



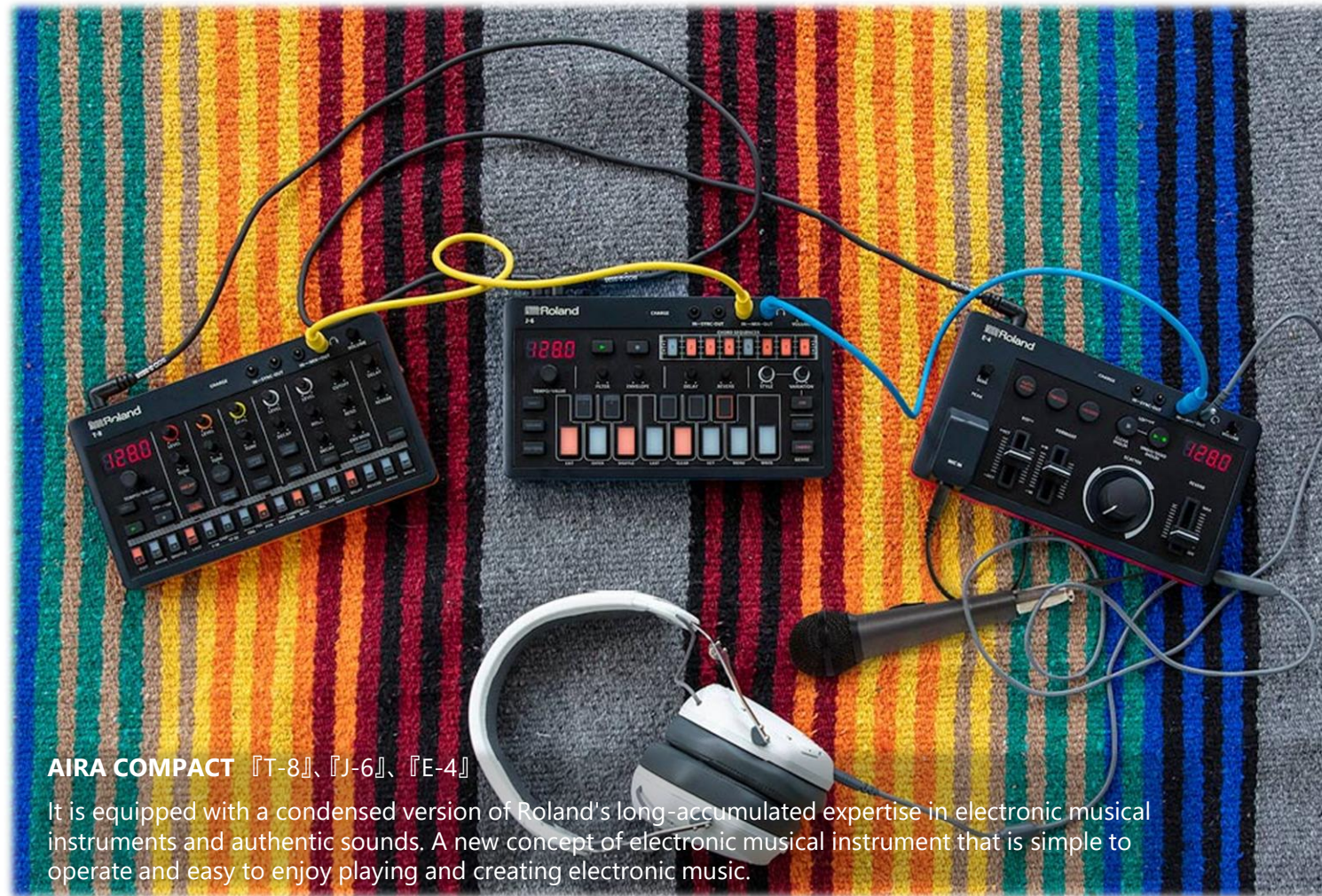
# Financial Results Highlights

## FY12/2022 2Q

Aug 8, 2022

# Roland Corporation

TSE Prime : 7944



**AIRA COMPACT** 『T-8』、 『J-6』、 『E-4』

It is equipped with a condensed version of Roland's long-accumulated expertise in electronic musical instruments and authentic sounds. A new concept of electronic musical instrument that is simple to operate and easy to enjoy playing and creating electronic music.

## Executive Summary

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- **First half results exceeded forecasts**, and in line with our plan even without exchange rate fluctuations
- **Sales for electronic music instruments remained at a higher level** than before the COVID-19 period, as new lifestyles are becoming habit
- Although there are supply issues (procurement constraints/cost increases), **supply is on track to meet this year's raised earnings guidance**
- **Revised up full-year guidance for FY12/2022** to reflect changes in the external environment and other factors

**1**

**FY12/2022 2Q Results**

**2**

**FY12/2022 Revised Forecast (Full Year)**

**3**

**Supplemental Information**

**1**

**FY12/2022 2Q Results**

**2**

**FY12/2022 Revised Forecast (Full Year)**

**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) is 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 - First Half Results

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### Sales

**43.0**<sub>bn</sub>

(+5.9% vs. Guidance)

- **Overall sales remained strong** despite lockdown in China
- **Exceeded forecast** also due to JPY depreciation

### Operating Profit

**4.7**<sub>bn</sub>

(+1.6% vs. Guidance)

- Marine transportation costs remained higher than forecast, but **OP exceeded our plan** partly due to the postponement of SG&A spending
- **Price optimization** implemented to counter cost increases (for the third time during the pandemic)

### Net Income<sup>1</sup>

**3.9**<sub>bn</sub>

(+12.2% vs. Guidance)

- No major extraordinary gains or losses

<sup>1</sup> Net income refers to "net income attributable to owners of parent"

## First Half - Consolidated Results (vs. Forecast)

- Sales, Operating Profit, and Net Income exceeded forecasts
- **Even without foreign exchange rate fluctuations, Sales were in line with forecast and Operating Profit exceeded forecast**

(JPY mn)	FY12/2022 First Half <sup>1,2</sup>				
	Forecast	% of Sales	Actual	% of Sales	vs Forecast
Sales	40,600	100.0%	<b>43,004</b>	<b>100.0%</b>	<b>+5.9%</b>
Gross Profit	18,000	44.3%	<b>17,551</b>	<b>40.8%</b>	<b>-2.5%</b>
SG & A	13,400	33.0%	<b>12,874</b>	<b>29.9%</b>	<b>-4.0%</b>
Operating Profit	4,600	11.3%	<b>4,677</b>	<b>10.9%</b>	<b>+1.6%</b>
Net Income <sup>3</sup>	3,500	8.6%	<b>3,927</b>	<b>9.1%</b>	<b>+12.2%</b>

