

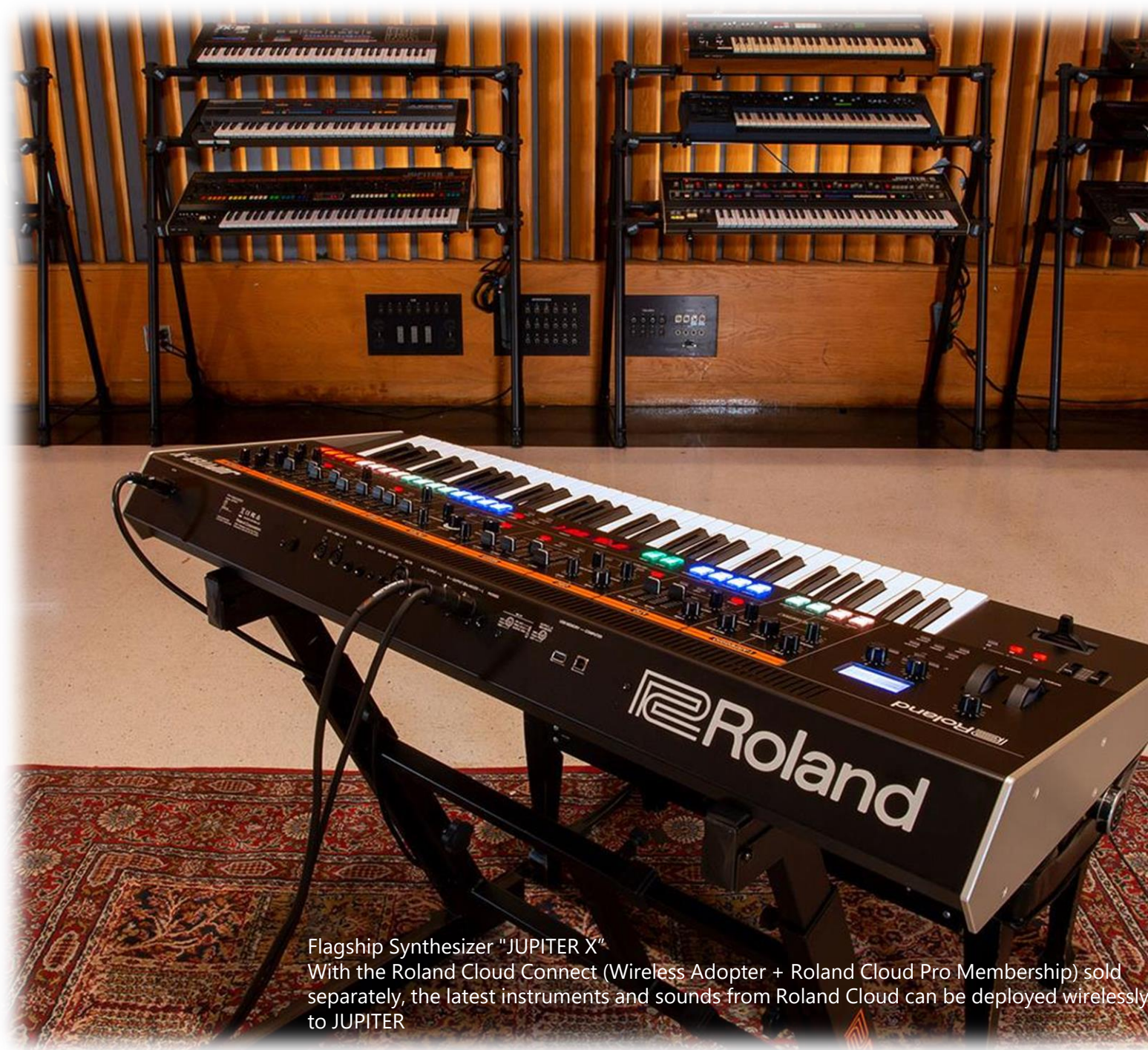


Financial Results Highlights

FY12/2021

Feb 10, 2022

Roland Corporation



Flagship Synthesizer "JUPITER X"
With the Roland Cloud Connect (Wireless Adopter + Roland Cloud Pro Membership) sold separately, the latest instruments and sounds from Roland Cloud can be deployed wirelessly to JUPITER

Executive Summary

● FY12/2021 Full Year Result

- Overcame a difficult environment and **exceeded the earnings forecasts** that was revised upward significantly in May
- Sales, Operating Profit, and Net Income increased significantly YoY, reached **Record Highs**

● FY12/2022 Full Year Forecast

- **Continued strong demand at a higher level** for Electronic Musical Instruments expected as new lifestyles becoming settled habits
- Supply constraints and cost increases continue, but **Sales and Profits expected to grow**
- New "Accounting Standard for Revenue Recognition" (see later pages for details)

● Shareholder Returns

- Decided to conduct **Buyback (upper limit: Y2bn/550,000 shares)**
- If all shares are repurchased, the total return ratio for FY2021 will be **68.2%**
- FY2022 dividend expected to be in line with our basic policy (**Expect dividend increase YoY**)

● Announcement of **New management team** to accelerate growth

1

FY12/2021 Results

2

FY12/2022 Forecast

3

Supplemental Information

1

FY12/2021 Results

2

FY12/2022 Forecast

3

Supplemental Information

Highlights

Sales

80.0_{bn}

(YoY **+25.0%**)

- **Grew in all major regions & categories** due to robust demand
- Order backlog +JPY6.0bn YoY as supply constraints remained severe

Operating Profit

11.0_{bn}

(YoY **+55.9%**)

- **Substantial increase** by **two price optimizations** and increased revenue
- Material and transportation costs increased more than expected
- SG&A ratio down **-5ppt** vs. FY2020

Net Income¹

8.5_{bn}

(YoY **+99.6%**)

- **Substantial increase** due to higher Operating Profit
- Non-operating items generally at the same level as FY2020
- Increased by +Y0.6bn due to one-time factors²:

ROE

35.6%

- Maintained strength as well as efficiency of the Balance Sheet
- **Continued to achieve MTP target of 20%+**

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

² Deferred tax assets : approx. +480 million(Mainly due to the reorganization in US subsidiaries, which RUS merged with V-MODA) / Extraordinary profit and losses (before tax) : +130 million(Mainly due to, Gain and losses on sale of non-current assets(net) : approx. +350 million, Loss on competition law : approx. -150 million, and Impairment loss : approx. -70 million)

Consolidated Financial Results

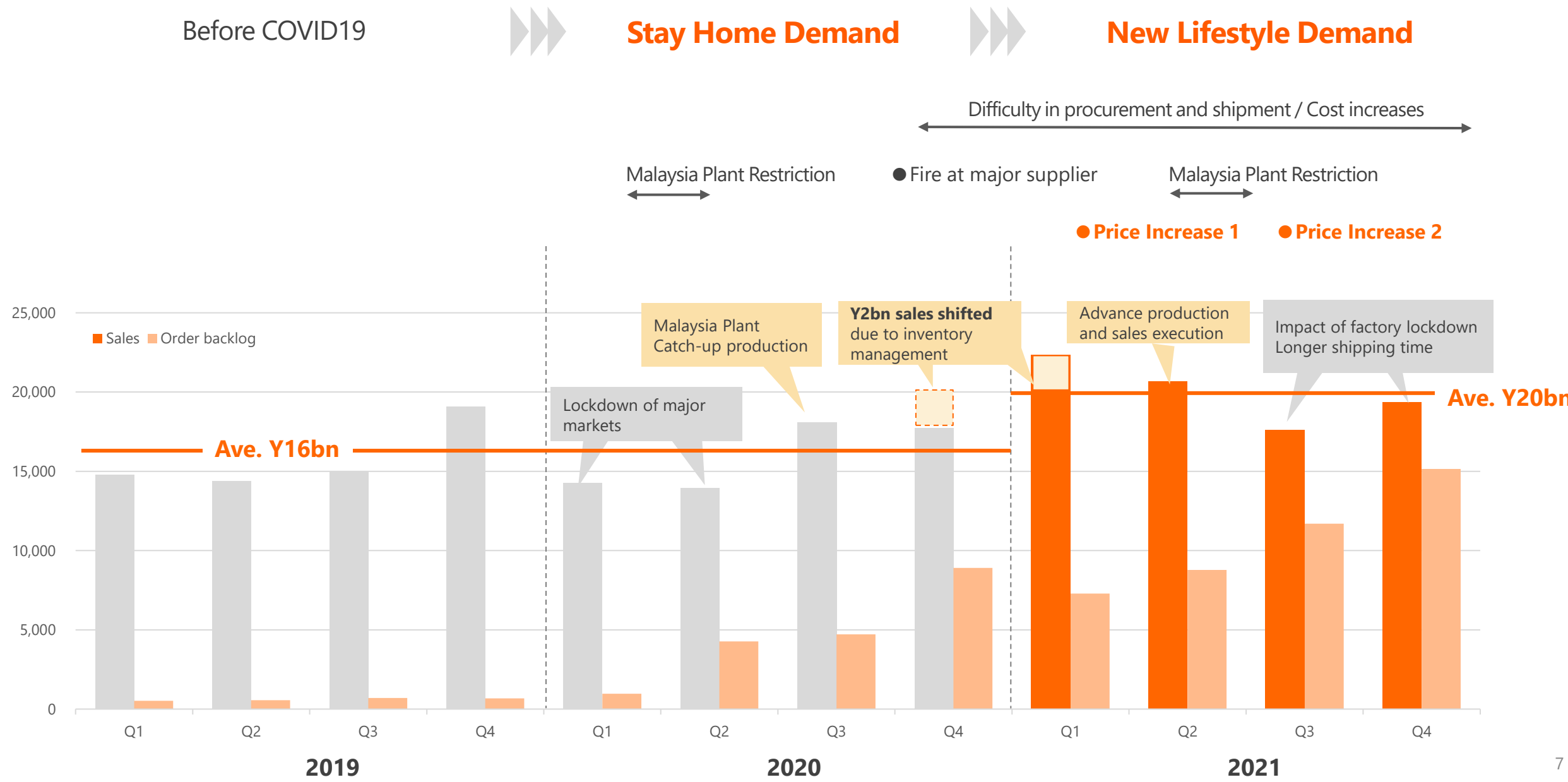
	FY2020/12 ¹		FY12/2021 ²		
(JPY mn)	Actual	% of Sales	Actual	% of Sales	YoY
Sales	64,044	100.0%	80,032	100.0%	+25.0%
Gross Profit	30,379	47.4%	36,137	45.2%	+19.0%
SG & A	23,264	36.3%	25,043	31.3%	+7.6%
Operating Profit	7,115	11.1%	11,093	13.9%	+55.9%
Net Income ³	4,301	6.7%	8,586	10.7%	+99.6%

