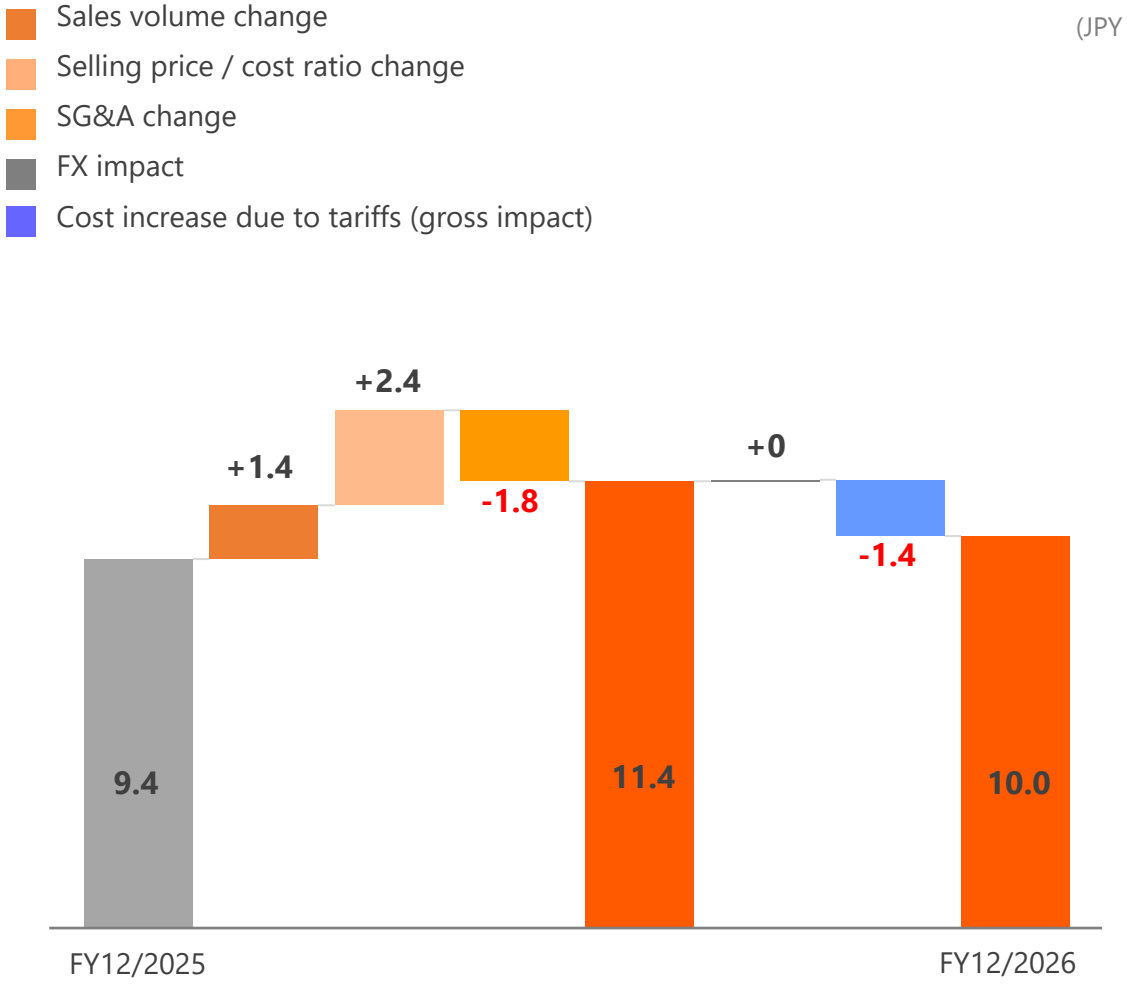
- Expect sales and operating profit to grow in both H1 and H2

(JPY)	1st Half	2nd Half	Full-Year
Sales	49.5bn ・YoY ： +8.1%	56.9bn ・YoY ： +3.2%	106.4bn ・YoY ： +5.4%
Operating Profit	3.9bn ・YoY ： +2.0%	6.1bn ・YoY ： +9.2%	10.0bn ・YoY ： +6.2%

Consolidated Operating Profit

Changes (vs Previous year)

(JPY bn)



Factors

- **Sales Volume**
  - ✓ Market recovery
  - ✓ Sales growth driven by new products
- **Selling Price / Cost ratio**
  - ✓ Price optimization effects
  - ✓ Increase in raw material costs
- **SG&A**
  - ✓ Acceleration of MTP-related investments
  - ✓ Increase in personnel and other expenses
  - ✓ Temporary overlap of new and former HQ costs
  - ✓ Decrease in depreciation and amortization (+new HQ, –DW)

