

CORPORATE GOVERNANCE REPORT

July 30, 2021

Roland Corporation

Jun-ichi Miki

CEO and Representative Director

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<https://www.roland.com/global/>

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We wish to report as follows on the situation of the corporate governance of our company.

I. Our basic view on the corporate governance, and basic data including capital structure and attribute of the company

1. Our basic view

We at Roland Corporation define the corporate governance as the system effective in that our Group, which consists of Roland Corporation and its subsidiaries, increase its corporate value sustainably and autonomously to contribute to increasing the profits of all the stakeholders related to us, including shareholders, customers, business connections and employees: We will build and promote it.

We establish our corporate philosophy which represents the meaning of our Group's existence and we are determined to realize the corporate philosophy, so that we will live up to the expectations of the stakeholders surrounding us.

[Our Corporate Philosophy]

Roland's corporate philosophy is expressed through the three slogans below. These slogans, which remain unchanged from the time the company was founded, exemplify the reasons for the Roland Group's existence, as well as the kind of company we envision ourselves to be.

● Inspire the Enjoyment of Creativity

Our aim is to create an exciting world where everyone is able to enjoy music or videos in their own way, wherever and whenever they choose. We continue to pursue the possibilities of boundless joy that come from the satisfaction of creating new music or video, playing a musical instrument, or having the opportunity to share this joy with others.

● Be the BEST Rather Than the BIGGEST

We are committed to hard work and doing our best to become a one-of-a-kind company that offers the best to each and every one of our customers. What we value most as we continue to grow is the relationship of trust we enjoy with our customers. And we are committed to grow in ways that enable us to give our customers what they want, as well as inspire them with new dreams and expectations.

● Cooperative Enthusiasm for All Stakeholders

We aspire to be a company for which our customers have a special place in their hearts and are inspired to support. In creating new value, we are committed to respecting all principles that we are expected to uphold while developing an even deeper understanding of our purpose. Though this, we seek to transform the affinity for our company, of the customer and all stakeholders, into the needed strength to move the business forward.

[Grounds for the principles of the Corporate Governance Codes which are not implemented]

We implemented all of the principles of the Corporate Governance Codes.

[Disclosure pursuant to the principles of the Corporate Governance Codes]

[Principle 1-4: Cross-Shareholdings]

We have no cross-shareholdings. If we hold listed shares as cross-shareholdings, we draw up standards for

exercising voting rights and annually verify the propriety of holding the stocks.

[Principle 1-7: Related Party Transactions]

In case where our company's Directors / *Kansayaku*, close relatives of the Directors / *Kansayaku*, or major shareholders engage in transactions with our Group, such transactions will be supervised by, pursuant to our internal rules, the prior resolution by the Board or implementation of reporting to the Board after carrying them out. In addition, we will disclose the transactions between related parties in accordance with the Company Law, the Financial Instruments and Exchange Law, and other applicable laws and regulations, as well as the rules provided for by the stock exchanges.

[Principle 2-6: Roles of Corporate Pension Funds as Asset Owners]

As the pension systems, we have adopted the defined benefit corporate pension plan and the company-type, defined contribution pension plan.

In managing the assets of the defined benefit corporate pension plan, our fundamental principle is to secure the profits necessary for granting retirement allowances and pension payments for the future over the long term with minimum risk, and we formulate the policy-related asset mix.

We make final decisions on the matters concerning asset management after examination by the asset management committee, which consists of the experts of the human resource affairs division and finance division, working as the advisory organs.

Portfolio management and asset management of the pension assets are entrusted to the external trustee management organ and the situation is monitored regularly. With regard to the company-type, defined contribution pension plan, we are rendering education service, information service, etc. concerning asset management to the participants of the plan.

[Principle 3-1: Full Disclosure]

- (i) What the company is targeting at (the corporate philosophy), management strategies and management plans

Our corporate philosophy is described in section 1 of this report, "Our basic view." Our medium-term management policy is stated in the URL mentioned below.

<https://ir.roland.com/en/ir/management/midterm.html>

- (ii) Basic view and basic policy concerning the corporate governance

Our basic view concerning the corporate governance is described in section 1 of this report, "Our basic view."

- (iii) The policy on the determination by the Board of remuneration for the management executives and Directors and related procedures

- (1) Structure of remuneration for Directors and executive officers

The remuneration for Directors (except Outside Directors) and executive officers shall consist of fixed remuneration and bonus and stock-based remuneration as the remuneration linked to business performance, and the remuneration for Outside Directors of fixed remuneration and fixed, stock-based remuneration; the Board shall determine the remuneration system for Directors and executive officers including the standard amounts and the composition ratio in accordance with the role of each one, etc.

- (2) Determination procedure of remuneration for Directors and executive officers

Based on the remuneration system for Directors and executive officers determined by the Board, remuneration for the CEO, individual Directors and executive officers (entrustment type) is determined by the Nomination and Remuneration Committee, which consists mainly of independent, Outside Directors, by assessing their performance and their demonstration of respective roles. Remuneration for individual executive officers (employment type) is determined by the CEO by assessing their performance and their demonstration of respective roles. However, in order to guarantee transparency, CEO should report on the assessment of individual executive officers and the amount of remuneration, which CEO has made, to the Nomination and Remuneration Committee.

Remuneration for *Kansayaku* consists only of fixed remuneration. The amount of remuneration for each *Kansayaku* will be determined by the discussion among *Kansayaku*

(iv) Principle and procedures for the occasions on which the Board appoints or dismiss the management executives or designated candidates for Directors or *Kansayaku*

The Nomination and Remuneration committee, which consists mainly of independent, Outside Directors, proposes the original draft concerning the candidates for Directors, *Kansayaku*, CEO and executive officers (entrustment type) to the Board Meeting in pursuant to the criteria mentioned below and, subsequently, resolution on Directors and *Kansayaku* is made by the General Meeting of Shareholders following the resolution by the Board Meeting and that on CEO and executive officers (entrustment type) is made at the Board Meeting.