1 Exchange rates for FY12/2020 USD/JPY : 106.83、EUR/JPY : 121.85、EUR/USD : 1.141

2 Exchange rates for FY12/2021 USD/JPY : 109.81、EUR/JPY : 129.93、EUR/USD : 1.183

3 Net income refers to "net income attributable to owners of parent"

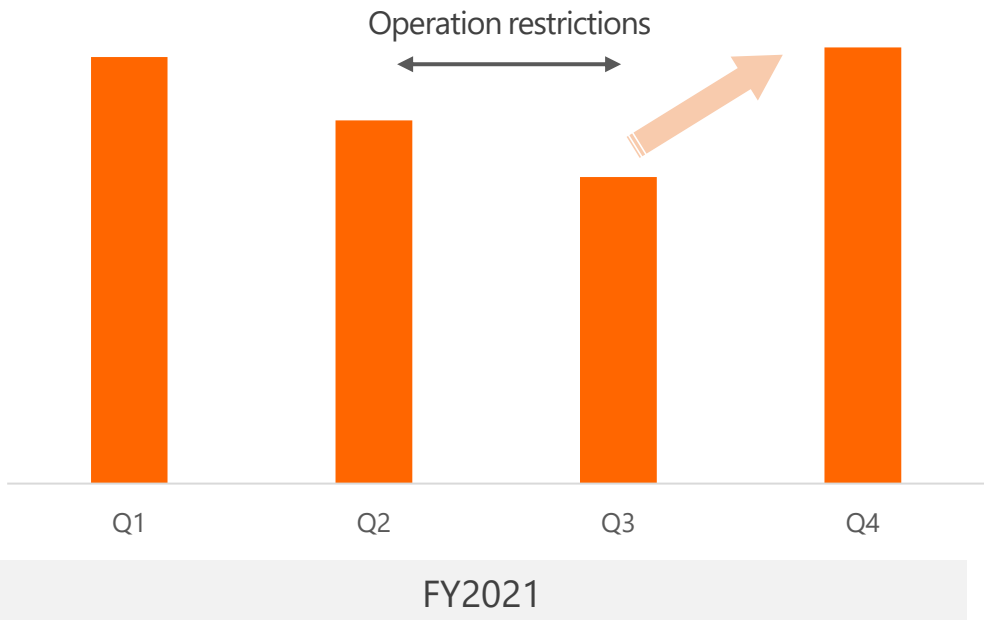
Looking back: Continued to maximize supply efforts to meet rising demand



Malaysia factory recovered, with multiple keyboard production sites to meet rising demand

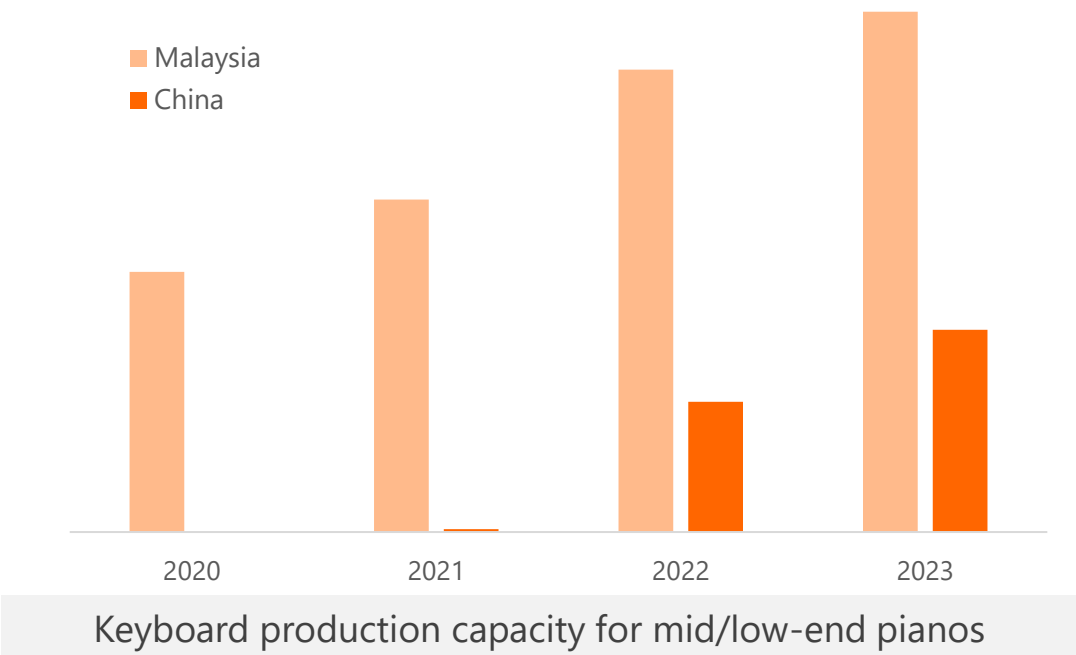
Malaysia Plant Production Volume

- Despite procurement constraints, **production has recovered substantially** to the level before restrictions
- No major problems now



Plan to increase keyboard production

- Increased keyboard production at Malaysian plant and started production at Chinese plant
- Reduce lockdown risk by multiple production sites
- Plan to increase capacity to **2.7x** by 2023 vs. 2020
- Most investments completed by the end of 2021



Sales by Category

	FY12/2020		FY12/2021				
JPY mn	Actual	% total	Actual	% total	YoY	YoY ¹ w/o FX	Situation
Keyboards	17,842	27.9%	24,792	31.0%	+39.0%	+32.4%	Portable digital pianos continued to be strong. Development of sales channels in North America was also successful
Percussion & Wind Instruments	14,620	22.8%	19,053	23.8%	+30.3%	+23.8%	Electronic drums were strong for the VAD series and variation models of existing products. Electronic wind instruments were strong due to the rising market
Guitar-related Products	16,712	26.1%	19,093	23.9%	+14.2%	+9.1%	Anniversary models and standard compact effectors contributed. In addition to guitar amps, MI and outdoor amps also performed well
Creation-related Products & Services	8,010	12.5%	10,122	12.6%	+26.4%	+21.5%	Synthesizers with 88 keys and stage pianos are selling well. New products contributed to Dance & DJ
Video & Pro Audio	4,597	7.2%	4,282	5.3%	-6.9%	-9.7%	In Video related markets, the mid-end was strong, but in low-end, individuals streaming demand has calmed down. Competition also affected the market
Other	2,261	3.5%	2,689	3.4%	+18.9%	+14.2%	Strong sales of musical instrument-related accessories (cables, etc.)
Total	64,044	100.0%	80,032	100.0%	+25.0%	+19.3%	

¹ Growth rate assuming the exchange rate had been the same for two periods

Sales by Region

	FY12/2020		FY12/2021				
JPY mn	Actual	% total	Actual	% total	YoY	YoY ¹ w/o FX	Situation
Japan	9,066	14.2%	9,666	12.1%	+6.6%	+6.6%	Despite supply constraints, digital pianos and video-related products were strong. Store customer traffic also improved due to progress in vaccination.
North America	19,963	31.2%	25,959	32.4%	+30.0%	+25.8%	Strong in major categories, including digital pianos, electronic drums, guitar products, and synthesizers. Despite supply delays due to port congestion, store sales recovered due to vaccinations
Europe	21,027	32.8%	24,958	31.2%	+18.7%	+11.8%	Despite the impact of longer lead times for ocean freight on product supply, keyboard instruments and recreation-related equipment were strong, mainly through online sales
China	6,304	9.8%	8,673	10.8%	+37.6%	+25.5%	Situation improved from lockdown. Despite the indirect impact of private school regulations, electronic drums recovered in education channel. Keyboards, MI amps, and electronic wind instruments were also strong
Other	7,682	12.0%	10,775	13.5%	+40.3%	+33.2%	Digital pianos and electronic drums were strong, mainly in East Asia. Although sales were affected by lockdowns, sales in emerging countries such as Southeast Asia and India are also recovering
Total	64,044	100.0%	80,032	100.0%	+25.0%	+19.3%	