1 Initial Budget exchange rates for FY12/2022 First Half USD/JPY:113.00, EUR/JPY:127.00, EUR/USD:1.124

2 Actual exchange rates for FY12/2022 First Half USD/JPY:122.90, EUR/JPY:134.30, EUR/USD:1.093

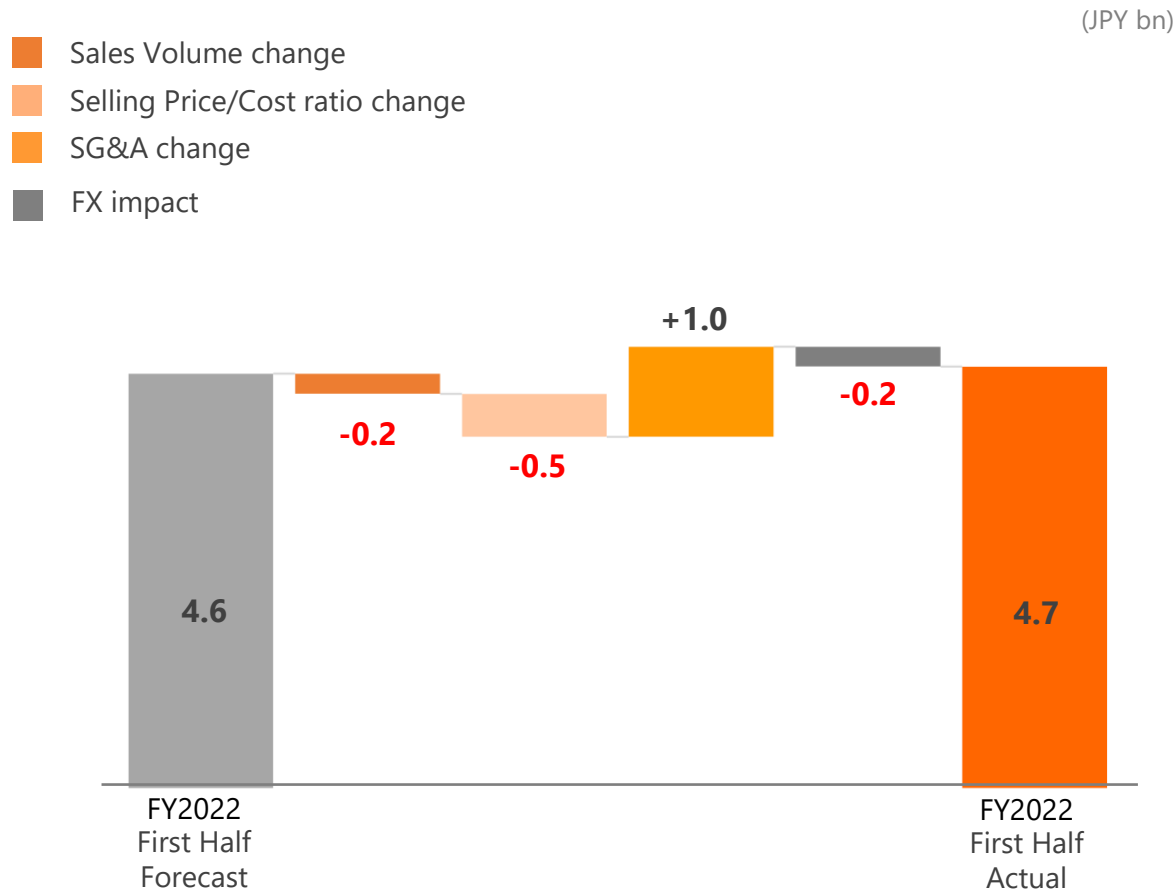
3 Net income refers to "net income attributable to owners of parent"

FX impact (Forecast vs Actual)	
Sales	+2,700mn
Operating Profit	-200mn

# First Half - Operating Profit (vs. Forecast)

## Changes

## Factors (changed analysis items)









- **Sales Volume change**
  - ✓ Mainly due to the lockdown in China
- **Selling Price/Cost ratio change**
  - ✓ Higher-than-expected marine transportation costs
- **SG&A change**
  - ✓ Timing difference in R&D expenses, advertising and sales promotion expenses due to change in timing of product development and launch
  - ✓ Decrease in activity expenses in China and Russia








## First Half - Sales by Product Category

- Generally steady except for Video & Pro Audio

JPY mn	FY12/2021 First Half		FY12/2022 First Half			
	Actual	% total	Actual	% total	vs FCST w/o FX	Situation
Keyboards	<b>13,165</b>	30.6%	<b>13,761</b>	32.0%		Demand for E-pianos remained at a high level. Supply to the market has increased, including from competitors. Shipment of order backlog is progressing.
Percussion & Wind Instruments	<b>10,003</b>	23.2%	<b>9,367</b>	21.8%		E-drums were slightly below expectations due to the lockdown in China and supply shortages. E-wind instruments performance remained strong as the market continued to expand.
Guitar-related Products	<b>10,664</b>	24.8%	<b>10,712</b>	24.9%		Multi-effectors and other products released this year performed well. Amps were affected by supply shortages, but we worked through some order backlog and sales were in line with plan.
Creation-related Products & Services	<b>5,564</b>	12.9%	<b>5,836</b>	13.6%		Compact type stage pianos and synthesizers launched this year contributed to sales. In Dance & DJ products, samplers and other products launched in the previous year performed well.
Video & Pro Audio	<b>2,315</b>	5.4%	<b>1,997</b>	4.6%		In Video, event demand showed a recovery trend, but supply struggled due to parts shortages; V-MODA new products fell short of expectations.
Other	<b>1,317</b>	3.1%	<b>1,328</b>	3.1%		Sales of musical instrument accessories (cases, cables, etc.) were generally in line with plans.
<b>Total</b>	<b>43,030</b>		<b>43,004</b>			

## First Half - Sales by Region

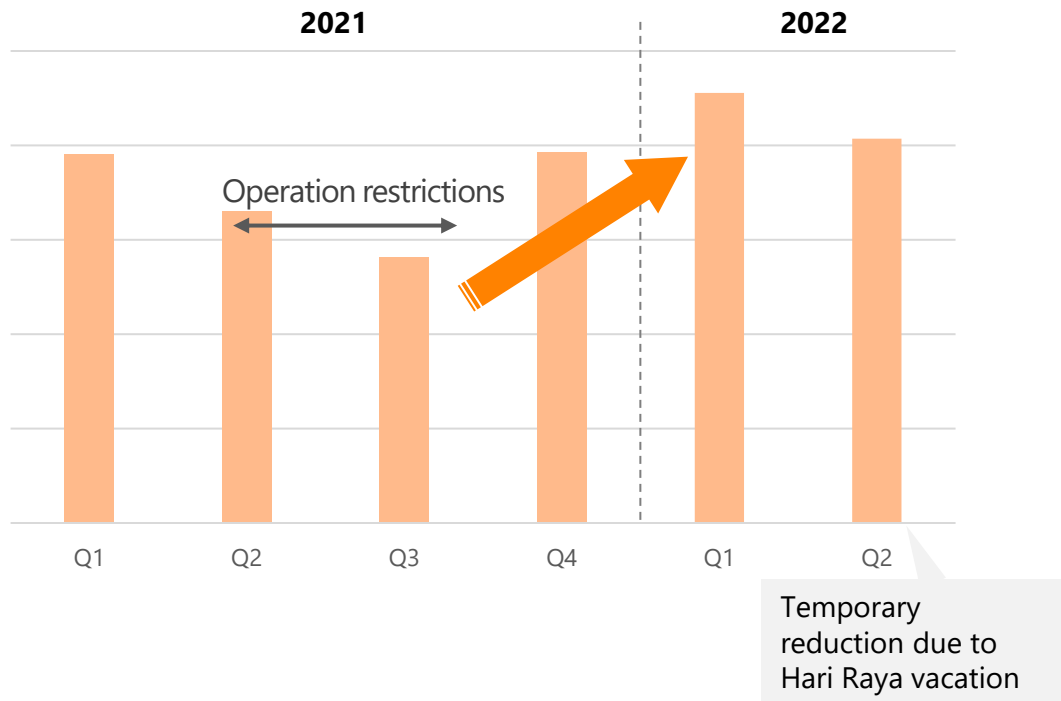
- Generally steady except in China

JPY mn	FY12/2021 First Half		FY12/2022 First Half			
	Actual	% total	Actual	% total	vs FCST w/o FX	Situation
Japan	<b>5,408</b>	12.6%	<b>4,710</b>	10.9%		Store customer traffic recovered as CV-19 infections declined. Demand was firm and sales were in line with plans as the supply of electronic pianos was also on a recovery trend.
North America	<b>13,649</b>	31.7%	<b>15,390</b>	35.8%		Strong demand led to continued strong sales in a wide range of product lines, particularly keyboard and guitar-related products. Inventory allocation for the U.S. market also contributed.
Europe	<b>13,627</b>	31.7%	<b>12,131</b>	28.2%		Despite the worsening situation in Ukraine and inflation, sales of E-drums and guitars/effectors remained strong. The plan was slightly underachieved due to supply shortage of pianos, a hot-selling item.
China	<b>4,512</b>	10.5%	<b>4,422</b>	10.3%		More than two months of lockdown due to the "Zero Corona" policy slowed sales and logistics. Education market also got affected.
Other	<b>5,832</b>	13.5%	<b>6,349</b>	14.8%		Although affected by transportation delays, E-drums and E-pianos performed well. With the easing of moving restrictions, professional market demand in Southeast Asia and India also recovered.
Total	<b>43,030</b>		<b>43,004</b>			