(1) Appointment and dismissal of Directors and *Kansayaku*

[Criteria for appointment of Directors]

- (i) To have extensive experience, splendid record of achievement or great insight in certain fields concerning corporate management, which are necessary for making important decisions at the Board Meeting and for supervising other Directors' work.
- (ii) To have a high degree of ethics and law-abiding spirit.
- (iii) For executive Directors, to have capacity, experience, record of achievement, etc. necessary for performing the duties they are in charge of.

[Criteria for appointing *Kansayaku*]

- (i) To have the experience and capacity necessary for supervising the lawfulness and appropriateness of Directors' performance of duties, as well as the appropriate knowledge concerning finance, accounting and legal affairs.
- (ii) To have a high degree of ethics and law-abiding spirit.

In case where any of the Directors or *Kansayaku* is in deviation from the appointment criteria for each one of them, the Nomination and Remuneration committee will examine the situation strictly and, if concluding that dismissal is appropriate, the committee will propose dismissal of Directors or *Kansayaku* to the Board Meeting. The Board Meeting will examine it strictly and, if concluding that dismissal is appropriate, will propose it to the General Meeting of Shareholders, which will make a decision on dismissal.

(2) Appointment and dismissal of CEO

[Criteria for appointing CEO]

The criteria for appointing CEO are the criteria for appointing Directors to which the following requirement is added.

- (i) To have the capability of concretely describe what the businesses of our Group should be on a medium and long terms, as well as its vision and the strategies for its realization.
- (ii) To have the leadership of directing the organization on a global basis and the potential of executive power for doing all he/she can do for the realization of the vision.
- (iii) To have the power of cooperation with which he/she can build a wide-ranging relationship with internal and external, various stakeholders.

In case where the CEO becomes to be deviating from the appointment criteria, or where the sales and profits are considerably in short of those projected in the medium- and long-term management plan, the Nomination and Remuneration committee will closely examine whether it is the most suitable decision to dismiss the CEO and appoint a new one and, when it concludes it is the most suitable, it will propose it to the Board Meeting. It will be strictly deliberated at the Board Meeting and, if it concludes that dismissal is the most suitable action, it will resolve on the dismissal of the CEO.

(3) Appointment and dismissal of executive officers (entrustment type)

[Criteria for appointing executive officers (entrustment type)]

- (i) To have capacity, experience, record of achievement, etc. necessary for performing the duties they are in charge of.
- (ii) To have a high degree of ethics and law-abiding spirit.

In case where an executive officer (entrustment type) becomes to be deviating from the appointment criteria, the Nomination and Remuneration committee will closely examine it and, when it concludes it is necessary, it

will propose the dismissal to the Board Meeting. It will be strictly deliberated at the Board Meeting and, if it concludes that dismissal is the most suitable action, it will resolve on the dismissal of the executive officer (entrustment type).

With regard to the executive officer (employment type), the CEO will propose the appointment of a candidate, or the dismissal to the Board Meeting, which will make a decision on it.

(v) Explanation about the individual appointment and designation for the case where the Board appoints the management executives as well as designates candidates for Directors and *Kansayaku* based on the provisions (iv) mentioned above.

Reasons for nominating the candidates for respective Directors and *Kansayaku* are stated in the Notice to Convene the General Meeting of Shareholders.

[Supplement principle 4-1 [1] Scope of entrustment to the management and its outline]

The Board of our company formulates the fundamental principle of management, formulates medium- and long-term management strategic plan and constructs the internal control system, as well as makes decision on important managerial matters stipulated by laws, regulations, Articles of Incorporation, internal rules, etc., aiming at sustainable growth of our Group's corporate value.

We have established the executive officer system as the business executing system based on the Board's decision making: While executive officers execute business following the Board's decision, authority concerning the matters not covered by the matters to be resolved by the Board Meetings are devolved to executive officers, based on the internal rules.

[Principle 4-9: Independence Standards and Qualification for Independent Directors]

We have formulated the standards for the independent, Outside Directors / *Kansayaku* based on the standards for independence provided for by the Tokyo Stock Exchange. For details of the standards, please refer to the section II. 1 of this report, "[Matters related to independent Directors / *Kansayaku*] Other matters concerning independent Directors / *Kansayaku*."

[Supplement principle 4-1 [3] Succession Plans for CEO and other officers]

The Nomination and Remuneration committee monitors succession plans proposed by CEO in terms of objectivity, fairness, and validity, assist to refine and optimize criteria for appointing CEO and development plans through the discussion based on experiences and know-how of each member, reviews the roadmap, selects candidates, establishes and implements development plans, and reviews the process for evaluating, narrowing down, and replacing candidates in a timely manner.

[Supplement principle 4-11 [1] Our views on the balance between knowledge, experience and capacity, the diversity and the scale of the Board as a whole]

The Board of our company should be composed of diverse Directors having different backgrounds in terms of experience, capacity, record of performance, etc. without regard to their gender or nationality and, at the same time, should maintain the personnel appropriate for effectively displaying its function of decision making and supervising. In addition, we will propose to the General Meeting of Shareholders the bill for election of more than one independent, Outside Director, aiming at further improvement of the supervising function of the Board and securing diversity.

[Supplement principle 4-11 [2]: The posts concurrently held by Directors or *Kansayaku*]

We will disclose the situation of Directors or *Kansayaku* concurrently holding other important posts in the Notice to Convene the General Meeting of Shareholders or in the Annual Securities Report. We believe that our company's Directors and *Kansayaku* are concurrently holding the posts within a reasonable extent that will not interfere with performance of their duties as our Directors or *Kansayaku*.

[Supplement principle 4-11 [3]: Analyzing and evaluating the Board's effectiveness]

1. Method of assessing

• Basic materials (such as bills of the Board, time the Board takes, etc.) concerning the assessment of the

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effectiveness are distributed to all of the Directors and *Kansayaku*.

- The “Table of Assessment of Effectiveness” is distributed to those mentioned above, and the responses are obtained.
- The assessment is to be made from the four viewpoints of: Operation of the Board, Scale and Structure of the Board, Provision of information to Outside Directors and *Kansayaku*, and Roles of the Board.
- In addition to the quantitative count of the assessment, the “points to be valued” and the “points about which improvement is needed” are analyzed.
- The improvement plan is deliberated at the Board, and the resolution will be adopted as a plan for improving the effectiveness of the Board.