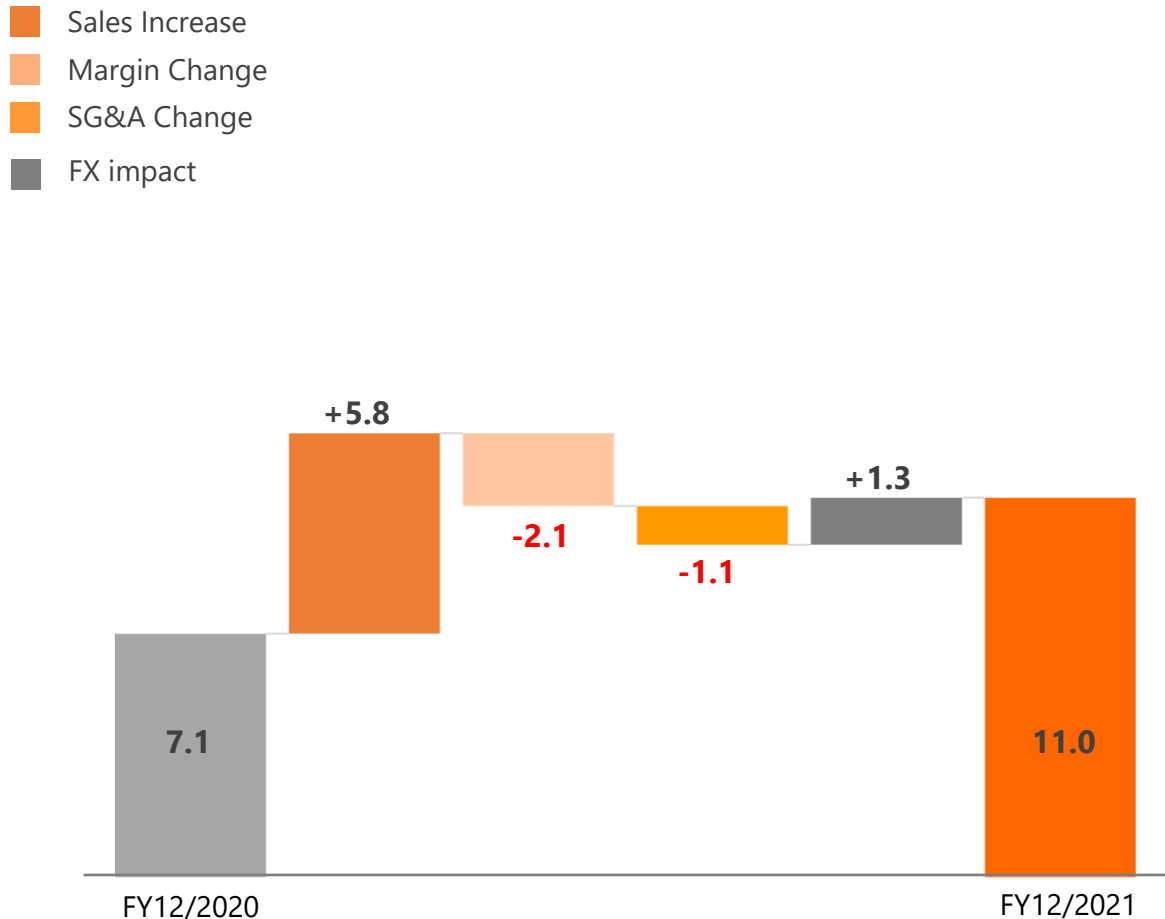
¹ Growth rate assuming the exchange rate had been the same for two periods

Consolidated Operating Profit

Changes (vs Previous year)

Factors

(JPY bn)



- Sales Increase**

- ✓ Increase in gross profit due to higher sales

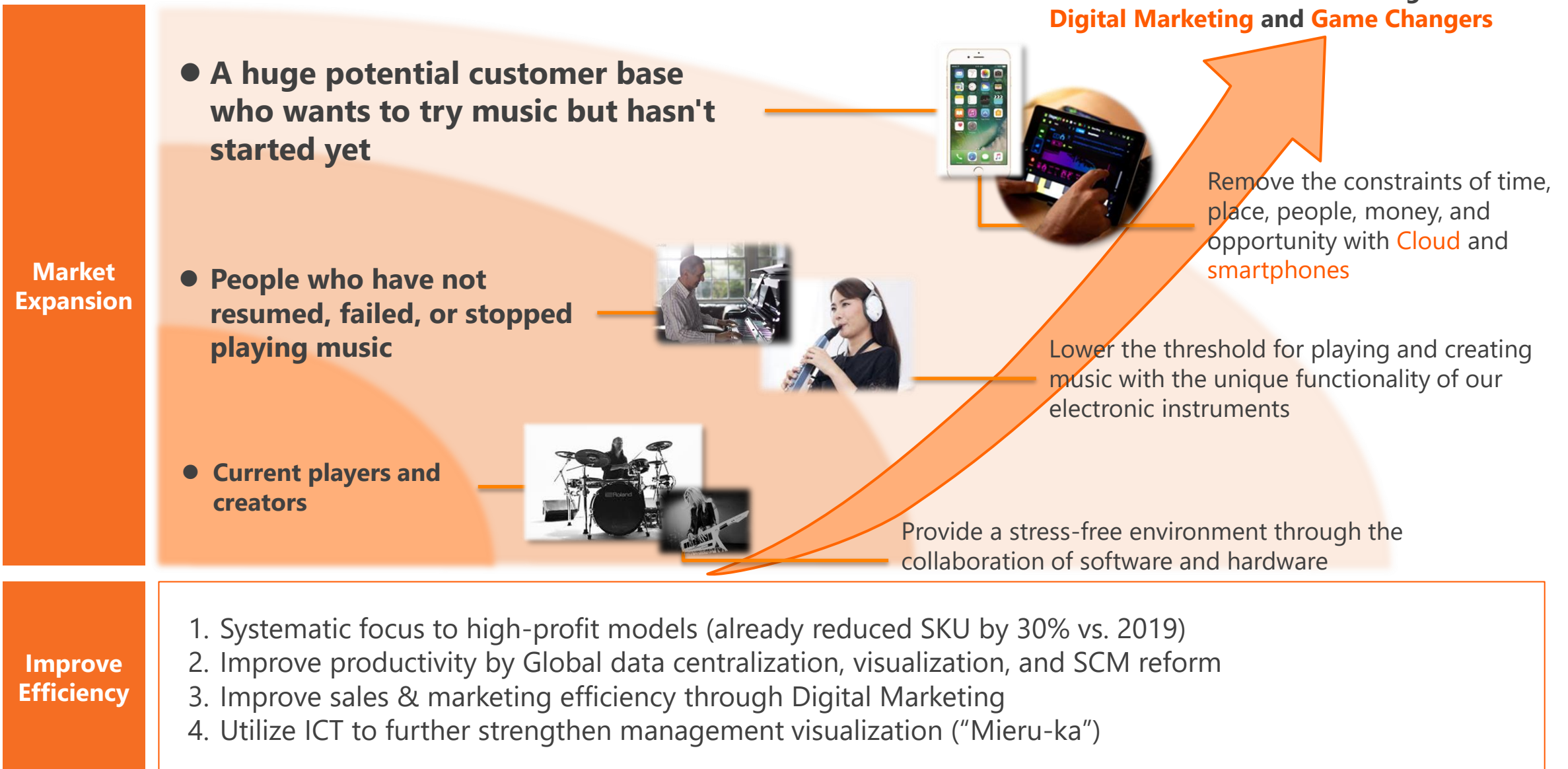
- Margin Change**

- ✓ Raw materials and container costs soared
- ✓ Change in the model mix (entry digital pianos performing well)
- ✓ Price optimization conducted in 1Q/3Q successfully. **Full impact from next year**

- SG&A Change**

- ✓ Increase in expenses due to increase in personnel and performance-linked compensation
- ✓ Increase in logistics costs due to sales increase
- ✓ Increase in advertising and sales expenses (SG&A ratio **improved by 8.2 ppt** vs. before COVID 2019)

Sales and profit growth potential and Our strategy



Update on Roland Cloud

Mid to Long Term Vision of Cloud Service

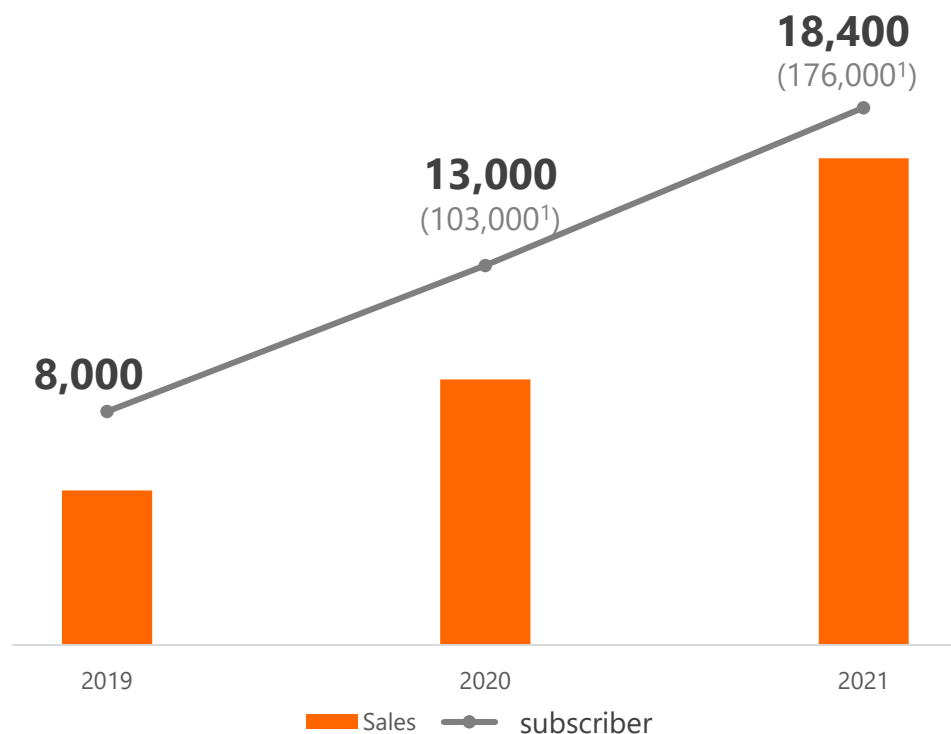
- Providing total solutions for enjoying music not only to existing musicians but also to **Potential Customers** who want to start playing music
- Aiming to become a **Solution Provider** that removes the various “Barriers” to enjoying music