# Production Recovered and Remained Stable, and Order Backlog Continued to Improve

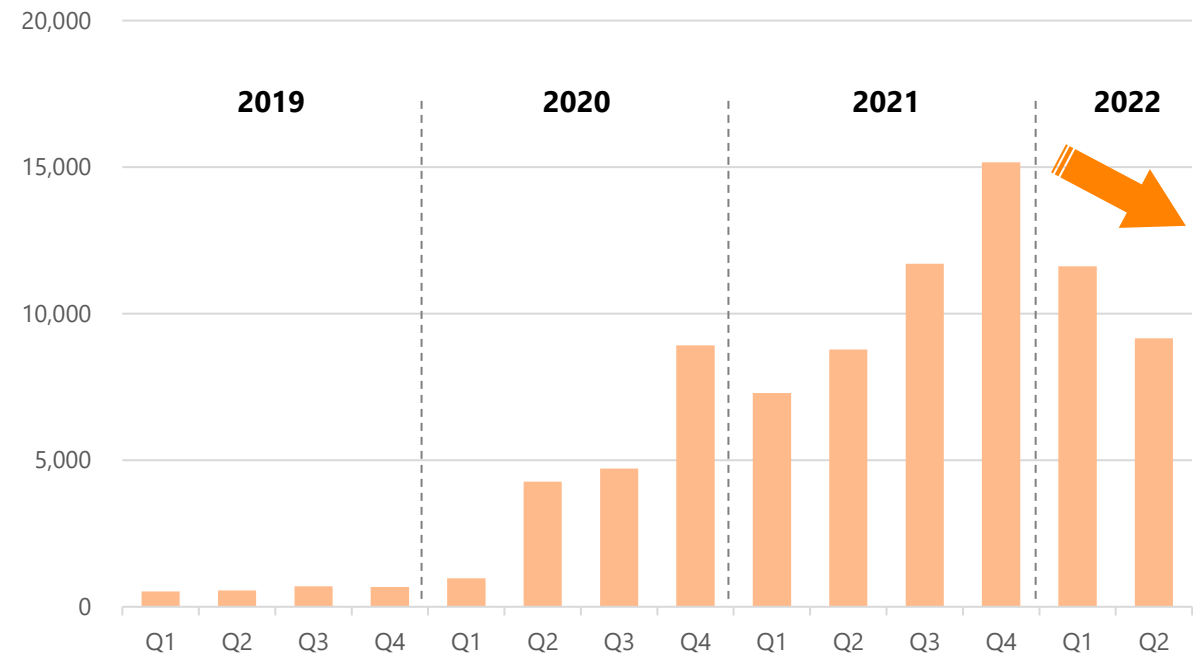
## Malaysia Plant Production Volume

- Production recovered and **remained stable**
- **Aiming to further increase production** for the commercial season by securing labor force



## Order backlog transition

- **Order backlog improved** due to increased production from Q4/FY2021 onward
- Inventory conditions in the market also improved



**1**

**FY12/2022 2Q Results**

**2**

**FY12/2022 Revised Forecast (Full Year)**

**3**

**Supplemental Information**

## Full Year - Consolidated Forecast (vs. Previous Forecast)

- **Revised up forecast** to reflect changes in the external environment and countermeasures (see below)
- **Excluding foreign exchange rate fluctuations, we expect to land in line with our initial forecast**

(JPY mn)	FY12/2022 <sup>1,2</sup>				
	Previous Forecast	% of Sales	Revised Forecast	% of Sales	vs Previous Forecast
Sales	85,000	100.0%	<b>92,400</b>	<b>100.0%</b>	<b>+8.7%</b>
Gross Profit	38,400	45.2%	<b>40,200</b>	<b>43.5%</b>	<b>+4.7%</b>
SG&A	26,800	31.5%	<b>27,800</b>	<b>30.1%</b>	<b>+3.7%</b>
Operating Profit	11,600	13.6%	<b>12,400</b>	<b>13.4%</b>	<b>+6.9%</b>
Net Income <sup>3</sup>	8,700	10.2%	<b>9,800</b>	<b>10.6%</b>	<b>+12.6%</b>

1 Initial Budget exchange rates for FY12/2022 USD/JPY:113.00, EUR/JPY:127.00, EUR/USD:1.124

2 New Budget exchange rates for FY12/2022 USD/JPY:126.45, EUR/JPY:135.65, EUR/USD:1.073

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

FX impact (Previous Forecast vs Revised Forecast)	
Sales	+7,400mn
Operating Profit	+1,000mn

## Assumption Change: (1) Foreign Exchange

### Revised exchange rate assumptions

Beginning of the year

USD/JPY : 113.00  
 EUR/JPY : 127.00  
 EUR/USD : 1.124



Now

USD/JPY : 126.45  
 EUR/JPY : 135.65  
 EUR/USD : 1.073

### Impact

Sales

**+JPY 7.4bn**

OP

**+JPY 1.0bn**

<Forex sensitivity>

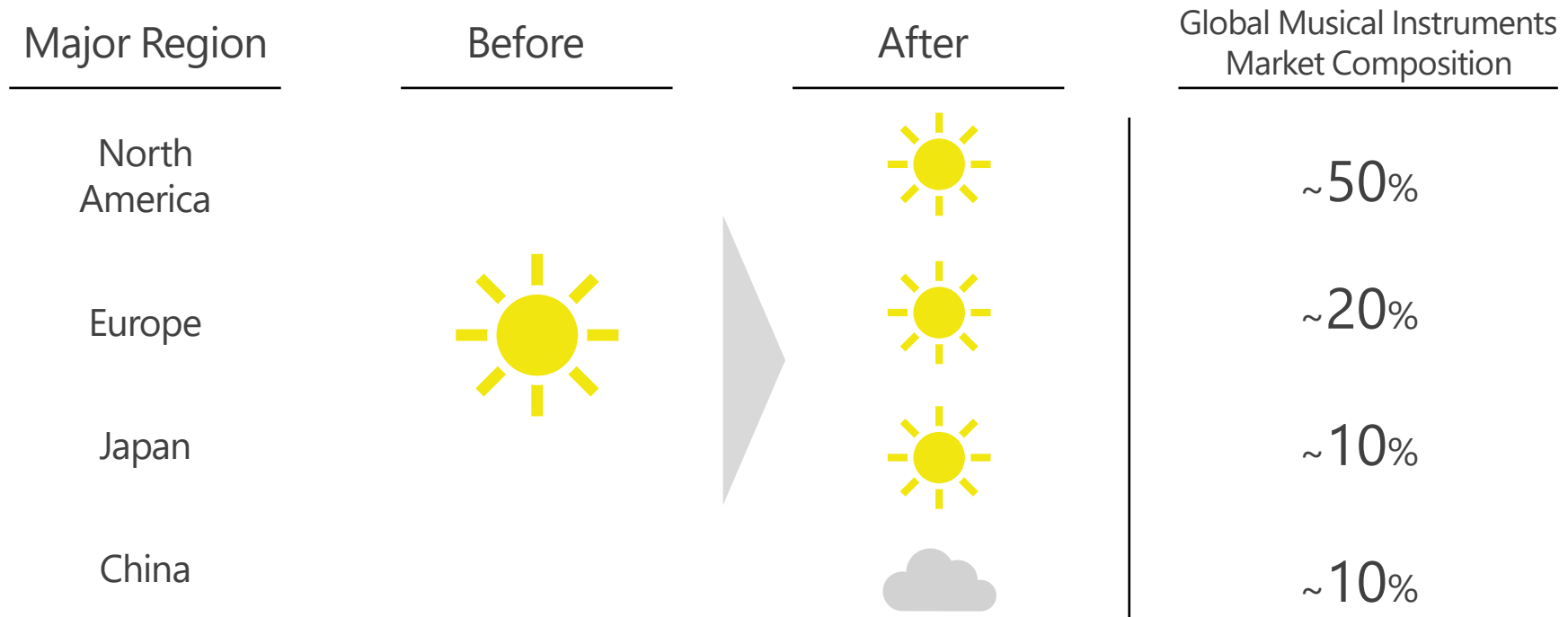
Currency pair	(JPY)	Sales impact (annual)
USD/JPY	260mn	Per JPY. Weaker JPY is positive
EUR/JPY	180mn	Per JPY. Weaker JPY is positive