1 FY12/2025 Results

2 FY12/2026 Forecast

3 Shareholders Return

4 Supplemental Information

FY12/2026: Expecting Dividends to Remain at the FY2025 Level

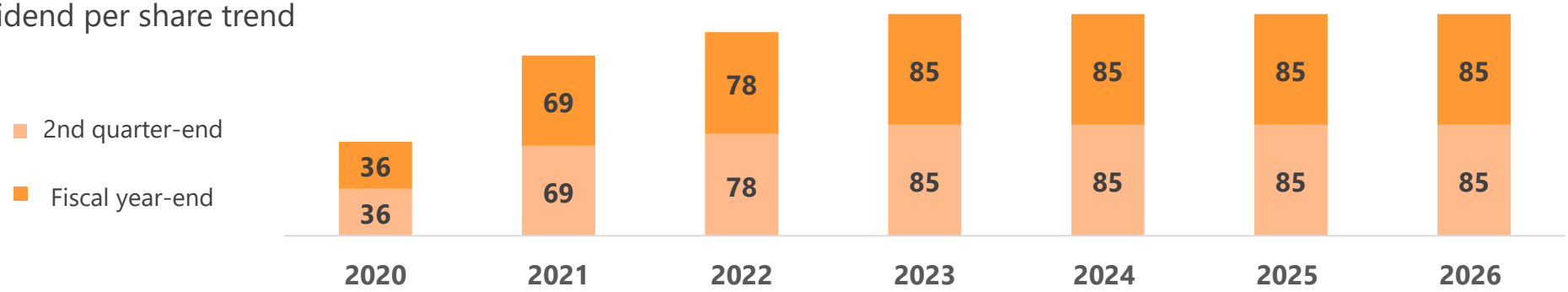
＜Basic Policy for FY2026–FY2028 MTP＞

On a cumulative three-year basis, we aim for a consolidated **total payout ratio of 50%**. Even in cases where it is necessary to retain funds for growth investments, we set a minimum target **DOE[1] of 5.0%**

(Forecast)

	2020	2021	2022	2023	2024	2025	2026
Dividend amount	¥1.9bn	¥3.8bn	¥4.3bn	¥4.7bn	¥4.7bn	¥4.5bn	¥4.5bn
Share repurchase amount	-	-	¥2.0bn	-	¥5.8bn	-	-
Total return	¥1.9bn	¥3.8bn	¥6.3bn	¥4.7bn	¥10.5bn	¥4.5bn	¥4.5bn
Total return ratio	46.0%	45.0%	68.2%	57.8%	176.2%	208.0%	62.6%
Dividend payout ratio	46.0%	45.0%	48.2%	57.8%	79.2%	208.0% (57.5%[2])	62.6%

Dividend per share trend



1 DOE (Dividend on Equity): Dividends ÷ Consolidated Equity
2 Total return ratio excluding impacts such as impairment losses at subsidiaries