2. Summary of the result of assessment

- The Board is compact and efficient as it consists of six members. It is made up with the competent people, including two non-Japanese members, who have a variety of specialty and insight.
- Active discussion is held at the Board, thanks to the chairperson’s proceedings in which listening attentively to the opinions with each other is emphasized, and the participants, centering at Outside Directors, make remarks positively.
- Resolutions which are important for the corporate management are sufficiently deliberated with more than one conference without missing opportunities. Quantitative information such as monthly business performance and managerial indicators are also sufficiently reported and discussed.

At the same time, in an attempt to further increase the effectiveness, we would like to proceed with the measures mentioned below:

- Further improvement of the discussion on medium- and long-term business strategies, risk management, internal control system, etc.
- Further increase in the opportunities, other than the Board, to provide information to Outside Directors.

[Supplement principle 4-14 [2]: Training for Directors and *Kansayaku*]

When a Director or a *Kansayaku* is newly appointed, we will provide him/her with an opportunity to obtain understanding of the duties and responsibilities of Directors or *Kansayaku*, actual businesses of the Board or the Board of *Kansayaku*, our corporate governance system, and other matters. However, when Outside Director or Outside *Kansayaku* is newly appointed, we will explain the above-mentioned matters taking into consideration his/her experience and specialized filed and, in addition, we will provide him/her with an opportunity to deepen understanding of our businesses, such as the explanation about details of our businesses, presentation of works, and participation in the meetings for exhibition of our products.

[Principle 5-1: Policy for Constructive Dialogue with Shareholders]

For our principle concerning the constructive dialogues with our shareholders, please refer to section III. 2 of this report, “Activities concerning the IR --- Others.”

2. Capital structure

Percentage of shares held by foreign investors	30% or more
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[Major shareholders]

Name of shareholder	Number of shares held	Percentage ownership
TAIYO JUPITER HOLDINGS, L.P.	13,920,030	49.76
The Master Trust Bank of Japan, Ltd. (trust account)	1,336,000	4.77
Custody Bank of Japan, Ltd. (trust account)	1,295,720	4.63
JP MORGAN CHASE BANK 380055	842,900	3.01
NORTHERN TRUST CO. (AVFC) RE UKDU UCITS CLIENTS NON LENDING 10 PCT TREATY ACCOUNT	625,300	2.23
NORTHERN TRUST CO. (AVFC) RE FIDELITY FUNDS	605,995	2.16

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Custody Bank of Japan, Ltd. (trust account 9)	603,400	2.15
SSBTC CLIENT OMNIBUS ACCOUNT	514,400	1.83
BBH FOR MATTHEWS JAPAN FUND	481,800	1.72
Jun-ichi Miki	451,468	1.61

The controlling shareholder	-
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Parent company	-
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Supplementary explanation

The data on major shareholders represents that as of June 30, 2021.

3. Attribute of the company

Listed Section	Tokyo Stock Exchange, First Section
Fiscal year end	December
Business category	Other miscellaneous products
Number of employees at the end of the most recent fiscal year (on a consolidated basis)	1,000 or more
Sales in the most recent fiscal year (on a consolidated basis)	JPY 10 bn or more but less than JPY 100 bn
Number of consolidated subsidiaries at the end of the most recent fiscal year	10 or more but less than 50

4. Our policy concerning the measures to protection of minor shareholders in case where we deal with the controlling shareholder

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5. Other special factors which may have important influence on the corporate governance

Not applicable.

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II. Other matters regarding the corporate governance system including the managerial administration system in connection to the decision-making on, execution of and supervision over the business management

1. Matters concerning the structure of the organ, operation of the organization, etc.

Type of organization	Company with the Board of <i>Kansayaku</i>
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[Matters related to Directors]

Number of Directors stipulated by the Articles of Incorporation	15
The period of the term of office of Directors stipulated by the Articles of Incorporation	One year
Chairperson of the Board Meeting	CEO
Number of Directors	6
Situation of appointment of Outside Directors	Outside Directors are appointed
Number of Outside Directors	4
Number of those designated as independent Directors among the Outside Directors	3

Relationship with the company (1)

Name	Attribute	Relationship with the company (*1)										
		a	b	c	d	e	f	g	h	i	j	k
Isao Minabe	Coming from other company											
Kazuaki Tsutsumi	Coming from other company											○
Toshihiko Oinuma	Attorney											
Sachiko Murase	Attorney											

*1: Selections representing the relationship with the company:

- Executing person of a listed company or its subsidiary.
- Executing person or non-executing Director of a parent company of a listed company
- Executing person of a sister company of a listed company.
- The person transacting businesses mainly with listed companies, or its executing person.
- A listed company's important business partner or its executing person.
- Consultant, accounting expert or legal expert who receives a large amount of pecuniary or other property, besides remuneration for Director, from a listed company.
- Major shareholder of a listed company (or its executing person, if the major shareholder is a corporation).
- Executing person of a business partner (the person himself/herself only) of a listed company (which does not fall under any of the categories d, e, or f).
- Executing person of a party with which there is a relationship of mutual appointment of Outside Directors (the person himself/herself only).
- Executing person of a party (the person himself/herself only) to which a listed company makes donation.
- Others

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Relationship with the company (2)

Name	Independent Director	Supplementary explanation on the items of conformity	Reasons for appointment
Isao Minabe	○	-	He has a very wide range of knowledge concerning corporate management through his experience in serving as President and Representative Director of a company listed on the First Section of the Tokyo Stock Exchange. Since his appointment as Outside Director of our company in November 2014, he has provided appropriate advice to contribute to improving corporate value of our company by utilizing his insight from an objective standpoint as Outside Director. Our company has appointed him as based on its belief that he will perform supervisory functions over business execution appropriately.
Kazuaki Tsutsumi		Our company does not designate Mr. Tsutsumi as Independent Director, since he is the Director of Taiyo Pacific Partners, L.P. which indirectly and completely controls Taiyo Jupiter Holdings GP Ltd. which has authority to act on behalf of Taiyo Jupiter Holdings, L.P., our largest shareholder.	He has a wide range of insight in business management and other areas, acquired through his abundant experience in global business and his engagement in an important post at an investment company. Since his appointment as Outside Director of our company in March 2019, he has provided appropriate advice to contribute to improving corporate value of our company by utilizing his insight from an objective standpoint as Outside Director. Our company has appointed him based on its belief that he will perform supervisory function over business execution appropriately.