<Forex sensitivity>

Currency pair	(JPY)	OP impact (annual)
USD/JPY	100mn	Per JPY. Weaker JPY is positive
EUR/JPY	30mn	Per JPY. Weaker JPY is positive
EUR/USD	130mn	Per \$0.01. Stronger EUR is positive

## Assumption Change: (2) Market Environment

- **Growth momentum unchanged** as new lifestyles becoming settled habits
- Continued strong sales, especially in North America, the world's largest market
- Chinese market somewhat uncertain due to lockdowns, but covered by other regions.



## Assumption Change: (3) Supply & Cost

- Supply situation is **gradually improving**, and order backlog is expected to steadily decrease
- High costs addressed through **further price optimizations**. We recognize that **the peak of marine transportation costs has passed**.

### Key Changes in the assumption

### Our Action

#### Supply



- Procurement environment is improving
- **Supply on track to achieve full-year forecasts**

- Reduce order backlog and strengthen marketing of **products in stock**
- Allocation of inventory to **regions with strong sales**

#### Cost

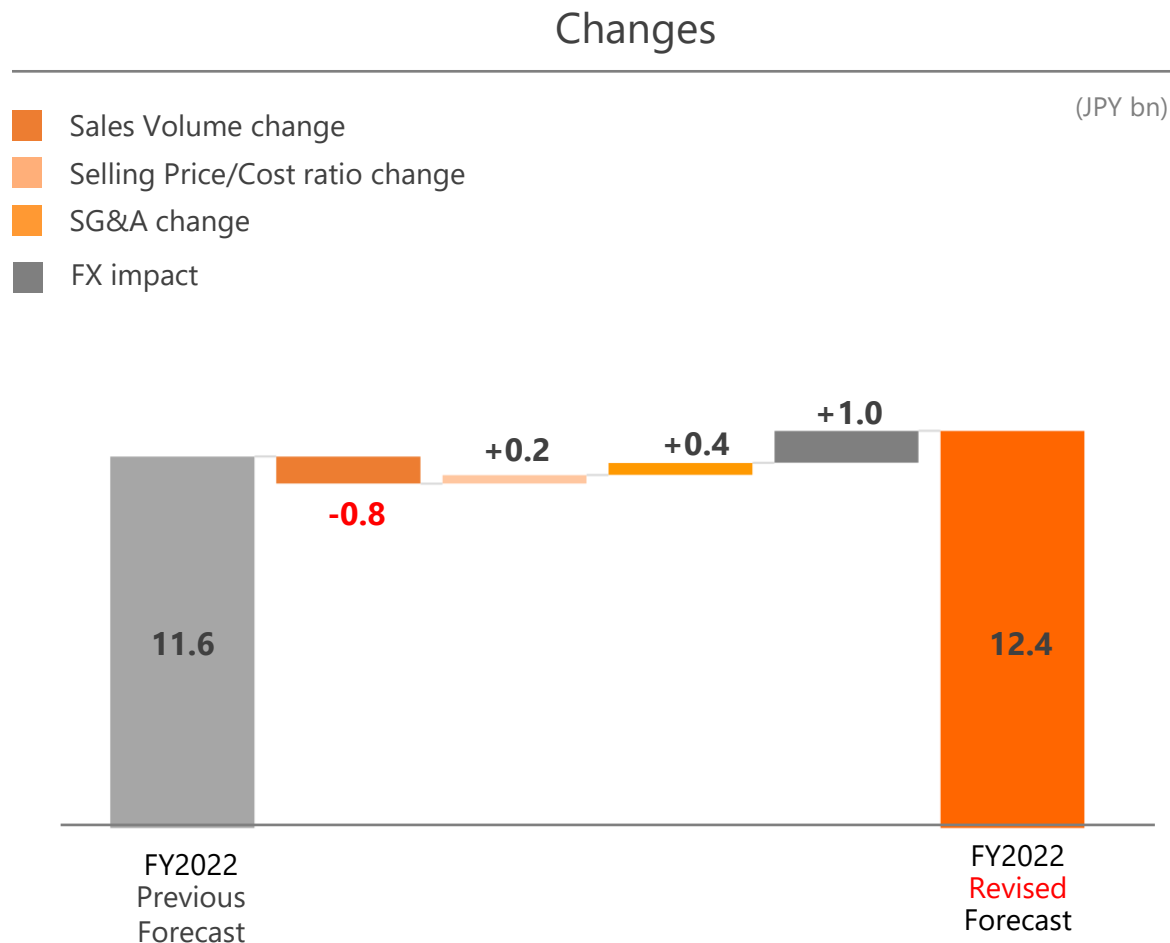


- **Marine transportation costs have peaked but remain high**
- Some material costs are coming down, but **overall remain high**

- **Further price optimization** (May-August)
- Review expense execution details and timing as necessary



## Full Year - Consolidated Operating Profit Forecast (vs. Previous Forecast)



### Factors (changed analysis items)

- **Sales Volume change**
  - ✓ Mainly due to China lockdown, etc.
- **Selling Price/Cost ratio change**
  - ✓ Marine transportation costs were higher than expected
  - ✓ **Additional price optimization (for the second time this year)** to address higher-than-expected costs
- **SG&A change**
  - ✓ Decrease in activity expenses in China and Russia

## Second Half - Consolidated Forecast (vs. Previous Forecast)

(JPY mn)	FY12/2022 Second Half <sup>1,2</sup>				
	Previous Forecast	% of Sales	Revised Forecast	% of Sales	vs Previous Forecast
Sales	44,400	100.0%	<b>49,395</b>	<b>100.0%</b>	<b>+11.3%</b>
Gross Profit	20,400	45.9%	<b>22,648</b>	<b>45.9%</b>	<b>+11.0%</b>
SG & A	13,400	30.2%	<b>14,926</b>	<b>30.2%</b>	<b>+11.4%</b>
Operating Profit	7,000	15.8%	<b>7,722</b>	<b>15.6%</b>	<b>+10.3%</b>
Net Income <sup>3</sup>	5,200	11.7%	<b>5,873</b>	<b>11.9%</b>	<b>+12.9%</b>