1 FY12/2025 Results

2 FY12/2026 Forecast

3 Shareholders Return

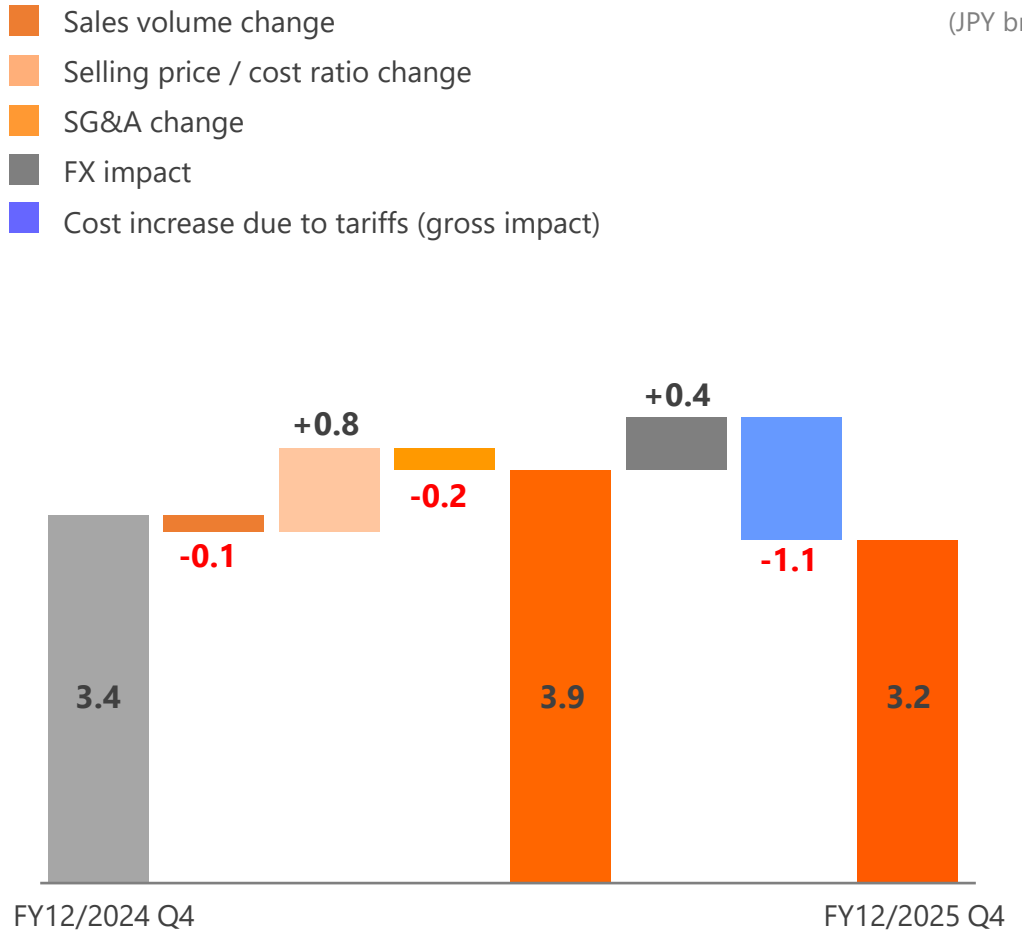
4 Supplemental Information

Consolidated Financial Results（October-December period, 3 months)

(JPY mn)	FY12/2024 Q4 3M[1] Actual	% of Sales	FY12/2025 Q4 3M[2] Actual	% of Sales	YoY
Sales	**29,822**	100.0%	**31,381**	100.0%	**+5.2%**
Gross Profit	**12,326**	41.3%	**12,491**	39.8%	**+1.3%**
SG＆A	**8,856**	29.7%	**9,261**	29.5%	**+4.6%**
Operating Profit	**3,469**	11.6%	**3,229**	10.3%	**-6.9%**
Net Profit[3]	**1,687**	5.7%	**-3,270**	-10.4%	**—**
EBITDA	**4,217**	14.1%	**3,995**	12.7%	**-5.3%**

1 Exchange rates for 12/2024 Q4 3M　USD/JPY：152.45、EUR/JPY：162.64、EUR/USD：1.067
2 Exchange rates for 12/2025 Q4 3M　USD/JPY：154.16、EUR/JPY：179.45、EUR/USD：1.164
3 Net profit refers to "net profit attributable to owners of parent”

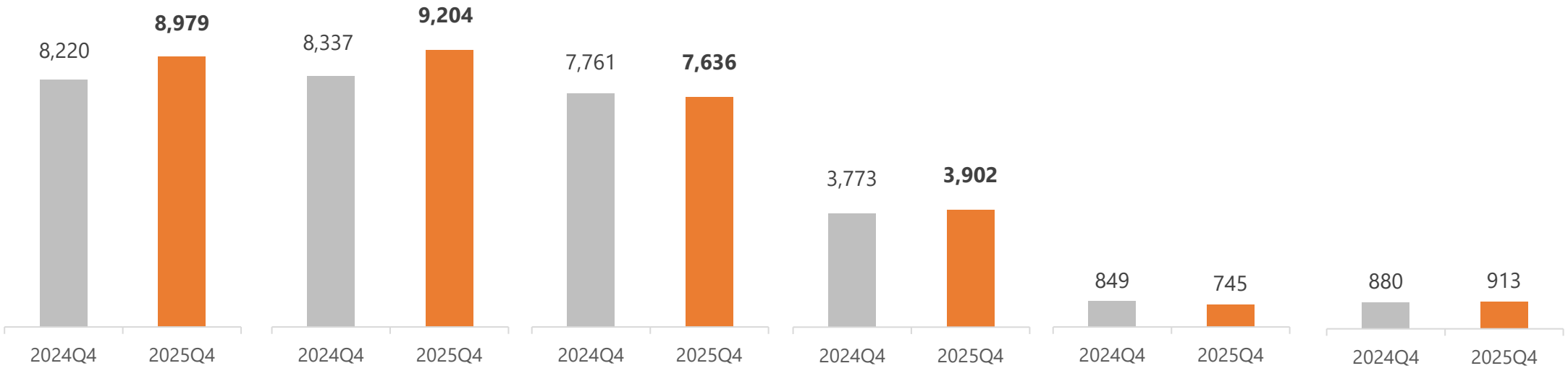
Operating Profit Changes (vs Previous year)



Sales by Category （October-December period, 3 months)

(JPY mn)

	Keyboards	Perc. & Wind	Guitar-related	Creation-related	Video & Pro Audio	Others	Total
YoY[1]	+9.2% **(+4.3%)**	+10.4% **(+6.6%)**	-1.6% **(-5.4%)**	+3.4% **(-0.8%)**	-12.3% **(-15.2%)**	+3.8% **(-1.1%)**	+5.2% **(+1.0%)**