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Toshihiko Oinuma	○	-	<p>He has legal knowledge and a wide range of insight acquired as an attorney-at-law through his abundant experience in global cases and mastery of internal controls. He served as Outside <i>Kansayaku</i> of our company from March 2016 to March 2020. Since his appointment to the current position as Outside Director of our company in March 2020, he has continuously provided adequate support to contribute to improving corporate value of our company by utilizing his insight from an objective standpoint. Our company has appointed him based on its belief that he will perform supervisory function over business execution appropriately.</p>
Sachiko Murase	○	-	<p>She has business experience as an attorney-at-law specializing in corporate legal affairs and a high degree of expertise regarding corporate governance as well as abundant experience as Outside Director and Outside <i>Kansayaku</i> at listed companies. Our company has appointed her based on its belief that she will perform supervisory function over business execution appropriately as Outside Director of our company.</p>

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[Voluntary committee]

Whether there is a voluntary committee which corresponds to the designation committee or the remuneration committee.	Yes
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Situation about the installment of voluntary committees; attributes of the committee members and the president (chairperson)

Voluntary committee corresponding to the designation committee

Title of the committee			Nomination and Remuneration committee			
Total number of committee members	Number of full-time members	Number of inside Directors	Number of Outside Directors	Number of internal experts	Number of other participants	President (Chairperson)
5	0	1	4	0	0	Outside Director

Voluntary committee corresponding to the remuneration committee

Title of the committee			Nomination and Remuneration committee			
Total number of committee members	Number of full-time members	Number of inside Directors	Number of Outside Directors	Number of internal experts	Number of other participants	President (Chairperson)
5	0	1	4	0	0	Outside Director

Supplementary explanation

We have installed the Nomination and Remuneration committee, which performs the functions of both designation committee and remuneration committee. The Nomination and Remuneration committee assumes the roles mentioned in “(iii) The policy on the determination by the Board of remuneration for the management executives and Directors and related procedures”, “(iv) Principle and procedures for the occasions on which the Board appoints or dismiss the management executives or designated candidates for Directors or *Kansayaku*”, and [Supplement principle 4-1 [3] Succession Plans for CEO and other officers] described in [Disclosure based on the principles of the Corporate Governance Codes] and [Principle 3-1: Full Disclosure]. The members of the Nomination and Remuneration committee are Jun-ichi Miki, CEO and Representative Director, Isao Minabe, Kazuaki Tsutsumi, Toshihiko Oinuma, and Sachiko Murase, Outside Directors.

[Matters related to *Kansayaku*]

Whether the Board of <i>Kansayaku</i> has been installed.	It has been installed.
Number of <i>Kansayaku</i> stipulated by the Articles of Incorporation	4
Number of <i>Kansayaku</i>	3

The cooperation among *Kansayaku*, accounting auditors and internal auditing division.

We have installed the division engaging in internal auditing within our company, which implements internal audit, with regard to our company and subsidiaries. The division in charge of internal audit directly reports to CEO and Representative Director.

The Board of *Kansayaku* audits the Directors’ execution of their duties, etc. Besides, Grant Thornton Taiyo LLC, the accounting auditor, conducts ordinary accounting audit.

The auditing system of our company has three fundamental pillars of audit by *Kansayaku*, internal audit, and accounting audit by accounting auditor.

The audit by *Kansayaku* is conducted for the purpose of protecting the benefit of the shareholders and the creditors, the accounting audit is conducted for the purpose of protecting investors, and the internal audit is conducted for the purpose of our Group’s continuous development and increasing of corporate value; we conduct the three-way audit (audit by *Kansayaku*, internal audit, and accounting audit), so as to promote the building of

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the internal control system, which is indispensable for our Group's sound management and continuous development, verification and assessment of the operating situation and its effectiveness, with the mutual cooperation and mutual complement among the three ways of auditing.

The *Kansayaku* frequently try to communicate with the division in charge of internal audit by sharing the auditing plans and audit records or reports on internal audit. In addition, as required, they implement cooperative audit of a same division. At the same time, efforts are made for sharing information or awareness of issues: For example, the accounting auditor is requested to give *Kansayaku* and the division in charge of internal audit explanation on the accounting audit plan, or reports on the situation of audit or results of audit while making the accounting audit or when completing the accounting audit at the end of the fiscal year, or *Kansayaku* and the division in charge of internal audit accompany the accounting auditor's on-the-spot inspection of inventory.

Status of appointment of Outside <i>Kansayaku</i>	Outside <i>Kansayaku</i> are appointed.
Number of Outside <i>Kansayaku</i>	3
Number of those designated as independent <i>Kansayaku</i> among the Outside <i>Kansayaku</i>	3

Relationship with the company (1)

Name	Attribute	Relationship with the company (*1)												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Masato Makino	Coming from other company							△						
Kazuhiro Ishihara	Coming from other company							△						
Yoji Morizumi	Certified public accountant													

*1: Selections representing the relationship with the company:

- Executing person of a listed company or its subsidiary.
- Non-executing Director or accounting councilor of a listed company or its subsidiary.
- Executing person or non-executing Director of a parent company of a listed company
- Kansayaku* of the parent company of a listed company.
- Executing person of a sister company of a listed company.
- The person transacting businesses mainly with listed companies, or its executing person.
- A listed company's important business partner or its executing person.
- Consultant, accounting expert or legal expert who receives a large amount of pecuniary or other property, besides remuneration for Director, from a listed company.
- Major shareholder of a listed company (or its executing person, if the major shareholder is a corporation).
- Executing person of a business partner (the person himself/herself only) of a listed company (which does not fall under any of the categories f, g or h).
- Executing person of a party with which there is a relationship of mutual appointment of Outside Directors (the person himself/herself only).
- Executing person of a party (the person himself/herself only) to which a listed company makes donation.
- Others