1 Initial Budget exchange rates for 12/2022 Second Half USD/JPY:113.00, EUR/JPY:127.00, EUR/USD:1.124

2 New Budget exchange rates for 12/2022 Second Half USD/JPY:130.00, EUR/JPY:137.00, EUR/USD:1.054

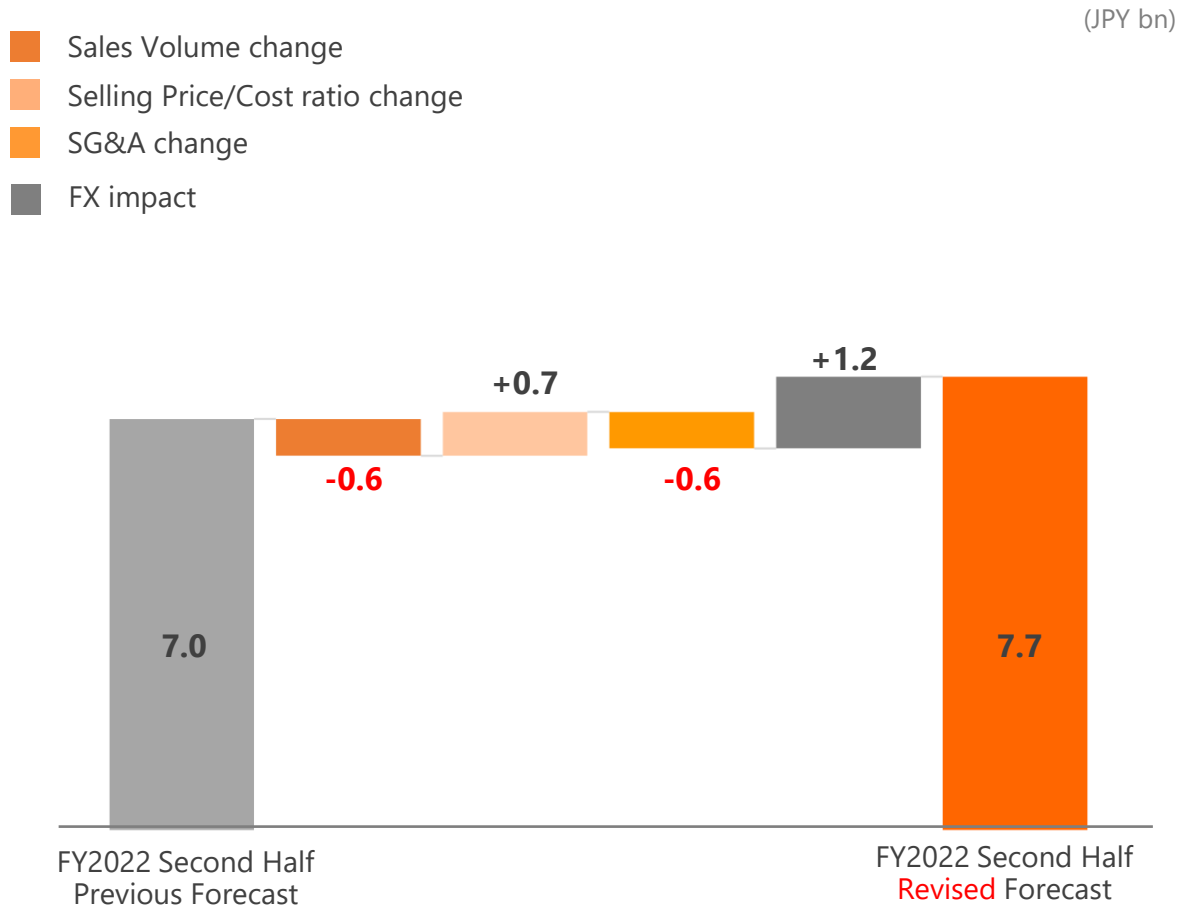
3 Net income refers to "net income attributable to owners of parent"

### FX impact (Previous Forecast vs Revised Forecast)

Sales	+4,600mn
Operating Profit	+1,200mn

## Second Half - Operating Profit Forecast (vs. Previous Forecast)

### Changes



### Factors (changed analysis items)

- **Sales Volume change**
  - ✓ Mainly due to China lockdown, etc.
- **Selling Price/Cost ratio change**
  - ✓ Marine transportation costs higher than initially expected
  - ✓ **Additional price optimization (for the second time this year)** to address higher-than-expected costs
- **SG&A change**
  - ✓ Execution of expenses (advertising, sales promotion, etc.) that had not been executed in the first half

## Results by First Half and Second Half

- **Significant increases in sales and profit** expected for the full year
- The seasonal balance between the first and second half is expected to show a normal seasonal trend from this year

	First Half	Second Half	Full Year
Sales	<p><b>JPY43.0bn</b></p> <p>• vs. Plan : +5.9%</p> <p>• YoY<sup>1</sup> : +1.0%</p>	<p><b>JPY49.4bn</b></p> <p>• YoY<sup>1</sup> : +34.7%</p>	<p><b>JPY92.4bn</b></p> <p>• YoY<sup>1</sup> : +16.6%</p>
Operating Profit	<p><b>JPY4.7bn</b></p> <p>• vs. Plan : +1.6%</p> <p>• YoY<sup>1</sup> : -34.8%</p>	<p><b>JPY7.7bn</b></p> <p>• YoY<sup>1</sup> : +152.0%</p>	<p><b>JPY12.4bn</b></p> <p>• YoY<sup>1</sup> : +19.9%</p>

<sup>1</sup> YoY comparison excluding the impact of the adoption of "Accounting Standard for Revenue Recognition"

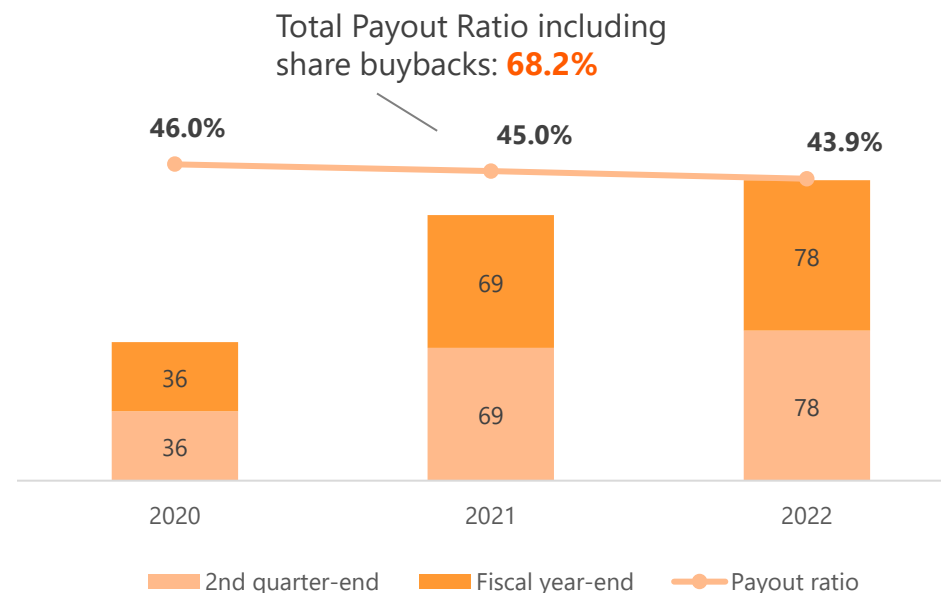
## Shareholder Returns

- Decided to **maintain initial FY12/2022 guidance for a YoY dividend increase** due to the achievement of the half-year earnings forecast
- **Maintain the forecast of dividend increase** for the year-end dividend. Consider revision if necessary, after careful examination of capital needs and investment plans
- Aim for a total return ratio of **50% in principle**, and for at least 30% even when it is necessary to reserve funds for investment in growth

### Dividend Per Share (Forecast) (JPY)

- Second quarter-end : **78** (Decided)
- Fiscal year-end : **78**
- Total : **156**