Update on Roland Cloud

Number of users and sales

- Grew paid users to **2.3x** and revenue to **3.0x** vs. 2019
- Added "Buy-out" option² and new pricing plan³ in 2020
- Redesign the organization and accelerate business in 2022



¹ Roland Account created for the purpose of using Roland Cloud services

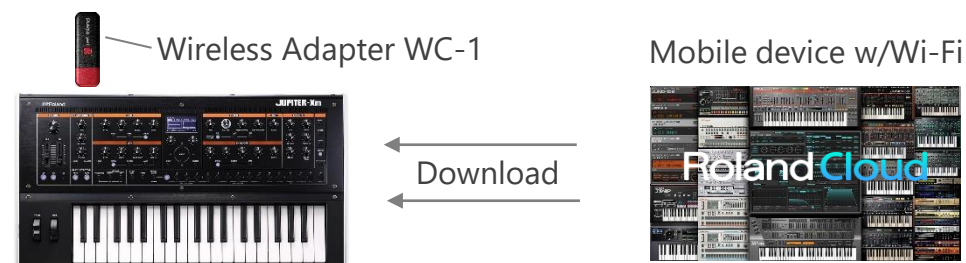
² A service that can purchase soft synths, etc. on a DL basis without becoming a paid user

³ Tier: Monthly \$19.99, \$9.99, \$2.99

⁴ Please refer to <https://www.roland.com/jp/categories/apps/>

Major initiatives conducted in 2021

- **Continuous release of Software/Apps**
 - ✓ 9 soft synths and 90 additional sounds
 - ✓ Expanded musical instruments ⇒ Started V-Drums and Aerophones sounds
 - ✓ Roland Cloud (subscription) for Mobile APP⁴
 - ✓ Zenbeats, Zentracker, 4xCamera, 4xCamera Maker, Beat Sync Maker
- **Platform expansion**
 - ✓ Platform enhancement to achieve the above
 - ✓ Mobile payment system
- **Started Roland Cloud Connect**
 - ✓ Hardware can be directly connected to Roland Cloud => Applicable from JupiterX/Xm



Topic 1) Produce: Development of high value added products and services that only we can provide

Hot new product lines

F701

- International Design Awards:
Red Dot Design Award 2021
- A full-fledged digital piano with a stylish design, high quality sound and keys



reddot winner 2021



VAD706

- The top model of **VAD series** with a design and playing feel just like acoustic drums
- Drum kit sounds can be added from Roland Cloud

<https://youtu.be/LCvIfp8cObA>



SP-404MKII

- **The latest model of the standard sampler**, popular for hip-hop and DJ use
- More detailed waveform editing apps and sound from famous sound designers and musicians in Roland Cloud

<https://youtu.be/cEVfusiEpxU>



Topic 1) Produce: Development of high value added products and services that only we can provide

Hot new product lines

EURUS GS-1

- The next generation of **electronic guitars** to stimulate the sensibilities of sound innovators

<https://youtu.be/hMacXBVTF3o>



AeroCaster Switcher

- iPad app that enables **wireless video input** from a smartphone or tablet camera with our video equipment

<https://youtu.be/Y40UMGAtvBk>



Zentracker

- App that can easily record and create songs on **smartphone**
- Full functionality available with Roland Cloud subscription

<https://youtu.be/mRv387ZdTj8>



Boutique Series

- Two **vintage synths condensed into a small body** added to the lineup

JD-08

<https://youtu.be/gW8CPHzOzlw>



Original JD-800 and JD-08

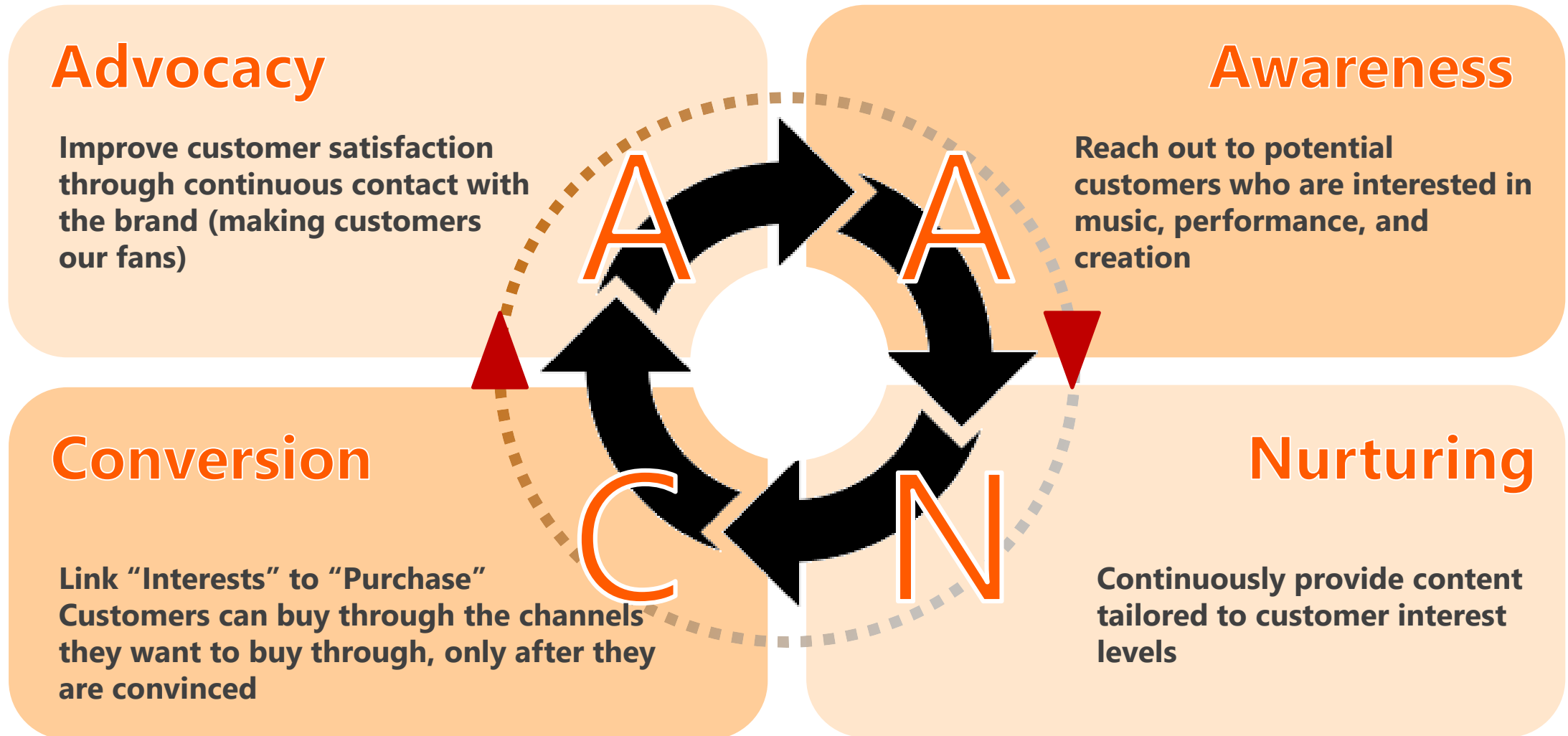
JX-08

<https://youtu.be/djrlcMk1vjw>



Topic 2) Reach: Customer creation and market development through continuous engagement with our enthusiastic fans

Digital marketing Strategy: Deliver **“Right contents”** to **“Right person”** at **“Right timing”**



Topic 2) Reach: Customer creation and market development through continuous engagement with our enthusiastic fans

Advocacy

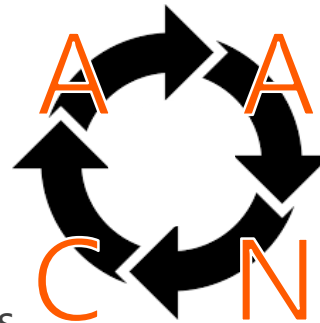
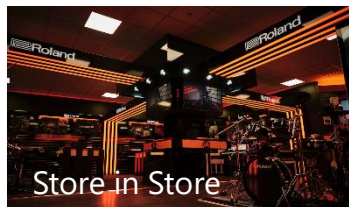
- Started bundling "**Start Card¹**" with most products
=> User registration increased significantly
- Started Q&A support by AI
- Newsletter "**Roland Backstage**"
- "**Players Summit**", an online event with user participation



1 A card with a "QR code" that makes it easy to obtain a Roland Account

Conversion

- "**Store in Store**", our exclusive sales place at dealers
- "**Roland Live**" for online sales & customer service
- Collaborated marketing with "**Conversion partners**" (dealers)



Awareness

- Brand exposure through "**Influencers**"
- Digital ads using SNS and search engines
- Reaching out to people who don't play now but interested in music (listeners, etc.)