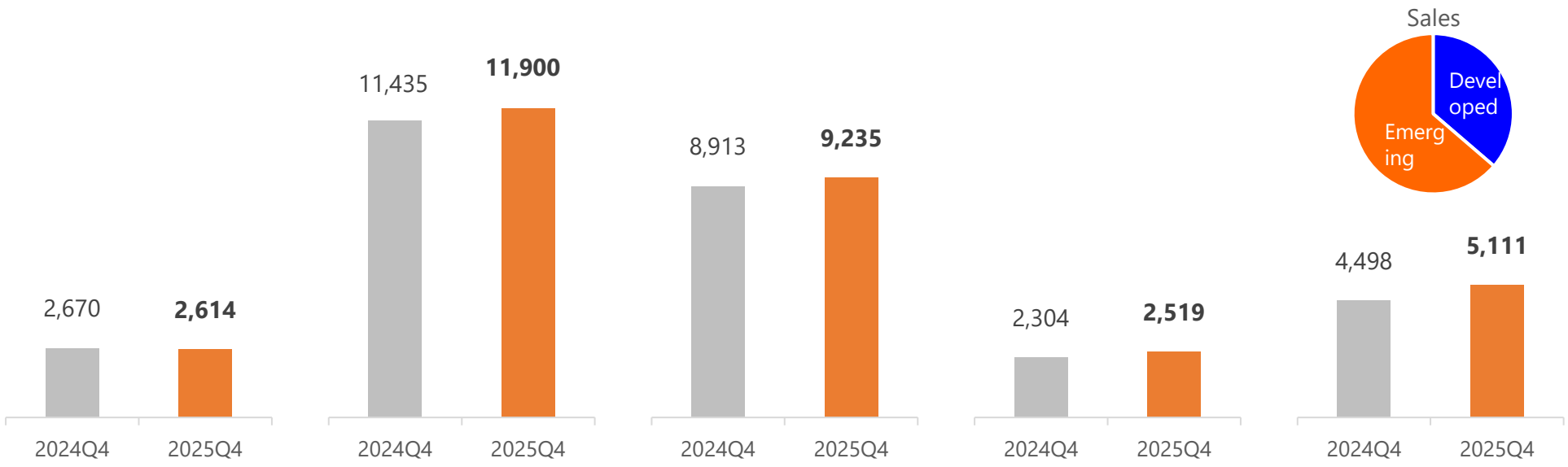


1 Figures in ( ) are comparisons excluding the effect of exchange rates.

Sales by Region （October-December period, 3 months)

(JPY mn)

	Japan	North America	Europe	China	Others	Total
YoY[1]	-2.1% **(-2.1%)**	+4.1% **(+2.9%)**	+3.6% **(-6.0%)**	+9.4% **(+6.6%)**	+13.6% **(+9.5%)**	+5.2% **(+1.0%)**



1 Figures in ( ) are comparisons excluding the effect of exchange rates.

Assumptions for FY2026 Earnings Forecast

U.S. Additional Tariff Rates

Production	Additional Tariff	Major Production
Malaysia	19%	Perc. & Wind, Keyboards, Guitar-related, Creation-related
China	20%	Perc. & Wind, Keyboards, Creation-related
Taiwan	20%	Perc. & Wind, Guitar-related
Japan	15%	Video & Pro Audio, Guitar-related
Vietnam	20%	Keyboards, Guitar-related
Thailand	19%	Guitar-related, Perc. & Wind
Indonesia	19%	Keyboards

FX Rates

	Assumptions
USD/JPY	¥ 148
EUR/JPY	¥ 170
EUR/USD	1.149

FYR: sensitivity[1, 2]

	Change	Sales	OP
USD/JPY	¥1 weaker	+¥290mn	+¥120mn
EUR/JPY	¥1 weaker	+¥180mn	+¥10mn
EUR/USD	¢1 weaker	-	+¥170mn