### Dividends and Dividend Payout Ratio (Forecast)



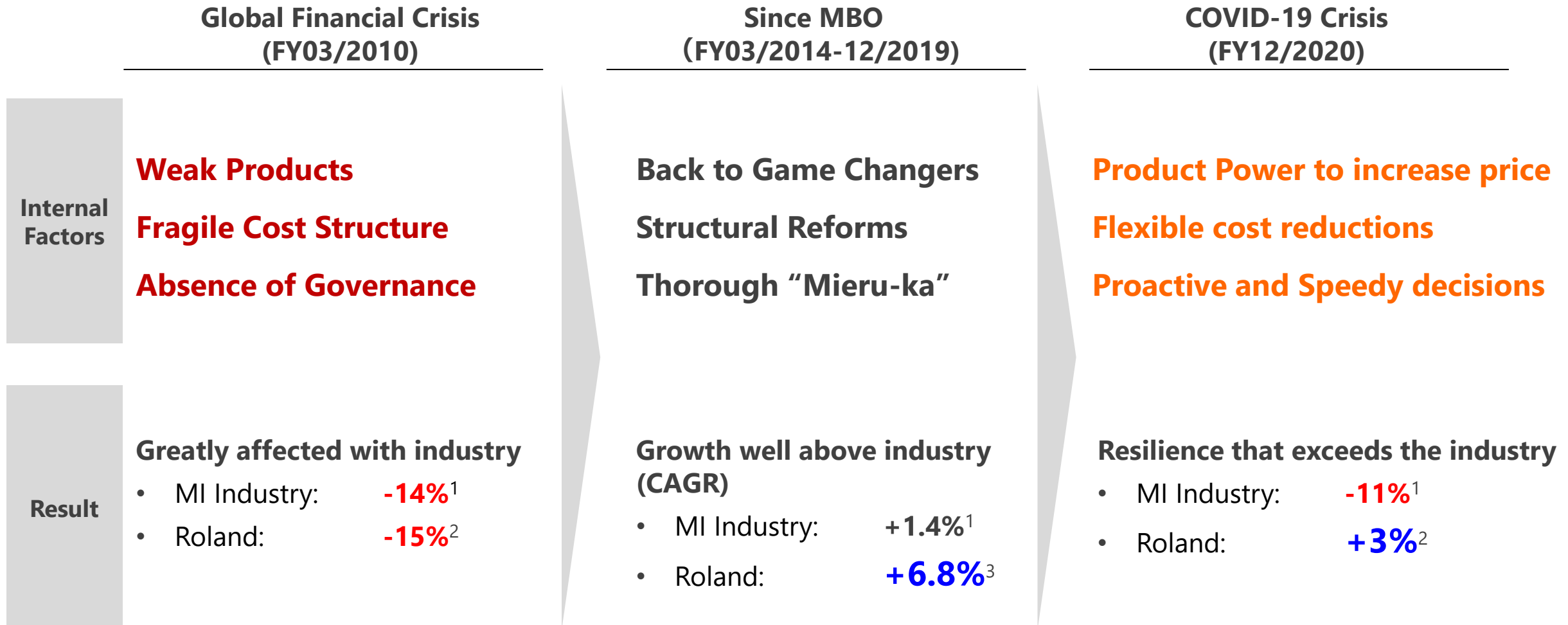
**1** **FY12/2022 2Q Results**

**2** **FY12/2022 Revised Forecast (Full Year)**

**3** **Supplemental Information**

## How We Think About the External Environment Changes

- Went through an MBO to resolve many internal problems and significantly strengthened management base
- **The company is more resilient to changes** in the environment than it was when Global Financial Crisis



<sup>1</sup> Source: US Music Trade

<sup>2</sup> YoY change excluding forex impact    <sup>3</sup> FY03/2014 - 12/2019 as 6 periods (5.75 years)

## Update on Roland Cloud

- 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

### Mid to Long Term Vision of Cloud Service



Number of  
Subscribers  
(approx.)

As of 12/2021

18,400

As of 6/2022

20,800

- Expanding services to various instruments to increase users
  - ✓ Launched "**BOSS TONE EXCHANGE**", an online service that allows users to exchange guitar amp and effects pedal tones
  - ✓ Announced the "**Roland Piano App**", an app that connects smartphones and tablet digital pianos for fun practice and performance



## First Half - Consolidated Results (vs. Previous Year)

(JPY mn)	Old standard (same as previous year)				
	FY12/2021 First Half <sup>1</sup>		FY12/2022 First Half <sup>2</sup>		
	Actual	% of Sales	Actual	% of Sales	YoY
Sales	43,030	100.0%	<b>43,441</b>	<b>100.0%</b>	<b>+1.0%</b>
Gross Profit	20,326	47.2%	<b>17,988</b>	<b>41.4%</b>	<b>-11.5%</b>
SG&A	12,480	29.0%	<b>12,874</b>	<b>29.6%</b>	<b>+3.2%</b>
Operating Profit	7,845	18.2%	<b>5,114</b>	<b>11.8%</b>	<b>-34.8%</b>
Net Income <sup>3</sup>	6,179	14.4%	<b>3,927</b>	<b>9.0%</b>	<b>-36.5%</b>

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

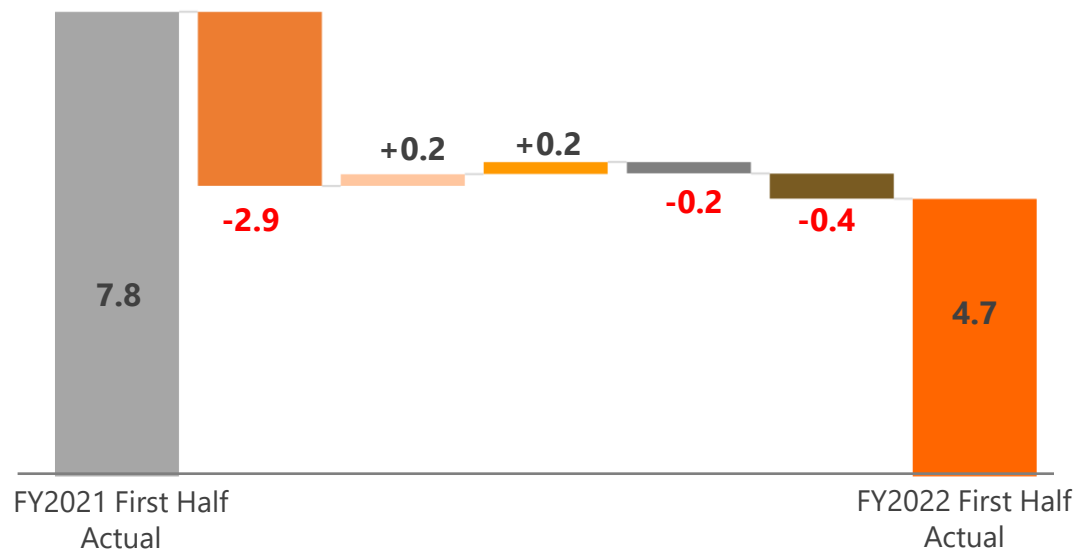
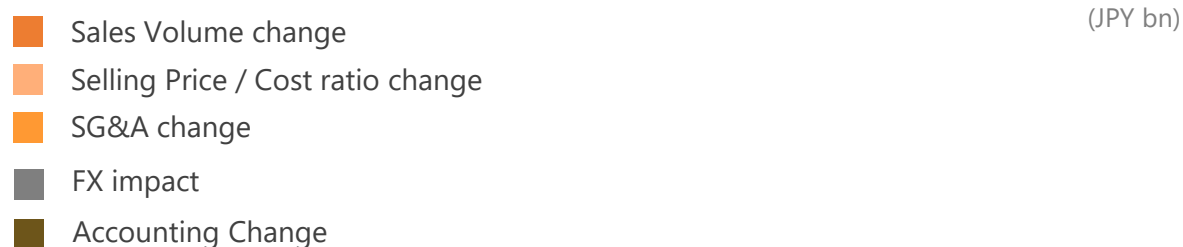
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FX impact(vs. Previous Year)	
Sales	+3,400mn
Operating Profit	-200mn

## First Half - Operating Profit (vs. Previous Year)

### Changes



### Factors (changed analysis items)

- **Sales Volume change**
  - ✓ Rebound from inventory policy in 2020/Q4-2021/Q1
  - ✓ Mainly China lockdown impact
  - ✓ Rebound from front-loaded sales in last H1
  
- **Selling Price/Cost ratio change**
  - ✓ Rising costs of raw materials and marine transportation (previous 1H was not affected by cost hikes)
  - ✓ Price optimization effect
  
- **SG&A change**
  - ✓ Decrease in performance-linked bonuses, etc.