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Relationship with the company (2)

Name	Independent <i>Kansayaku</i>	Supplementary explanation on the items of conformity	Reasons for appointment
Masato Makino	○	While Mr. Makino had been working for Resona Bank, Ltd., our main bank, he resigned in March 2014 and therefore our company considers there is presently no possibility of conflict of interest with shareholders and he holds independence.	He has an insight into finance and accounting acquired through his experience of working for financial institutions for a long time. Since his appointment as Outside <i>Kansayaku</i> of our company in November 2014, he has conducted appropriate audits to contribute to improving corporate value of our company by utilizing his insight from an objective standpoint. Our company has appointed him based on its belief that he will provide us with advice and recommendations to improve the transparency and objectivity of management.
Kazuhiro Ishihara	○	While Mr. Ishihara had been working for Mitsubishi Bank, Ltd., the predecessor of our main bank, MUFG Bank, Ltd. he resigned in January 2002 and therefore our company considers there is presently no possibility of conflict of interest with shareholders and he holds independence.	He has knowledge and experience in finance and accounting acquired through his experience of working for financial institutions for a long time and an extensive insight into management gained from his long-term experience of serving as a corporate manager. Since his appointment as Outside <i>Kansayaku</i> of our company in March 2020, he has provided appropriate advice to contribute to improving the corporate value of our company by utilizing his insight from an objective standpoint as Outside <i>Kansayaku</i> . Our company has appointed him based on its belief that he will provide us with advice and recommendations to improve the transparency and objectivity of management.

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Yoji Morizumi	○	—	He has knowledge and experience in finance and accounting as a certified public accountant. Since his appointment as Outside <i>Kansayaku</i> in March 2020, he has provided appropriate advice to contribute to improving corporate value of our company by utilizing his insight from an objective standpoint as Outside <i>Kansayaku</i> . Our company has appointed him based on its belief that he will provide us with advice and recommendations to improve the transparency and objectivity of management.
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[Matters related to independent Directors / *Kansayaku*]

Number of independent Directors / <i>Kansayaku</i>	6
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Other matters concerning independent Directors / *Kansayaku*

Criteria for the Independence of Outside Directors / *Kansayaku*

- The person does not fall under any of the categories mentioned below currently or for the period of recent one year.
 - Our company's main business partner, or its executing person*1
 - The person transacting businesses mainly with our company, or its executing person*2
 - Consultant, accounting expert or legal expert who receives a large amount of pecuniary or other property, besides remuneration for Director, from our company (or, if the party receiving such property is an organization such as corporation or partnership, the person who is a member of such an organization)*3
 - Our company's major shareholder or, if such a major shareholder is a corporation, the executing person of the corporation*4
 - The party to which our company makes a large amount of donation (or its executing person, if the party receiving such donations is an organization such as corporation or partnership)*5
 - Executing person of a party with which there is a relationship of mutual appointment of Outside Directors.
- The person does not fall under the category of an executing person of our company or its subsidiary at present, or the category of a person who was an executing person of our company or its subsidiary during the past ten years (or, however, during the ten years before assuming the position of non-executing Directors or *Kansayaku*, if the person had assumed such a position at any time during the past ten years).
- Neither the person's spouse, nor person's relatives of the second degree of consanguinity fall under any of the followings during the past one year. This, however, applies only when such spouse or relative is "important" for business partners*6
 - Parties referred to in (1) through (4) of above 1.
 - Executing person of our company or its subsidiary.
- In addition to the above, there is no particular circumstance that may cause conflicts of interest with general shareholders, in such a manner that the person has continuous transaction relationship with our company.
- Notwithstanding of the requirements of formality stipulated in the preceding subparagraphs, substantially, if

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it is considered that there is no fear for occurrence of conflict of interest with general shareholders, we can recognize the person's independence through specifying the reasons for it.

*1 "Our company's main business partner" shall mean our business partner which falls under any of the followings:

(i) A purchaser or supplier, etc. of our company's products the transaction value with which surpasses 2% of our consolidated sales in the most recent fiscal year.

(ii) A financial institution from which our company borrows funds, the balance of borrowings from which surpasses 2% of our consolidated total assets as of the end of the most recent fiscal year.

*2 "Person transacting businesses mainly with our company" shall mean a supplier, etc. of our company's products our payment to which surpasses JPY 10 mn and surpasses 2% of such business partner's sales in the most recent fiscal year.

*3 "Large amount" shall mean one of the followings depending on the provision of services by such consultant, etc. to our company.

(i) In case where the consultant, etc. is an individual, it will be called a large amount if the consideration it received from our company surpassed JPY 10 mn annually in the most recent fiscal year.

(ii) In case where the consultant, etc. belongs to an organization such as corporation and partnership, and such organization provides service to our company, it will be called a large amount if the consideration such an organization received from our company in the most recent fiscal year surpassed JPY 10 mn annually and 2% of such organization's annual consolidated sales.

*4 "Major shareholder" shall mean a shareholder holding 10% or more of the voting rights (including both direct and indirect holdings).

*5 "Large amount of donation" shall mean a donation of JPY 10 mn or more annually in the most recent fiscal year.

*6 "Important" shall mean Director, executive officer and executing person ranking General Manager or above or, as to the accounting audit corporation or legal professional corporation, certified public accountant or attorney belonging to such a corporation.

[Matters related to incentives]

Situation of implementation of measures concerning grant of incentives to Directors

Introduction of the remuneration system linked with business performance

Supplementary explanation on the relevant items

With regard to the remuneration for our Directors (excluding Outside Directors), we have introduced the system covering, in addition to the basic remuneration, the consolidated business performance-linked bonus and the stock-granting trust type remuneration system. The purposes of introducing such a system are to make clear the linkage between the remuneration system and our business performance/stock value so as to increase the Directors' awareness of their contribution to medium- and long-term growth in business results and expansion of corporate value. Regarding the stock-granting trust, the number of points will be determined based on the consolidated ROIC, etc., on the basis of the numbers of points determined for each position and, when the reasons for granting the remuneration such as resignation occurs, the shares and money will be granted based on the accumulative total number of the points.