1 Annual impact (estimates)

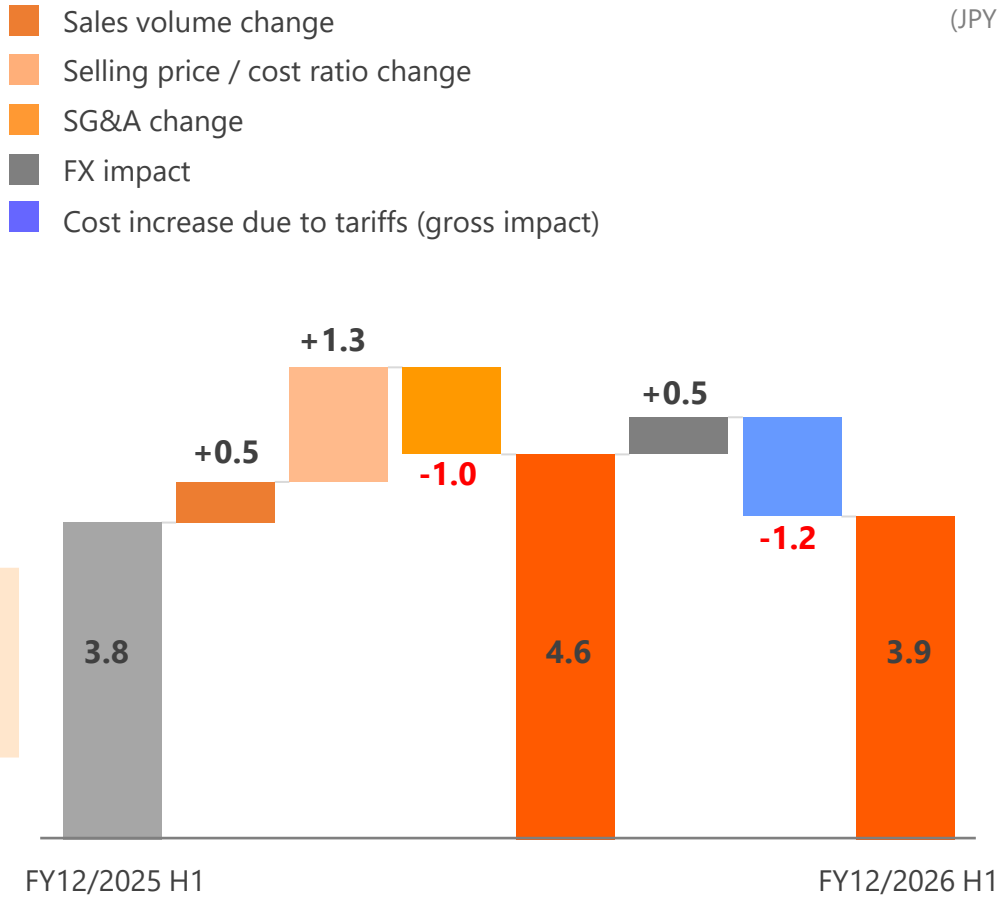
2 Actual amounts may differ from assumptions due to the impact of various currency pairs and changes in the sales composition ratio, etc.

FY12/2026 First-Half Consolidated Forecast

(JPY mn)	FY12/2025 First Half[1] Actual	% of Sales	FY12/2026 First Half[2] Forecast	% of Sales	YoY
Sales	**45,806**	100.0%	**49,500**	100.0%	**+8.1%**
Gross Profit	**19,756**	43.1%	**21,100**	42.6%	**+6.8%**
SG&A	**15,931**	34.8%	**17,200**	34.7%	**+8.0%**
Operating Profit	**3,825**	8.4%	**3,900**	7.9%	**+2.0%**
Net Profit[3]	**3,914**	8.5%	**3,000**	6.1%	**-23.4%**
EBITDA	**5,299**	11.6%	**5,408**	10.9%	**+2.1%**

Impact from prior-period tax expense timing shift

Operating Profit Changes (vs Previous year)



1 Exchange rates for FY12/2025 1st Half USD/JPY: 148.62, EUR/JPY: 162.22, EUR/USD: 1.092
2 Exchange rates for FY12/2026 1st Half USD/JPY: 148.00, EUR/JPY: 170.00, EUR/USD: 1.149
3 Net profit refers to "net profit attributable to owners of parent"