## Second Half - Consolidated Forecast (vs. Previous Year)

(JPY mn)	Old standard (same as previous year)				
	FY12/2021 First Half <sup>1</sup>		FY12/2022 First Half <sup>2</sup>		
	Actual	% of Sales	Revised Forecast	% of Sales	YoY
Sales	37,002	100.0%	<b>49,858</b>	<b>100.0%</b>	<b>+34.7%</b>
Gross Profit	15,811	42.7%	<b>23,111</b>	<b>46.4%</b>	<b>+46.2%</b>
SG&A	12,563	34.0%	<b>14,925</b>	<b>29.9%</b>	<b>+18.8%</b>
Operating Profit	3,248	8.8%	<b>8,185</b>	<b>16.4%</b>	<b>+152.0%</b>
Net Income <sup>3</sup>	2,406	6.5%	<b>5,872</b>	<b>11.8%</b>	<b>+144.0%</b>

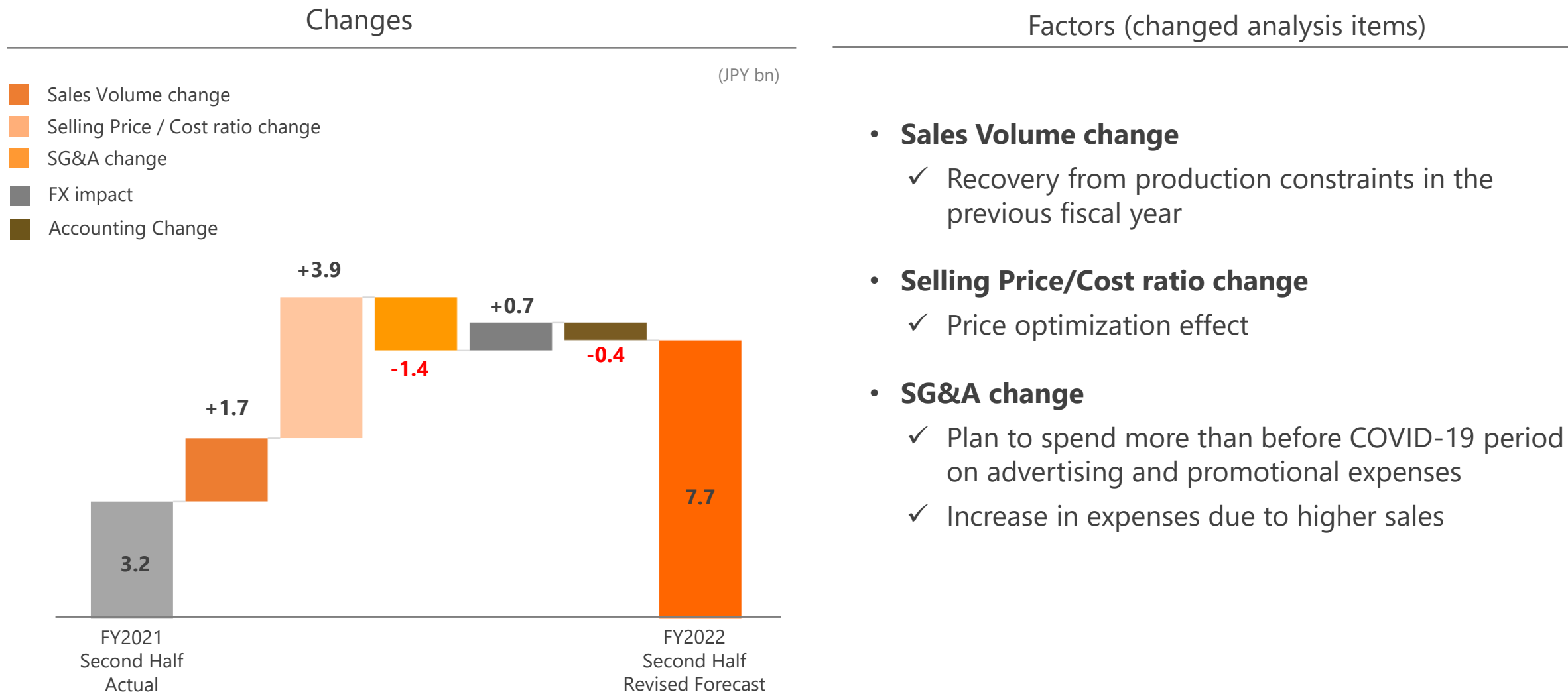
1 Exchange rates for FY12/2021 Second Half USD/JPY: 111.92, EUR/JPY: 130.00, EUR/USD: 1.162

2 Initial Budget Exchange rates for FY12/2022 Second Half USD/JPY: 130.00, EUR/JPY: 137.00, EUR/USD: 1.054

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FX impact(vs. Previous Year)	
Sales	+4,600mn
Operating Profit	+700mn

## Second Half - Consolidated Operating Profit (vs. Previous Year)



## Full Year - Consolidated Forecast (vs. Previous Year)

(JPY mn)	Old standard (same as previous year)				
	FY12/2021 <sup>1</sup>		FY12/2022 <sup>2</sup>		
	Actual	% of Sales	Revised Forecast	% of Sales	YoY
Sales	80,032	100.0%	<b>93,300</b>	<b>100.0%</b>	<b>+16.6%</b>
Gross Profit	36,137	45.2%	<b>41,100</b>	<b>44.1%</b>	<b>+13.7%</b>
SG & A	25,043	31.3%	<b>27,800</b>	<b>29.8%</b>	<b>+11.0%</b>
Operating Profit	11,093	13.9%	<b>13,300</b>	<b>14.3%</b>	<b>+19.9%</b>
Net Income <sup>3</sup>	8,586	10.7%	<b>9,800</b>	<b>10.5%</b>	<b>+14.1%</b>