Nurturing

- "**Marketing Automation**" for efficient sales promotion
- Create high-quality digital content in local languages



Shareholder Return

- Year-end dividend of 69 yen/share as per the upwardly revised earnings
- Board of Directors resolved to conduct a stock buyback¹ considering strong performance of the company and the current market environment

Total Return Ratio **68.2%**²

Dividend per share	Stock Buyback ¹
● 2Q-end: 69 yen	● Amount (limit): JPY 2bn
● Year-end: 69 yen	● # of shares (limit): 550,000 shares (~2% of issued shares ³)
● Total: 138 yen	● Period: From February 14 to June 23, 2022

1 Please refer to 「Notice of Decision on Matters Related to Acquisition of Treasury Stock」 disclosed today

2 Total return ratio, including annual dividend of 138 yen, assuming full repurchase of treasury stock (JPY2bn) scheduled between February 14, 2022, and June 23, 2022.

3 Excluding treasury stock

1

FY12/2021 Results

2

FY12/2022 Forecast

3

Supplemental Information

<Note: Changes in the accounting standard>

- Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, revised on March 31, 2020, effective from April 1, 2021) will be newly applied to our sales and operating profit from FY2022
- Accordingly, YoY changes for FY2022 (new standard) vs. FY2021 (old standard) are not presented
- For Roland, Sales discount (~1% of sales) will be changed from “non-operating expenses” to “sales deductions”
- As a result, **Sales, Operating Profit, and OPM look lower than they were with the old standard, but there will be no impact on cash flow and net income**
- For your reference, YoY changes for FY2022 (old standard) vs. FY2021 (old standard) are presented

Highlights

Sales

85.0_{bn}

(YoY —)

- **Strong Demand at a higher level** as new lifestyles becoming habit
- Despite procurement constraints, **Full-year revenue to increase**
- YoY growth expected for major products and regions

Operating Profit

11.6_{bn}

(YoY —)

- **Further price optimization planned** in response to cost increase
- **Higher profit** due to increased sales and price optimization effects

Net Income¹
8.7_{bn}
(YoY **+1.3%**)

- **Secure Net Income increase** even after considering the onetime factors² in FY2021
- No major extraordinary items expected in FY2022

ROE

20% +

- Continue to achieve the MTP target of **20%+**
- Maintain current shareholder return policy (Aim for 50% total return ratio)

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

² Deferred tax assets : approx. +480 million(Mainly due to the reorganization in US subsidiaries, which RUS merged with V-MODA) / Extraordinary profit and losses (before tax) : +130 million(Mainly due to, Gain and losses on sale of non-current assets(net) : approx. +350 million, Loss on competition law : approx. -150 million, and Impairment loss : approx. -70 million)

Consolidated Financial Forecast

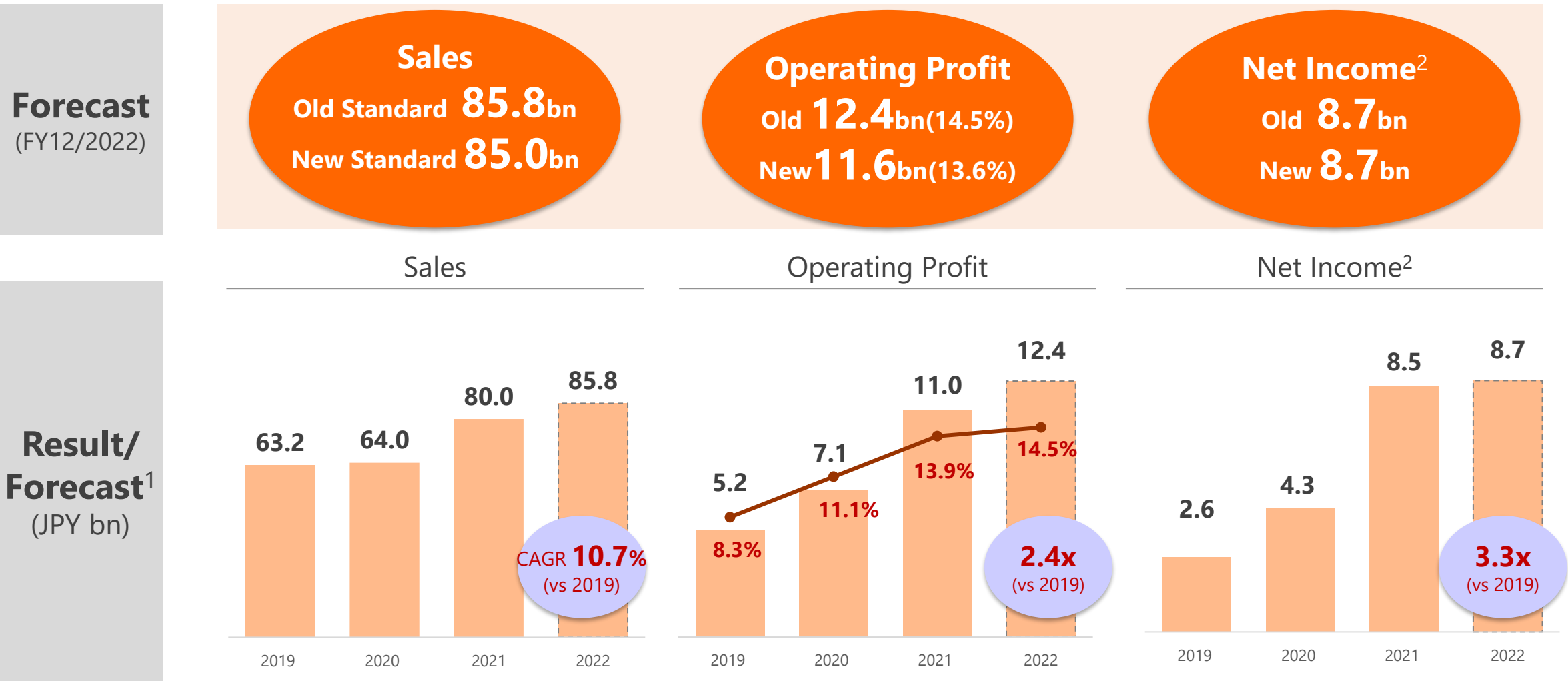
	FY12/2021 ¹		FY12/2022 ²					
(JPY mn)	Actual	% of Sales	New standard			Old standard (same as previous year)		
			Forecast	% of Sales	YoY	Forecast	% of Sales	YoY
Sales	80,032	100.0%	85,000	100.0%	–	85,800	100.0%	+7.2%
Gross Profit	36,137	45.2%	38,400	45.2%	–	39,200	45.7%	+8.5%
SG & A	25,043	31.3%	26,800	31.5%	+7.0%	26,800	31.2%	+7.0%
Operating Profit	11,093	13.9%	11,600	13.6%	–	12,400	14.5%	+11.8%
Net Income ³	8,586	10.7%	8,700	10.2%	+1.3%	8,700	10.2%	+1.3%

1 Exchange rates for 12/2021 USD/JPY : 109.81、EUR/JPY : 129.93、EUR/USD : 1.183

2 Exchange rates for 12/2022 USD/JPY : 113.00、EUR/JPY : 127.00、EUR/USD : 1.124

3 Net income refers to "net income attributable to owners of parent"

Consolidated results: Sales and Profits continue to increase despite challenging environment



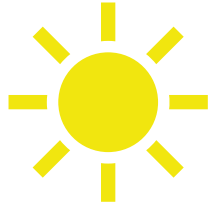
Strong demand continues, and supply constraints expected to ease in 2H and beyond

<Assumptions>

First Half

Second Half

Demand



Strong demand continues at a higher level even after vaccination due to new lifestyles becoming settled habits

Supply



- Semiconductor and shipping constraints
- **Malaysia plant back to normal**
- **Keyboard production in China**



- **Some easing** of semiconductor and shipping constraints
- **Malaysia plant back to normal**
- **Keyboard production in China**

Cost



- Further cost increase
- Higher shipping cost



- Higher cost continues
- **Some easing** of shipping cost

⇒ **Respond to cost increases by continuously optimizing selling prices**

Full year Sales and Profits are expected to increase from the previous year

- 1H Sales and OP to decrease YoY as ~Y2bn sales sifted to FY12/21, as well as rising costs impact profitability
- 2H Sales and OP to increase YoY with recovery of Malaysian plant, price optimizations, and easing of cost increases
- Earnings forecasts are based on our current procurement assumptions

	First Half	Second Half	Full Year
	Decrease in Sales and Profit	Increase in Sales and Profit	Increase in Sales and Profit
Sales	40.6bn •YoY ¹ : -4.7%	44.4bn •YoY ¹ : +21.1%	85.0bn •YoY ¹ : +7.2%
Operating Profit	4.6bn •YoY ¹ : -36.3%	7.0bn •YoY ¹ : +127.8%	11.6bn •YoY ¹ : +11.8%

¹ YoY comparison excluding the impact of the adoption of "Accounting Standard for Revenue Recognition"