Parties eligible to be granted stock options

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Supplementary explanation on the relevant items

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[Matters related to Directors' remuneration]

Status of disclosure

Only a portion of remuneration is individually disclosed.

Supplementary explanation on the relevant items

Concerning the member receiving JPY 100 mn or more as a total of consolidated remuneration, etc., individual disclosure is made in the Business Report and the Annual Securities Report. The Business Report and the Annual Securities Report are open to the public in such ways as posting in our company's Website.

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Whether there is the principle for the amount of remuneration or the method of calculating the remuneration	Yes
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Details of the disclosure of the principle for the amount of remuneration or the method of calculating the remuneration

Resolution was adopted at the Extraordinary General Meeting of Shareholders held on September 14, 2020 that the amount of remuneration for our Director should not exceed JPY 500 mn as a limit of monetary remuneration including bonuses. With regard to the stock-based remuneration, resolution was adopted at the Ordinary General Meeting of Shareholders held on March 30, 2021 that the stock-granting trust would be utilized, that the upper limit on the trust fund to be contributed in the two fiscal years including the year ending December 31, 2021 and the year ending December 31, 2022 should be JPY 200 mn, and that, assuming the case where the same system is maintained thereafter, the upper limit on the trust fund for every three fiscal years should be JPY 300 mn.

For the policies, etc., please refer to the section II. 1 of this present report, "Our basic view [Disclosure pursuant to the principles of the Corporate Governance Codes]."

[Supporting system for Outside Directors (Outside *Kansayaku*)]

Centering at the matters for discussion placed at the Board Meeting, information necessary for performance of duties will be provided as required in an appropriate and timely manner so as to improve the deliberation at the Board Meeting.

At the same time, *Kansayaku* shall have the right to instruct the staff members of the audit division to support the auditing business as the assistant for the service.

2. Matters related to the functions of business execution, audit/supervision, remuneration determination, etc. (outline of the current corporate governance system)

(i) Board

The Board which consists of six members (including four Outside Directors) formulates the fundamental principle of management, formulates medium-term management plan, constructs the internal control system, makes decisions on important managerial matters stipulated by laws, Articles of Incorporation, internal rules, etc. and supervises the Directors' performance of business management. The Board holds a meeting regularly on a monthly basis and, when there are matters requiring emergency resolution, holds extraordinary meetings or written resolution.

(ii) Board of *Kansayaku*

The Board of *Kansayaku* consists of three *Kansayaku* (including three Outside *Kansayaku*) and holds a meeting regularly on a monthly basis. The Board of *Kansayaku* meeting formulates the plan for *Kansayaku* audit and the report on the Board of *Kansayaku* audit and, in addition, a report is made on the implementation of audit based on the audit plan mainly by full-time *Kansayaku* and discuss matters concerning the Board's matters for discussion. In addition, as required, the Board of *Kansayaku* holds, extraordinary meetings. Besides, in order to grasp the process of decision-making on important matters as well as the situation of performance of duties, *Kansayaku* attend important internal meetings other than the Board Meetings and, in addition, are endeavoring to supervise the Directors' business performance by such ways as to visit subsidiaries for inspection.

(iii) Risk Management / Compliance Committee

We have established the "Risk Management / Compliance Committee" as an organization to report matters that are particularly important in terms of risk management or compliance, and disseminate and approve its countermeasures. The committee is chaired by CEO and is composed of executive Directors and executive officers.

(iv) Nomination and Remuneration committee

Our policy is to establish a voluntary Nomination and Remuneration committee which consists mainly of independent Outside Directors in order to ensure transparency and fairness in appointment/dismissal of Directors and *Kansayaku* as well as CEO and executive officers, along with determination of remuneration.

(v) Agreements for limiting responsibilities

Based on the provisions of the Articles of Incorporation and Article 427 of the Company Law, we have concluded with all the Directors (excluding Executive Directors) and *Kansayaku* the agreement that, concerning the responsibility for damages stipulated in Article 423-1 of the Company Law, if they perform duties in good

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faith and there are no gross negligence, the maximum compensation for the damage shall be the minimum liability provided for by the laws.

3. Reasons that we have selected the current corporate governance system

We have selected the style of a Company with a Board of *Kansayaku* so as to ensure appropriate and proper performance of duties through the supervision by Directors and the audit conducted by *Kansayaku* who have a wide-ranging investigation authority. In addition, we have installed the Nomination and Remuneration committee to complement the Board to ensure transparency and fairness in important personnel affairs.

III. Implementation of measures concerning shareholders and other stakeholders

1. Our engagement for vitalization of the General Meetings of Shareholders and for facilitating exercise of voting rights

	Supplementary explanation
Early distribution of the notice of General Meeting of Shareholders	In order to allow shareholders to secure time sufficient for examining the bills of the General Meeting of Shareholders and to properly exercise their voting right, we will endeavor to send our notice of the meeting earlier than legally required. In addition, prior to distribution of such notices, we post the contents in the Websites of the stock exchange and that of our company.
Setting the day of the General Meeting of Shareholders avoiding the concentration dates	Since our company closes accounts in December, we will not hold the General Meeting of Shareholders on the days on which a number of Shareholders' Meetings are held concentratedly.
Exercise of voting rights by electronic methods	We introduce the system for exercising voting rights by an electronic method.
Engagement for improving the environment for institutional investors' exercise of voting rights including our participation in the platform for electronic exercise of voting rights	Taking the percentage of institutional investors into consideration, we are planning to study the possibility of participating in the platform for electronic exercise of voting rights.
Provision of (summary of) the notice of General Meeting of Shareholders in English	We post English-language convocation notices of meeting in our Website as and the platform for electronic exercise of voting rights.