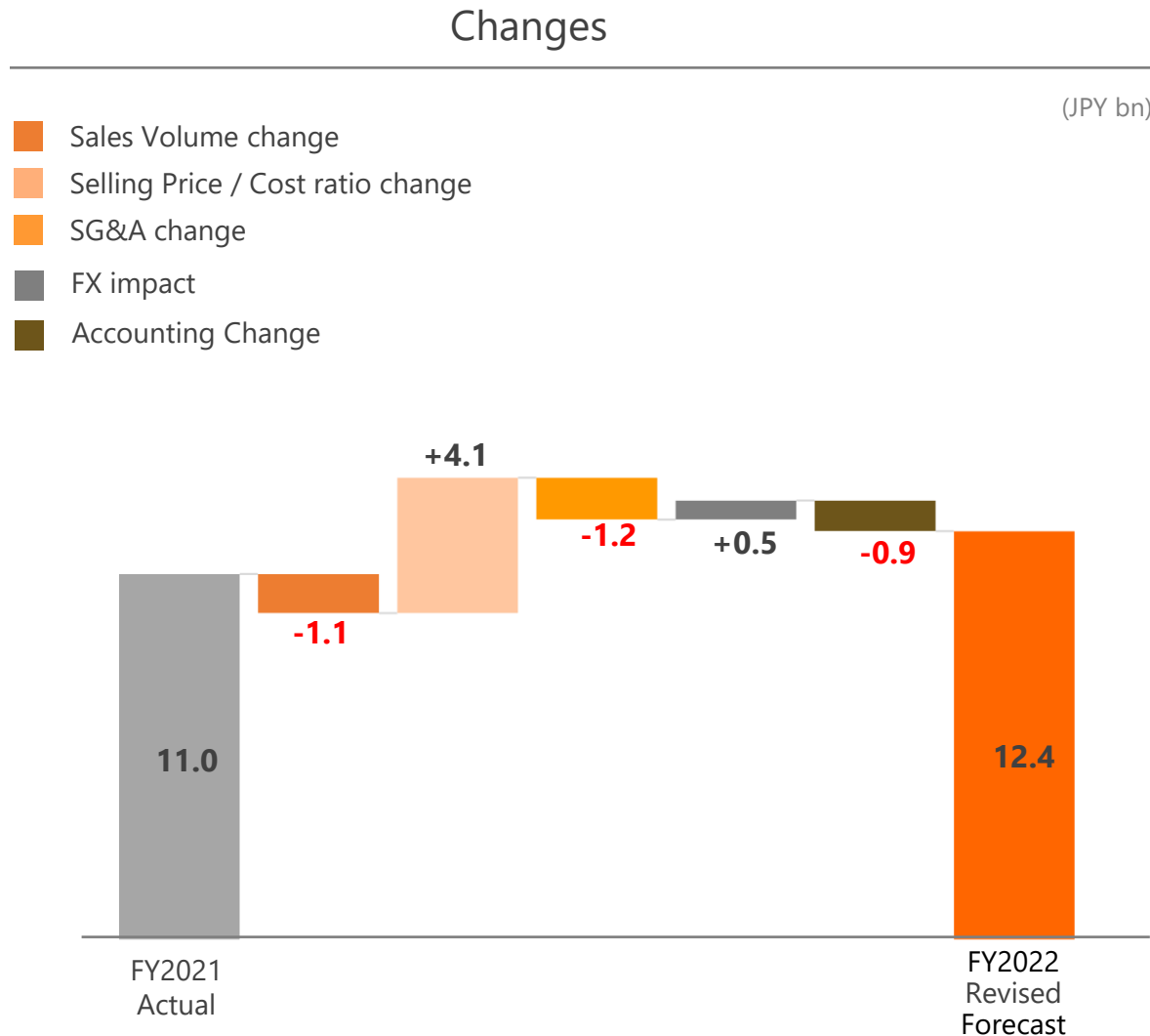
1 Exchange rates for FY12/2021 USD/JPY:109.81, EUR/JPY:129.93, EUR/USD:1.183

2 New Budget Exchange Rates for FY12/2022 USD/JPY:126.45, EUR/JPY:135.65, EUR/USD: 1.073

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FX impact(vs. Previous Year)	
Sales	+8,000mn
Operating Profit	+500mn

## Full Year - Operating Profit (vs. Previous Year)



### Factors (changed analysis items)

- **Sales Volume change**
  - ✓ Rebound from inventory policy in 2020/Q4-2021/Q1
  - ✓ Mainly China lockdown impact, etc.
- **Selling Price/Cost ratio change**
  - ✓ Contribution from price optimization in the previous and current fiscal years
- **SG&A change**
  - ✓ Lifted advertising and promotional spending restraints, planning to spend more than before COVID-19 period
  - ✓ Increase in travel expenses, etc.

## Full Year - Sales by Product Category

- Wind and percussion instruments, video and audio equipment minus, covered in other categories

JPY mn	FY12/2021		FY12/2022			Change from Previous Forecast <sup>2</sup>
	Actual	% total	Revised Forecast	% total	YoY <sup>1</sup> w/o FX	
Keyboards	<b>24,792</b>	31.0%	<b>30,900</b>	33.4%	+15.0%	+1.8%
Percussion & Wind Instruments	<b>19,053</b>	23.8%	<b>19,800</b>	21.4%	-4.4%	-6.5%
Guitar-related Products	<b>19,093</b>	23.9%	<b>22,400</b>	24.3%	+7.8%	+3.4%
Creation-related Products & Services	<b>10,122</b>	12.6%	<b>12,100</b>	13.1%	+10.7%	+7.3%
Video & Pro Audio	<b>4,282</b>	5.3%	<b>4,400</b>	4.8%	-2.8%	-15.3%
Other	<b>2,689</b>	3.4%	<b>2,800</b>	3.0%	-3.0%	+3.4%
<b>Total</b>	<b>80,032</b>	100.0%	<b>92,400</b>	100.0%	+6.6%	-0.0%

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

<sup>2</sup> Comparison excluding the impact of foreign exchange rates

## Full Year - Sales by Region

- Lockdown impact in China covered in other regions

JPY mn	FY12/2021		FY12/2022			Change from Previous Forecast <sup>2</sup>
	Actual	% total	Revised Forecast	% total	YoY <sup>1</sup> w/o FX	
Japan	<b>9,666</b>	12.1%	<b>9,800</b>	10.6%	+1.8%	+1.5%
North America	<b>25,959</b>	32.4%	<b>31,300</b>	33.9%	+6.9%	+2.9%
Europe	<b>24,958</b>	31.2%	<b>27,600</b>	29.9%	+7.1%	+1.3%
China	<b>8,673</b>	10.8%	<b>9,700</b>	10.5%	-0.8%	-16.5%
Other	<b>10,775</b>	13.5%	<b>14,000</b>	15.1%	+14.8%	+4.2%
Total	<b>80,032</b>	100.0%	<b>92,400</b>	100.0%	+6.6%	-0.0%

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

<sup>2</sup> Comparison excluding the impact of foreign exchange rates



## Key Consolidated Financials (PL,B/S)

(JPY mn)	FY2021 2Q	FY2022 2Q	(JPY mn)	As of Dec. 31, 2021	As of Jun. 30, 2022
Net sales	43,030	43,004	Cash and deposits	8,781	8,722
Cost of sales	22,704	25,452	Notes and accounts receivable - trade	7,444	10,387
Gross profit	20,326	17,551	Inventories	25,240	31,748
Selling, general and administrative expenses	12,480	12,874	Other current assets	1,156	1,321
Operating profit	7,845	4,677	Total current assets	42,623	52,178
Other income (expenses)	-173	283	Net property, plant and equipment	5,857	6,156
Profit before income taxes	7,672	4,960	Goodwill	20	21
Total income taxes	1,491	1,029	Investments and other assets	4,305	4,421
Profit attributable to owners of parent	6,179	3,927	Total non-current assets	10,183	10,598
EBITDA	8,641	5,493	Total assets	52,807	62,777
D/E ratio	0.3x	0.4x	Notes and accounts payable - trade	6,391	7,718
Equity ratio	52.7%	51.8%	Short-term borrowings	-	6,006
Debt / EBITDA <sup>1</sup>	0.4x	1.1x	Current portion of long-term borrowings	1,252	1,252
ROE <sup>1</sup>	48.3%	24.0%	Other current liabilities	8,389	7,573
			Long-term borrowings	5,822	5,196
			Other long-term liabilities	2,295	2,242
			Total liabilities	24,150	29,989
			Total net assets	28,656	32,788
			Total liabilities and net assets	52,807	62,777

<sup>1</sup> Debt / EBITDA and ROE are calculated on an annually adjusted basis

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.