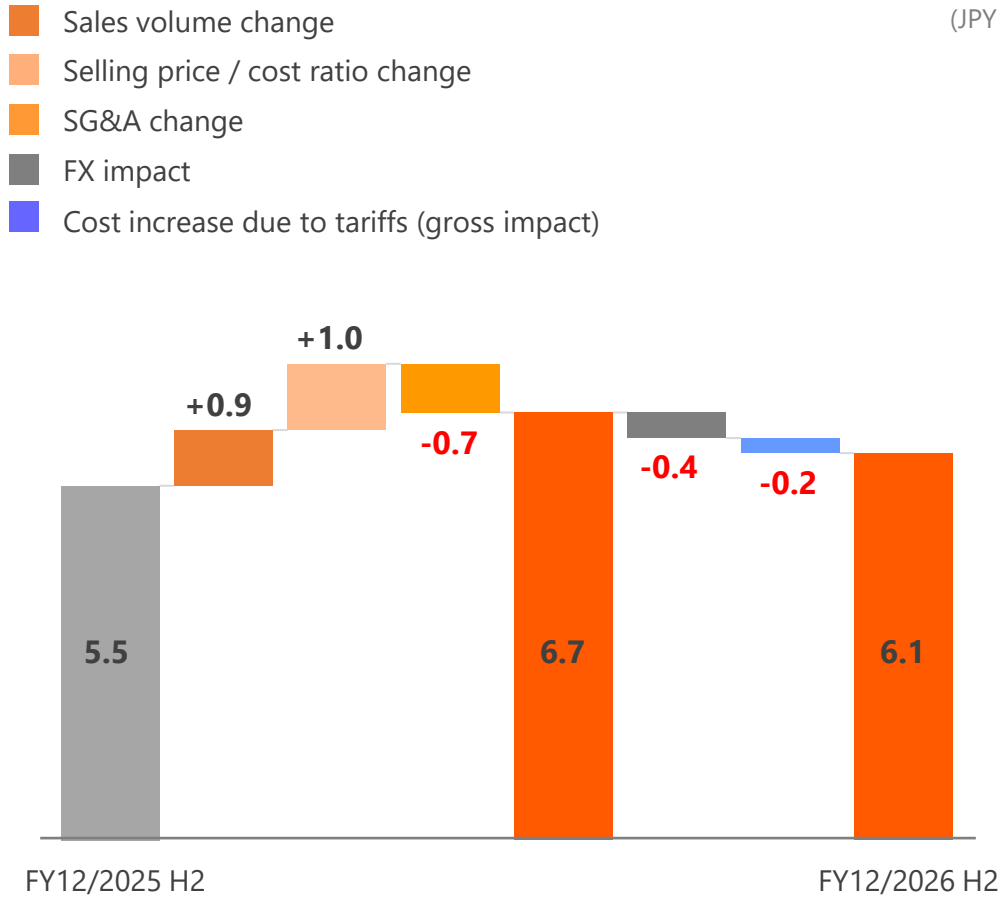
FY12/2026 Second-Half Consolidated Forecast

(JPY mn)	FY12/2025 Second Half[1] Actual	% of Sales	FY12/2026 Second Half[2] Forecast	% of Sales	YoY
Sales	**55,145**	100.0%	**56,900**	100.0%	**+3.2%**
Gross Profit	**22,888**	41.5%	**23,900**	42.0%	**+4.4%**
SG&A	**17,300**	31.4%	**17,800**	31.3%	**+2.9%**
Operating Profit	**5,587**	10.1%	**6,100**	10.7%	**+9.2%**
Net Profit[3]	**-1,746**	-3.2%	**4,200**	7.4%	**—**
EBITDA	**7,088**	12.9%	**7,706**	13.5%	**+8.7%**

1 Exchange rates for FY12/2025 2nd Half USD/JPY: 150.83, EUR/JPY: 175.91, EUR/USD: 1.166
2 Exchange rates for FY12/2026 2nd Half USD/JPY: 148.00, EUR/JPY: 170.00, EUR/USD: 1.149
3 Net profit refers to "net profit attributable to owners of parent"

Operating Profit Changes (vs Previous year)

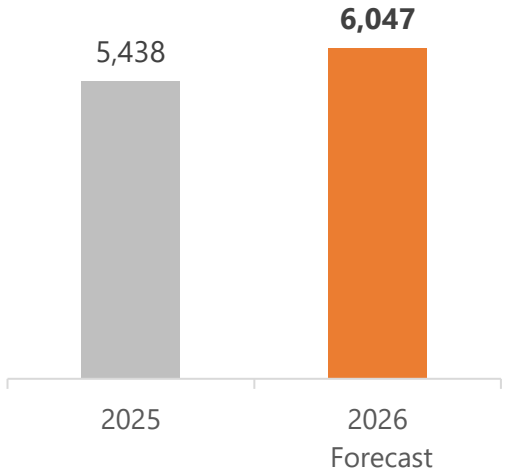
(JPY bn)