2. Activities in relation to the IR

	Supplementary explanation	Whether there will be an explanation by the representative
Preparation and disclosure of the disclosure policy	We disclose it in our Website.	
Regular holding of explanatory meetings	We are planning to hold explanatory meetings for individual investors, though the holding will not be on a regular basis.	Yes

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for individual investors		
Regular holding of explanatory meetings for analysts and institutional investors	We explanatory meetings on our business results for analysts and institutional investors on a regular basis.	Yes
Regular holding of explanatory meetings for overseas investors	We are planning to take a positive attitude toward implementation of such meetings in the future.	Yes
Posting the IR-related materials in our Website	We establish an IR site within our Website so that we post our summary of accounts, materials to be used at the explanatory meetings on business results, securities reports, quarterly reports, materials for timely disclosure, etc.	
Installment of a division (person in charge) related with the IR activities	We install IR persons in charge.	
Others	<p>We have provided our policy for constructive dialogs with shareholders as follows:</p> <p>Policy for Constructive Dialogs with Shareholders, etc. (Administration of dialogs with shareholders, etc. and the internal system)</p> <p>The officer who is in charge of the division engaging in the IR shall administrate all the aspects of the dialogs with shareholders, etc. so that the constructive dialogs with shareholders, etc. will be realized. If a shareholder, etc. requests individual dialogs, interviews with CEO, other Directors or executive officers may be held, if necessary, taking into consideration the shareholder's desire and main interest with the division engaging in the IR at the center.</p> <p>The division in charge of the IR will act as the liaison for the dialogs with shareholders, etc. and will cooperate with the Corporate Planning Division, Finance Division, Sales Division and others to realize the fulfilling dialogs.</p> <p>(Engagement related to improvement of dialogs)</p> <p>In addition to the General Meetings of Shareholders and individual dialogs with shareholders, we will hold explanatory meetings on business results on a quarterly basis and explanatory meetings for individual investors, and visit on a certain cycle overseas institutional investors, in an attempt to promote understanding of our managerial strategies as well as business plans with medium- and long-term viewpoints.</p> <p>We will disclose in our Website our management plan, explanatory materials to be used at explanatory meetings on business results, etc.</p> <p>(Feedback to the people in the company)</p> <p>We will feed back the useful opinions, interest, concerns, etc. which we gather through the dialogs with shareholders, etc. to the Board or the management executives and reflect them properly in our company's business management.</p>	

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	<p>(Management of the insider information)</p> <p>We will strictly manage the insider information based on our internal rules and will not refer to it when having dialogs with shareholders, etc. We will refrain from making responses to the questions about our business results or any comment on them, for the period from the day following the date of quarterly closing of accounts to the day of business results announcement.</p>
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3. Our engagement concerning the respect of the stakeholders' standpoint

	Supplementary explanation
To provide for the respect of the stakeholders' standpoint by internal rules, etc.	<p>Our company has formulated "The Roland Way" which summarized the common principles for realization of our corporate philosophy, including the corporate stance, the codes of conducts which Directors / <i>Kansayaku</i>, officers or employees of our Group should bear in mind, and the basic views on the activities in respective functions of development, marketing, etc. as well as vitalization of human resources, as the attitude toward realization of our corporate philosophy.</p> <p>In addition, we have formulated the "Roland Group Compliance Guidelines" as the standards of compliance, which is prepared in the structure of chapters mentioned below.</p> <p>I. Thoroughly comply with laws and regulations, respect social norms, and always engage in corporate activities based on sound judgment.</p> <p>II. The best products in terms of performance and quality shall be provided.</p> <p>III. Fair and equitable competition shall be promoted when engaging in any business activities, and healthy relations with clients will be forged.</p> <p>IV. Management, financial, and other types of corporate information will be accurately disclosed on a timely basis.</p> <p>V. A sound working environment will be maintained, the human rights of each individual will be respected, and no actions that give rise to discrimination will be undertaken whatsoever.</p> <p>VI. Corporate assets will be appropriately used, managed, and kept and will not be used for non-business purposes.</p> <p>VII. Environmentalist activities and cultural and artistic activities shall be promoted as a means of contributing to society.</p>
Implementation of the environment protecting activities, CSR activities, etc.	In the "Roland Group Compliance Guidelines," we clearly state that we will "Environmental activities and cultural and artistic activities shall be promoted as a means of contributing to society." and are promoting those activities.
Formulation of principles concerning provision of information to stakeholders, etc.	In order to make the business management even more transparent, we make timely and appropriate disclosure to each stakeholder based on the rules provided for by the Tokyo Stock Exchange and the Financial Instruments and Exchange Law.

IV. Matters concerning the internal control system, etc.

1. Basic view on the internal control system and how it has been arranged

Our company has a basic principle maintained consistently from its foundation, which is expressed in three slogans of "Inspire the Enjoyment of Creativity," "Be the BEST rather than the BIGGEST," and "Cooperative Enthusiasm for All Stakeholders," and that is our corporate philosophy to apply to all the companies of the Roland Group.

As our engagement for realizing this corporate philosophy, we have resolved as follows at our Board Meeting concerning the system for ensuring the appropriateness of the Roland Group's business.

1. The system to ensure that the execution of duties by the Directors of our group and employees conforms with laws, regulations and articles of incorporation

(1) We formulate the “Roland Group Compliance Guideline”, which is the basic guiding principle for observance of the compliance in our group and make it known to everyone in the group aiming at overall observance of laws and regulations.

(2) The divisions in charge of compliance of our company and its major subsidiaries promote the building of compliance observance system in the entire group in cooperation, in such ways as checking with each other whether there is a risk concerning the compliance, regularly and as required, and holding discussion on implementing educational programs.

(3) We establish an internal reporting system in our company so that a suspicion may be conveyed regarding the violation of laws or regulations, or wrongdoing by the management or employees of our company, or the actions which may lead to such conduct and, at the same time, we establish the global internal reporting system so those employees of subsidiaries may report their suspicion about the violation of laws or regulations, or wrongdoing, etc., aiming at increasing the clean-itself-up function of the entire group.