Sales by Category

- Continued strong demand in all major categories, particularly for digital pianos
- Sequential release of new product lines whose launch was delayed due to procurement constraints

JPY mn	FY12/2021		FY12/2022			
	Actual	% total	Actual	% total	YoY	YoY ¹ w/o FX
Keyboards	24,792	31.0%	27,900	32.8%	—	+13.3%
Percussion & Wind Instruments	19,053	23.8%	19,500	22.9%	—	+1.9%
Guitar-related Products	19,093	23.9%	19,800	23.3%	—	+4.2%
Creation-related Products & Services	10,122	12.6%	10,400	12.2%	—	+3.1%
Video & Pro Audio	4,282	5.3%	4,900	5.8%	—	+13.6%
Other	2,689	3.4%	2,500	3.0%	—	-3.4%
Total	80,032	100.0%	85,000	100.0%	—	+6.6%

¹ YoY comparison excluding the impact of foreign exchange rates and the adoption of "Accounting Standard for Revenue Recognition"

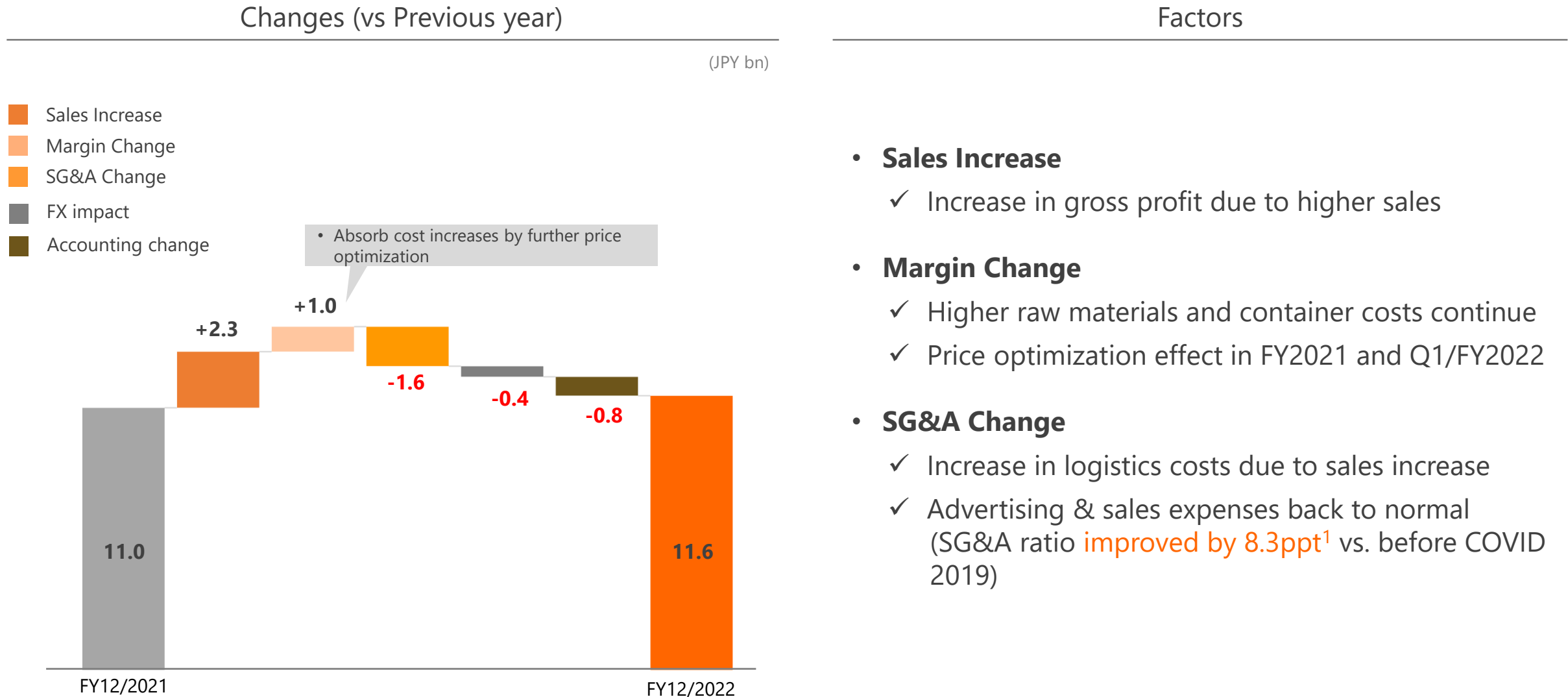
Sales by Region

- Strong demand in all major regions
- In North America, expect lower demand due to inflation and disruption in logistics
- China maintains high growth mainly in electronic pianos despite the indirect impact of private school regulations

JPY mn	FY12/2021		FY12/2022			
	Actual	% total	Actual	% total	YoY	YoY ¹ w/o FX
Japan	9,666	12.1%	9,700	11.4%	—	+0.3%
North America	25,959	32.4%	27,200	32.0%	—	+3.3%
Europe	24,958	31.2%	25,600	30.1%	—	+6.5%
China	8,673	10.8%	10,700	12.6%	—	+18.6%
Other	10,775	13.5%	11,800	13.9%	—	+10.5%
Total	80,032	100.0%	85,000	100.0%	—	+6.6%

¹ YoY comparison excluding the impact of foreign exchange rates and the adoption of "Accounting Standard for Revenue Recognition"

Consolidated Operating Profit



¹ YoY comparison excluding the impact of the adoption of "Accounting Standard for Revenue Recognition"

Shareholder Returns

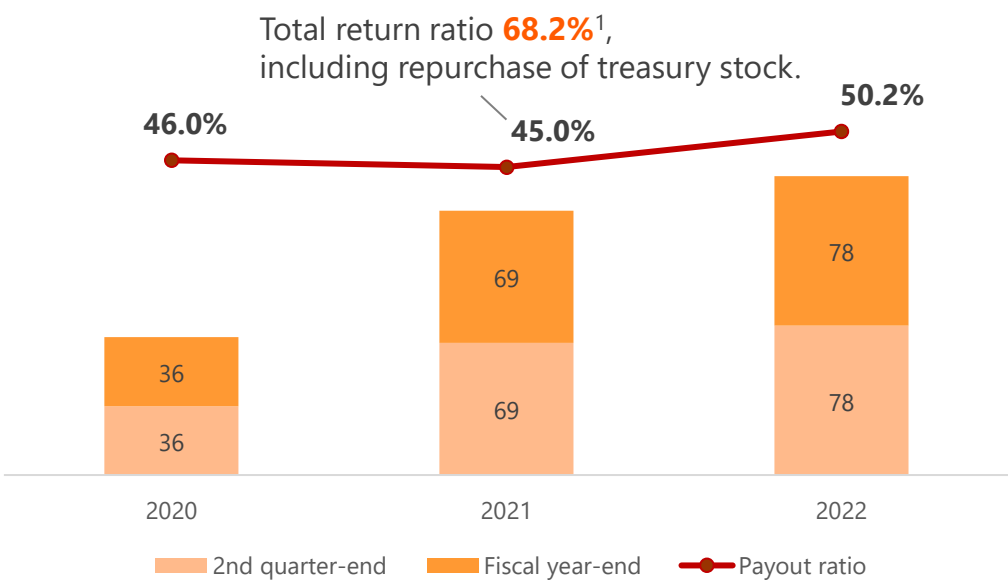
<Policy>

The Company’s shareholder return policy is to make sustainable and stable dividend payments while flexibly purchasing treasury shares taking into account various factors, including stock market trends and capital efficiency. Through this, we will, in principle, **aim for a consolidated total return ratio of 50%**, or a consolidated total return ratio of 30% or higher even if it is necessary to secure funds for growth investment.

Dividend per share (forecast)

- 2Q-end: 78 yen
- Year-end: **78 yen**
- Total: **156 yen**

Dividends and Dividends payout ratio (Forecast)



1 Total return ratio, including annual dividend of 138 yen, assuming full repurchase of treasury stock (JPY2bn) scheduled between February 14, 2022, and June 23, 2022

Change of Representative Director¹ (Planned)

- Transition to a new management team for further enhancing the corporate value of the Roland Group
- Accelerating the evolution to a Global Marketing Driven Company
- Formal decision to be made at the AGM on March 30, 2022, and subsequent Board of Directors meeting

Candidate for New Representative Director

Gordon Raison (Director/CSO/CMO)



<Career Summary>

- 10/2013 Joined Roland U.K.
- 2/2014 Roland Europe Group CEO
- 4/2015 Senior Executive Officer (Current)
- 1/2018 Chief Sales Officer (Current)
- 8/2019 Chief Marketing Officer (Current)
- 3/2020 Director (Current)

1

FY12/2021 Results

2

FY12/2022 Forecast

3

Supplemental Information

First Half Forecast

- Sales and Profits to decrease YoY after Y2bn sales sifted to FY12/21 (from 4Q/2020 to 1Q/2021)
- Additional price optimizations in response to raw material costs increase, but the full effects start from 2Q
- Due in part to FX impact (-1pt), GP margin declined by 2.3ppt on the old accounting basis