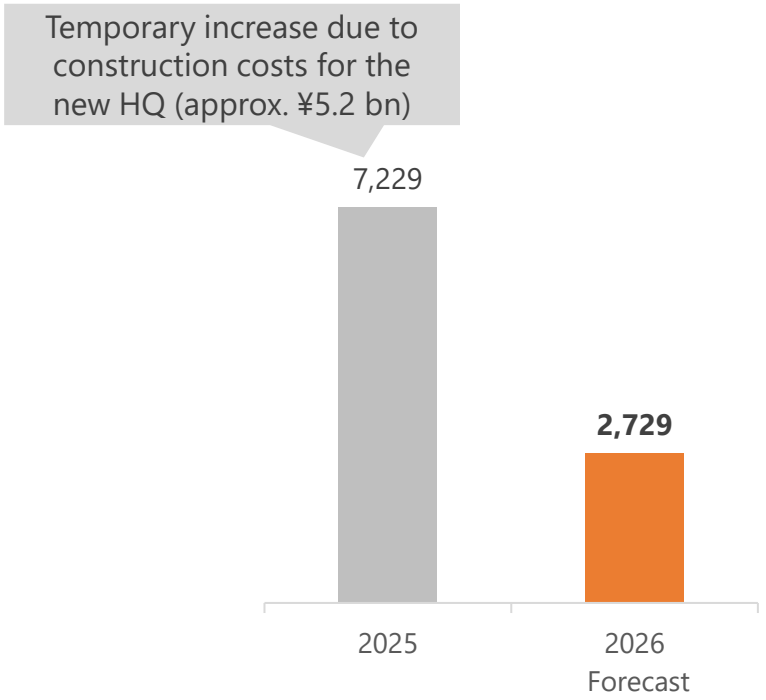


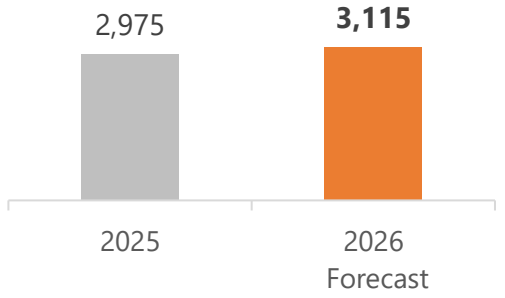
R&D Expenses / Capital Expenditures / Depreciation

(JPY mn)

	R&D Expenses	Capital Expenditures[1]	Depreciation
YoY	+11.2%	-62.2%	+4.7%







1 Amount of Tangible and Intangible Fixed Assets

Sustainability Initiatives (1)

＜Major Initiatives in 2025＞

Sophistication of supply chain management

Results of CO2 emission reduction

- CDP “B” score for second consecutive year

	Results[2]		
	2022	2023	2024
Emissions [kt-CO2]	224	199	**181**
Reductions[1]	-	-11%	**-19%**

1：Compare to 2022
2：2025 results to be calculated during 2026

Improved container loading efficiency

- Improved packaging size and strength etc.

Results			Target
2023	2024	2025	2025
+5.4pt	+8.2pt	**+ 12.5pt**	**+10pt**

(Compare to 2022)

Enable efficient transportation

- Use of JR Freight for long-distance domestic transport (modal shift)
  - ✓ Service launched between Hamamatsu and Kyushu; now established as a regular route
  - ✓ Approx. 90% CO_2 reduction vs. truck transport

Sustainability Initiatives (2)

＜Major Initiatives in 2025＞

Support of the development of musical and video cultures

Social contribution in the musical/video and neighboring fields

- Support for schools and ethnic instrumentalists in emerging regions
  ＜MTP target : 10 or more projects per year＞

2023	2024	2025
14pjt	**19**pjt	**13**pjt

- Initiatives to realize an affluent society
  - ✓ Supporting the “Paralym Art” initiative, which promotes artistic activities by people with disabilities

Digital grand piano wrapped with “Paralym Art” artwork

Unrelenting reinforcement of the corporate governance

Strengthening of risk management / compliance systems and Board supervision

- Risk Management and Compliance Committee convened quarterly
  - ✓ Comprised of executive officers, corporate auditors, and key management members across the Group
  - ✓ Determines Group-wide policies and reviews activities at the regional level

- Conduct training for employees with a focus on compliance
- The status of implementation of the measures is reported to the Board of Directors and supervised

Key Consolidated Financials（PL）

(JPY mn)	12/2021	12/2022	12/2023	12/2024	12/2025
Net sales	80,032	95,840	102,445	99,433	100,952
Cost of sales	43,895	56,484	58,512	56,862	58,307
Gross profit	36,137	39,356	43,932	42,571	42,644
Selling, general and administrative expenses	25,043	28,605	32,060	32,619	33,231
Operating profit	11,093	10,751	11,871	9,951	9,412
Other profit (expenses)	(854)	(221)	(723)	(1,169)	(4,140)
Profit before profit taxes	10,239	10,529	11,148	8,782	5,272
Total profit taxes	1,650	1,575	2,955	2,788	3,089
Profit attributable to owners of parent	8,586	8,938	8,151	5,976	2,168
EBITDA	12,706	12,826	14,628	12,844	12,388
D/E ratio	0.2x	0.8x	0.6x	0.4x	0.5x
Equity ratio	54%	43%	49%	57%	49%
Debt / EBITDA	0.6x	2.1x	1.6x	1.4x	1.8x
ROE	35.6%	28.9%	22.2%	13.9%	5.0%
ROIC	30.7%	18.7%	17.2%	14.3%	15.2%

Key Consolidated Financials (B/S)