	FY12/2021 First Half ¹		FY12/2022 First Half ²					
(JPY mn)			New standard			Old standard (same as previous year)		
	Actual	% of Sales	Forecast	% of Sales	YoY	Forecast	% of Sales	YoY
Sales	43,030	100.0%	40,600	100.0%	–	41,000	100.0%	-4.7%
Gross Profit	20,326	47.2%	18,000	44.3%	–	18,400	44.9%	-9.5%
SG & A	12,480	29.0%	13,400	33.0%	+7.4%	13,400	32.7%	+7.4%
Operating Profit	7,845	18.2%	4,600	11.3%	–	5,000	12.2%	-36.3%
Net Income ³	6,179	14.4%	3,500	8.6%	-43.4%	3,500	8.5%	-43.4%

1 Exchange rates for FY12/2021 First Half USD/JPY: 107.70, EUR/JPY: 129.86, EUR/USD: 1.206

2 Exchange rates for FY12/2022 First Half USD/JPY: 113.00, EUR/JPY: 127.00, EUR/USD: 1.124

3 Net income refers to "net income attributable to owners of parent"

Second Half Forecast

- Sales and Profits to increase YoY due to recovery of Malaysia plant suspensions in the previous year
- GPM to improve significantly due to price optimizations in 2021 and Q1/2022, and easing of cost increases

(JPY mn)	FY12/2021 Second Half ¹		FY/12/2022 Second Half ²					
	Actual	% of Sales	New standard			Old standard (same as previous year)		
			Forecast	% of Sales	YoY	Forecast	% of Sales	YoY
Sales	37,002	100.0%	44,400	100.0%	–	44,800	100.0%	+21.1%
Gross Profit	15,811	42.7%	20,400	45.9%	–	20,800	46.4%	+31.5%
SG & A	12,563	34.0%	13,400	30.2%	+6.7%	13,400	29.9%	+6.7%
Operating Profit	3,248	8.8%	7,000	15.8%	–	7,400	16.5%	+127.8%
Net Income ³	2,406	6.5%	5,200	11.7%	+116.1%	5,200	11.6%	+116.1%

1 Exchange rates for FY12/2021 Second Half USD/JPY: 111.92, EUR/JPY: 130.00, EUR/USD: 1.162

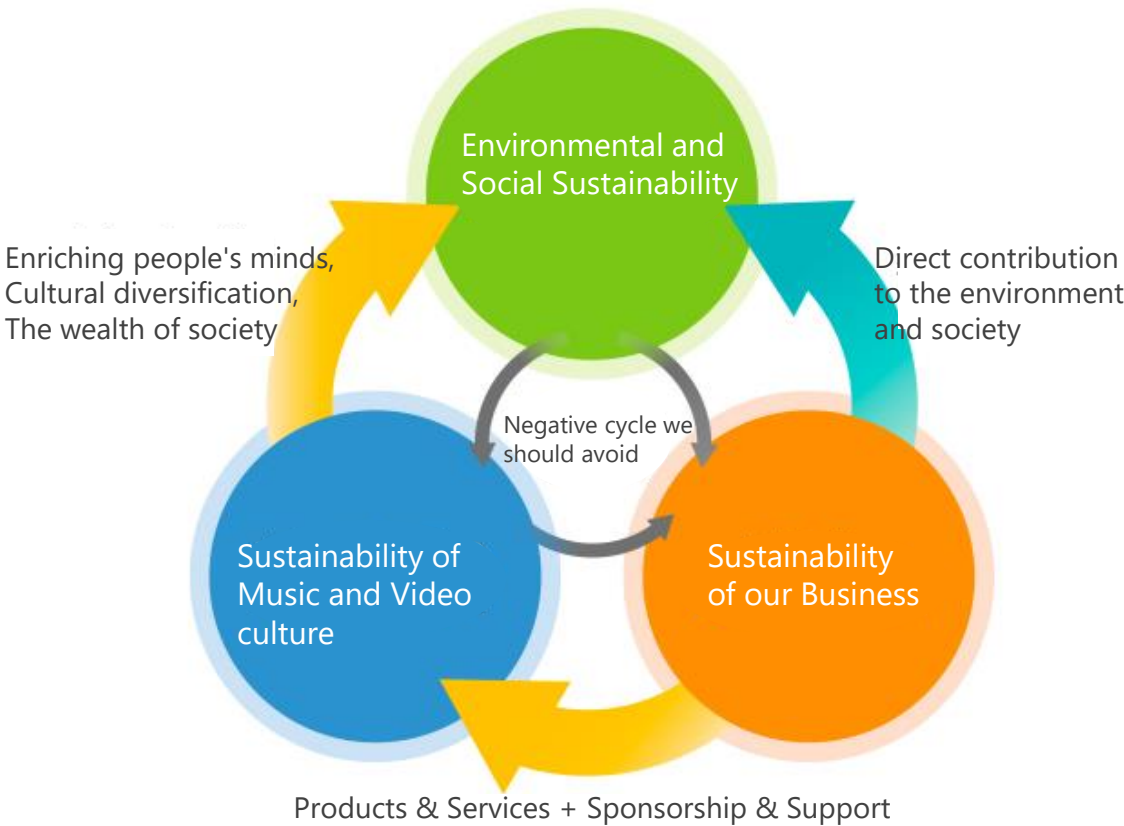
2 Exchange rates for FY12/2022 Second Half USD/JPY: 113.00, EUR/JPY: 127.00, EUR/USD: 1.124

3 Net income refers to "net income attributable to owners of parent"

Our Sustainability

Policy for the initiatives

"Environmental and Social", "Musical and Video culture",
"Company's Business"
We will create a virtuous cycle to enhance each sustainability category



Materiality

We have identified materiality, focusing on initiatives that meet the expectations of all stakeholders, including the environment and society, and that lead to business growth

Materiality	Linking with SDG's Target
Reinforcement of the supply chain Management.	<div><div>7</div><div>この目標をみんなに実現しよう</div><div>10</div><div>人や国の不平等をなくそう</div><div>12</div><div>つくる責任つかう責任</div><div>13</div><div>気候変動に具体的な対策を</div><div>14</div><div>海の豊かさを守ろう</div></div>
Support the development of musical and video culture.	<div><div>1</div><div>貧困をなくそう</div><div>3</div><div>すべての人に健康と福祉を</div><div>4</div><div>質の高い教育をみんなに</div><div>8</div><div>働きがいも経済成長も</div><div>9</div><div>産業と技術革新の基盤をつくろう</div><div>10</div><div>人や国の不平等をなくそう</div><div>11</div><div>住み続けられるまちづくりを</div></div>
Maximization of opportunities for human resources to display their vitality and capacity.	<div><div>5</div><div>ジェンダー平等を実現しよう</div><div>8</div><div>働きがいも経済成長も</div><div>10</div><div>人や国の不平等をなくそう</div></div>
Investment for growth (in intangible assets).	<div><div>9</div><div>産業と技術革新の基盤をつくろう</div><div>10</div><div>人や国の不平等をなくそう</div><div>12</div><div>つくる責任つかう責任</div><div>15</div><div>陸の豊かさも守ろう</div><div>17</div><div>パートナーシップで目標を達成しよう</div></div>
Unrelenting reinforcement of the corporate governance.	<div><div>16</div><div>平和と公正をすべての人に</div></div>

Our Sustainability

<Examples of Initiatives>

Renewable Energy



- Switching to CO2-free electricity for all offices in Hamamatsu City, Shizuoka

Reduction of CO2 emission by
~**1,100 tons of per year** (plan)

Industry Support



- Crowdfunding to **support the music industry** impacted by CV-19 (Japan)



Donated ~Y3.5mn,
including Y1mn
from Roland

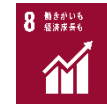
SKU Reduction



- Compared to 2019, **reduced SKU by 30%**

Improved efficiency and profitability
as well as reduced waste

Flex work styles



- Adopted **flextime and telework** systems after several years of trials
- Some subsidiaries in Brazil and Europe abolished their offices and shifted to telework

Women Empowerment

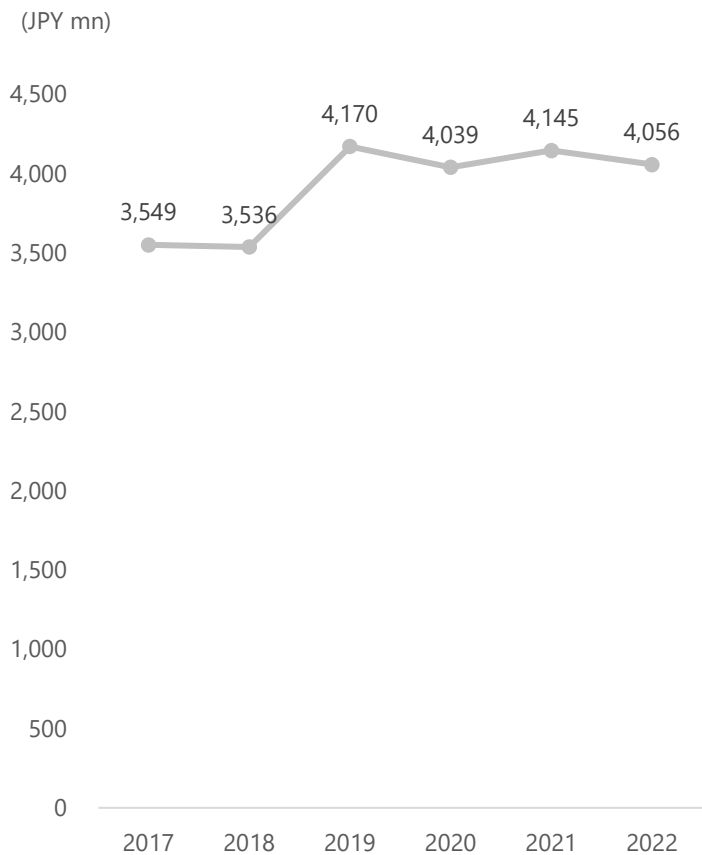


- **Awarded the highest "Eruboshi" certification** as a company that promotes the women empowerment