(JPY mn)	12/2021	12/2022	12/2023	12/2024	12/2025
Cash and deposits	8,781	10,506	12,883	14,478	15,876
Notes and accounts receivable - trade	7,444	12,905	13,805	12,538	13,353
Inventories	25,240	32,322	30,144	29,147	27,321
Other current assets	1,156	2,167	1,826	1,827	2,243
Total current assets	42,623	57,902	58,659	57,993	58,795
Net property, plant and equipment	5,857	7,770	9,961	9,566	14,234
Goodwill	20	3,266	3,129	3,087	2
Investments and other assets	4,305	8,117	9,218	10,939	10,444
Total non-current assets	10,183	19,154	22,309	23,592	24,681
Total assets	52,807	77,056	80,969	81,586	83,477
Notes and accounts payable - trade	6,391	5,606	6,266	4,730	6,841
Short-term borrowings	-	17,700	4,300	5,300	1,100
Current portion of long-term borrowings	1,252	1,252	8,526	2,358	2,570
Other current liabilities	8,389	7,954	8,948	8,696	9,659
Long-term borrowings	5,822	7,570	10,056	10,832	18,490
Other long-term liabilities	2,295	3,226	2,756	2,985	3,452
Total liabilities	24,150	43,309	40,854	34,903	42,113
Total net assets	28,656	33,747	40,114	46,682	41,364
Total liabilities and net assets	52,807	77,056	80,969	81,586	83,477

Key Consolidated Financials (CF)

(JPY mn)	12/2021	12/2022	12/2023	12/2024	12/2025
Profit before profit taxes	10,239	10,529	11,148	8,782	5,272
Depreciation	1,608	1,981	2,397	2,506	2,593
Impairment loss	72	-	-	-	3,860
Amortization of goodwill	4	94	358	386	382
Decrease (increase) in trade receivables	(347)	(4,301)	(46)	3,201	(1,025)
Decrease (increase) in inventories	(5,427)	(1,105)	4,677	3,027	2,844
Increase (decrease) in trade payables	(106)	(4,143)	(849)	(2,613)	1,322
Income taxes paid	(2,516)	(2,367)	(2,815)	(2,127)	(1,305)
Other	1,402	106	557	(1,444)	(244)
Cash flows from operating activities	4,929	793	15,428	11,717	13,699
Purchase of property, plant and equipment	(1,208)	(1,272)	(3,084)	(1,368)	(5,971)
Proceeds from sales of property, plant and equipment	557	49	18	33	9
Purchase of intangible assets	(98)	(108)	(402)	(1,173)	(425)
Other	(54)	(10,020)	(109)	1,314	(52)
Cash flows from investing activities	(803)	(11,351)	(3,576)	(1,193)	(6,439)
Free cash flows[1]	4,125	(10,558)	11,852	10,523	7,260
Net increase (decrease) in short-term borrowings	(143)	17,686	(13,404)	1,000	(4,200)
Proceeds from long-term borrowings	1,500	3,000	12,100	4,010	10,400
Repayments of long-term borrowings	(4,123)	(1,252)	(2,339)	(9,402)	(2,530)
Dividends paid	(2,922)	(4,082)	(4,506)	(4,722)	(4,619)
Other	(381)	(2,472)	(517)	(544)	(6,466)
Cash flows from financing activities	(6,071)	12,879	(8,668)	(9,658)	(7,417)

1 Free cash flows is the sum of cash from operating activities and cash from investing activities.

Key Consolidated Financials (Sales by Product/Region)

Product (JPY mn)	12/2021	12/2022	12/2023	12/2024	12/2025
Keyboards	24,792	29,869	27,546	26,869	27,223
Percussion & Wind Instruments	19,053	23,046	29,342	28,588	29,364
Guitar-related Products	19,093	23,540	25,726	24,988	25,149
Creation-related Products & Services	10,122	12,206	12,662	12,627	13,060
Video & Pro Audio	4,282	4,357	4,073	3,199	3,057
Other	2,689	2,819	3,094	3,160	3,097
Total	80,032	95,840	102,445	99,433	100,952

Region (JPY mn)	12/2021	12/2022	12/2023	12/2024	12/2025
Japan	9,666	9,736	9,693	9,054	9,262
North America	25,959	34,904	38,920	38,382	38,764
Europe	24,958	26,439	29,663	28,755	28,968
China	8,673	9,641	8,796	7,411	7,561
Other	10,775	15,118	15,372	15,830	16,394
Total	80,032	95,840	102,445	99,433	100,952

This material contains information that constitutes “forward-looking statements” of Roland Corporation. Statements other than those related to past or present facts are all statements that constitute forward-looking statements. Such forward-looking statements are based on our assumptions and decisions made in accordance with information currently available, and they are not intended to give any assurances that they will turn out to be correct. Known or unknown risks, uncertainties and other factors underlie the forward-looking statements, and the forward-looking statements may be materially different from the actual results. Matters which may affect the results include the economic environment surrounding our business, demand trends, exchange rate fluctuations and other related circumstances.