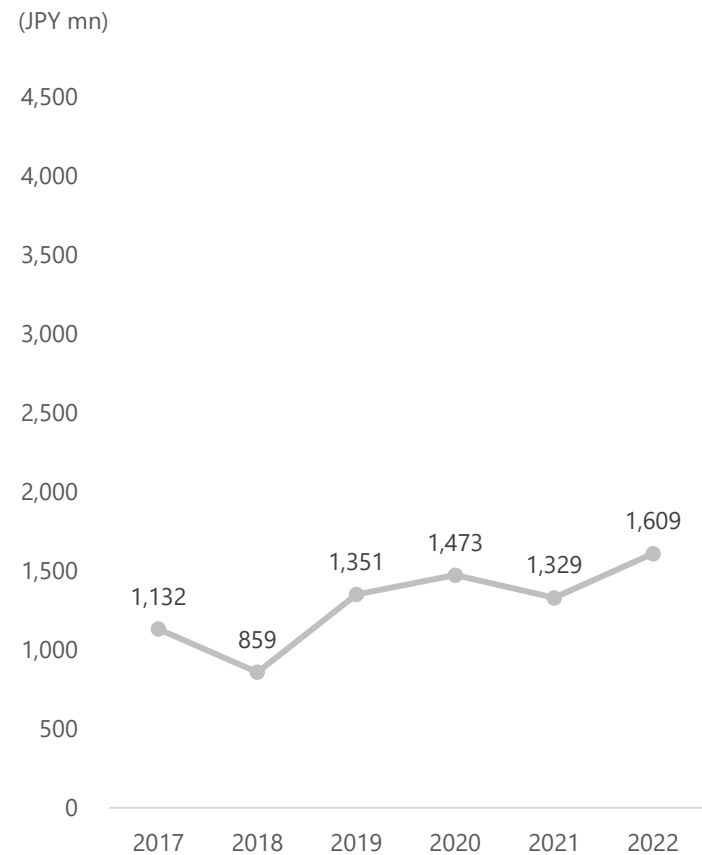


R&D Expenses／Capital Expenditures・Depreciation

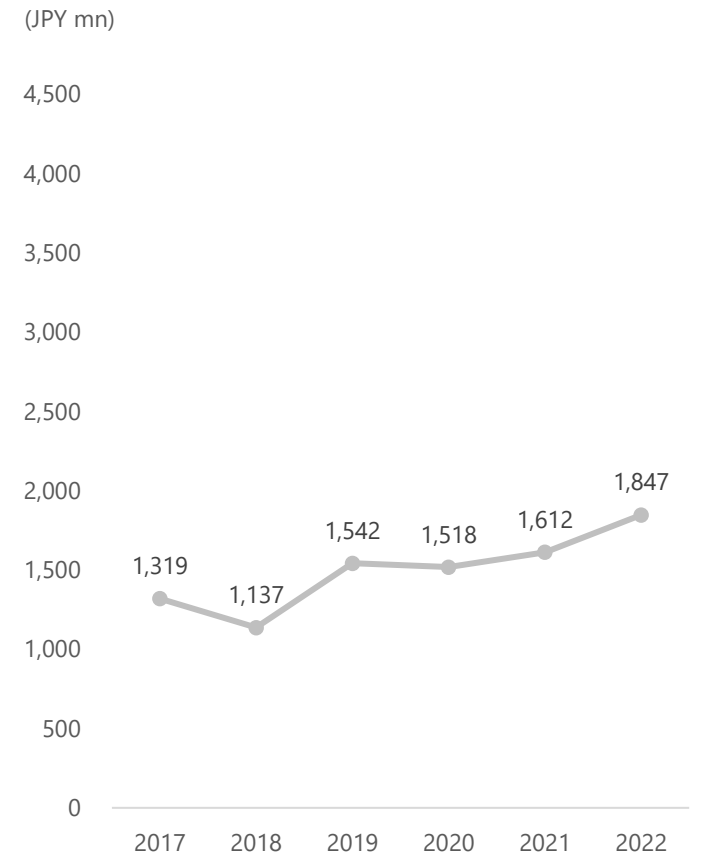
R&D Expenses¹



Capital Expenditures¹



Depreciation¹



¹ Figures for FY2022 are based on the company plan

Key Consolidated Financials (PL)

(JPY mn)	12/2018	12/2019	12/2020	12/2021
Net sales	61,153	63,247	64,044	80,032
Cost of sales	31,536	33,006	33,664	43,895
Gross profit	29,617	30,240	30,379	36,137
Selling, general and administrative expenses	23,762	24,971	23,264	25,043
Operating profit	5,854	5,269	7,115	11,093
Other income (expenses)	(1,462)	(1,189)	(1,268)	(854)
Profit before income taxes	4,392	4,080	5,846	10,239
Total income taxes	1,788	1,488	1,538	1,650
Profit attributable to owners of parent	3,048	2,629	4,301	8,586
EBITDA	6,992	6,811	8,633	12,706
D/E ratio	0.6x	0.6x	0.5x	0.2x
Equity ratio	45%	41%	43%	54%
Debt / EBITDA	1.6x	1.6x	1.1x	0.6x
ROE	12.5%	14.4%	22.7%	35.6%

Key Consolidated Financials (B/S)

(JPY mn)	12/2018	12/2019	12/2020	12/2021
Cash and deposits	9,052	8,815	10,832	8,781
Notes and accounts receivable - trade	8,065	8,913	5,930	7,444
Inventories	13,142	14,215	18,075	25,240
Other current assets	1,918	1,120	1,220	1,156
Total current assets	32,178	33,064	36,058	42,623
Net property, plant and equipment	4,998	5,784	5,761	5,857
Goodwill	32	27	22	20
Investments and other assets	3,934	4,656	4,254	4,305
Total non-current assets	8,965	10,468	10,038	10,183
Total assets	41,144	43,532	46,096	52,807
Notes and accounts payable - trade	3,949	4,130	5,228	6,391
Short-term borrowings	2,086	3,118	138	-
Current portion of long-term borrowings	1,000	1,000	3,935	1,252
Other current liabilities	4,609	6,458	7,678	8,389
Long-term borrowings	8,124	7,111	5,762	5,822
Other long-term liabilities	2,852	3,486	3,203	2,295
Total liabilities	22,622	25,305	25,945	24,150
Total net assets	18,522	18,227	20,151	28,656
Total liabilities and net assets	41,144	43,532	46,096	52,807

Key Consolidated Financials (CF)

(JPY mn)	12/2018	12/2019	12/2020	12/2021
Profit before income taxes	4,392	4,080	5,846	10,239
Depreciation	1,078	1,537	1,568	1,608
Amortization of goodwill	59	4	4	4
Decrease (increase) in trade receivables	(677)	(846)	2,172	(347)
Decrease (increase) in inventories	(1,178)	(1,239)	(4,288)	(5,427)
Increase (decrease) in trade payables	1,019	248	1,478	(106)
Income taxes paid	(2,797)	(1,044)	(1,816)	(2,516)
Other	1,353	2,252	1,936	1,475
Cash flows from operating activities	3,250	4,992	6,902	4,929
Purchase of property, plant and equipment	(768)	(1,036)	(1,012)	(1,208)
Proceeds from sales of property, plant and equipment	101	45	149	557
Purchase of intangible assets	(218)	(576)	(152)	(98)
Proceeds from sales of investment securities	1,064	16	-	-
Other	(23)	(37)	113	(54)
Cash flows from investing activities	154	(1,588)	(901)	(803)
FCF ¹	3,405	3,403	6,000	4,125
Net increase (decrease) in short-term borrowings	1,845	1,057	(2,949)	(143)
Proceeds from long-term borrowings	5,000	-	6,200	1,500
Repayments of long-term borrowings	(1,130)	(1,012)	(4,614)	(4,123)
Dividends paid	(11,504)	(1,902)	(2,275)	(2,922)
Other	(7)	(1,288)	(30)	(381)
Cash flows from financing activities	(5,797)	(3,146)	(3,669)	(6,071)

¹ FCF is the sum of cash from operating activities and cash from investing activities

Key Consolidated Financials (Sales by product / region)

Product (JPY mn)	12/2018	12/2019	12/2020	12/2021	Ratio (2021)
Keyboards	15,551	17,104	17,842	24,792	31.0%
Percussion & Wind Instruments	14,351	14,205	14,620	19,053	23.8%
Guitar-related Products	16,411	16,744	16,712	19,093	23.9%
Creation-related Products & Services	7,647	8,267	8,010	10,122	12.6%
Video & Pro Audio	4,624	4,289	4,597	4,282	5.3%
Other	2,566	2,634	2,261	2,689	3.4%
Total	61,153	63,247	64,044	80,032	100.0%

Region (JPY mn)	12/2018	12/2019	12/2020	12/2021	Ratio (2021)
Japan	8,683	9,237	9,066	9,666	12.1%
North America	18,169	18,914	19,963	25,959	32.4%
Europe	19,751	19,518	21,027	24,958	31.2%
China	6,005	7,194	6,304	8,673	10.8%
Other	8,543	8,381	7,682	10,775	13.5%
Total	61,153	63,247	64,044	80,032	100.0%

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.