(4) The internal audit division of our company takes charge of the audit of the entire group of our company and, at the same time, reports to the Board and to the Board of *Kansayaku* every year on the plan and result of its internal audit so as to increase the effectiveness of the internal audit of the entire group of our company through promoting collaboration between the Board /Board of *Kansayaku* and the internal audit division.

2. The system concerning the preservation and management of information concerning the Directors’ execution of their duties

(1) The information about the Directors’ execution of their duties, including the minutes of such important meetings as the General Meeting of Shareholders and the Board Meetings as well as the authorization memoranda, is made into documents and preserved and managed based on the laws and regulations as well as internal regulations such as the “Document Management Regulations”.

(2) Directors and *Kansayaku* of our company may peruse such documents, in case where it is necessary for performance of their duties.

3. Regulations and other systems concerning the management of the risk of losses of our group

(1) We build an appropriate management system against various types of risk surrounding our group, by laying down the “Fundamental Regulations for Risk Management”.

(2) We conduct the risk management covering the entire group of our company by identifying the risk important to our group, and analyzing and assessing the probability of occurrence and the degree of influence at the Board Meetings to regularly review the principles for coping with it.

(3) With regard to the risk about which the possibility of occurrence of losses has surfaced, we verify the countermeasures and make the measures for prevention of recurrence be known to everyone at the Risk Management Compliance Committee consisting of our executive officers, based on the reports from our executive officers and from our subsidiaries.

(4) In an emergency, CEO forms the responding organization as the chief administrator in the crisis management system, and grasps the situation and takes appropriate steps based on the business continuity plan prescribed in advance.

4. The system to ensure the efficient performance of duties of Directors of our company group

(1) Our company adopts the executive officer system so that we can keep the number of Directors to a small one to further improve the quality of discussion at the Board Meeting and can rapidly make a decision.

(2) The Board holds the meeting once a month in principle to decide on the matters related to determine the fundamental principles and strategies for the group management, to the execution of important businesses and to supervise the Directors’ execution of their duties.

(3) Our company formulates our company group’s medium- and long-term business plan as well as annual plan at the Board. Our company and its subsidiaries perform the businesses according to such plans, and review regularly the progress of implementation.

(4) Our company appoints an executive officer for each one of the functions to build the system which allows to manage and supervise the execution of businesses of the entire group including subsidiaries by each function, so that we can operate the group management efficiently.

(5) Authorization for approval of the matters concerning our company is clearly stipulated in the “Regulations for Approval”. In addition, from among the matters concerning subsidiaries, the matters which require approval of our company are clearly stipulated in the “Regulations for Management of Affiliates”. By doing so, it is aimed

at that the responsibility about the decision-making for the entire group of our company will be specified and the performance of duties will become more efficient.

5. The system concerning the reports to our company on the subsidiary Directors' execution of their duties

(1) In the "Regulations for Management of Affiliates", we specify the matters concerning the subsidiary operation, including business results and financial status of subsidiaries, and the matters which may affect the group, such as the occurrence of risk, as the matters on which reports should be made by the subsidiaries to the relevant division of our company, and we make it thoroughly known to everyone in the group.

(2) The corporate planning division of our company supervises to confirm whether the reports from subsidiaries are made accurately and appropriately, and continues improvement of the reporting system and giving guidance about it.

6. The system to guarantee the effectiveness of the audit by *Kansayaku*

(1) *Kansayaku* may instruct the personnel of the internal audit division of our company to assist in the auditing business as an assistant to his/her business.

(2) Personnel assessment, appointment, and personnel change of the personnel of the internal auditing division shall be subject to the agreement by *Kansayaku*, to ensure the independence from Directors.

(3) When a member of the personnel of the internal auditing division assists *Kansayaku* in performing duties, he/she will exclusively obey *Kansayaku's* instructions and command.

(4) *Kansayaku* may at any time as required request Directors or employees of our company or its subsidiaries to report to him/her.

(5) If there are any actions which are (or may possibly be) in violation of laws, regulations or articles of incorporation, or facts which may possibly cause the company significant losses, a report will immediately be made to *Kansayaku*.

(6) If a report is made in the internal reporting system, the fact of a report has been made and its contents will be reported to *Kansayaku*.

(7) Our company arranges the system so that the person who has reported to *Kansayaku* or used the internal reporting system will not be treated or handled improperly.

(8) We will form a budget in advance to cover the expenses that are necessary for performing duties of *Kansayaku* and, if expenses arise in an emergency for performing the auditing business or being paid temporarily, the company defrays them.

(9) *Kansayaku* may attend the important, internal meetings and express his/her opinion.

(10) *Kansayaku* shall hold meetings regularly, or as required, with President to exchange views, etc. concerning important subjects in connection to auditing.

(11) *Kansayaku* shall hold meetings regularly with the accounting auditor to exchange views, etc. concerning matters related to accounting.

2. Basic views on the elimination of antisocial power and how it has been arranged

(1) Basic views

Our company's basic principle is to take a dauntless attitude against the antisocial power and will have no relationship and no deals with it.

(2) How it has been arranged

[1] In the "Roland Group Compliance Guidelines", the basic principle mentioned above has been stipulated as one of the behavioral standards, which has been made known to every Directors / *Kansayaku*, officer and employee. In addition, as internal rules, we have established "Rules for Elimination of Antisocial Power" and "Gist of the Implementation of the Rules for Elimination of Antisocial Power" to arrange the system for the exclusion of the deals with antisocial power and, at the same time, we make checks to confirm that the counterparty of a transaction is not the antisocial power.

[2] We have assigned the person in charge of preventing unreasonable demand in the Personnel & Corp. Affairs Dept., which is the department to supervise the responses to unreasonable demand and made a notification to the public safety commission.

[3] We have participated in the Shizuoka Prefecture Council on Measures to Protect Corporations, which has been established for the purpose of protecting corporations, and are endeavoring to collect information on and obtain knowledge of the antisocial power with the division in charge of response at the center, and, at the same

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time, if a case of unreasonable demand, etc. occurs, our system will enable us to report to and consult with the Council, police, National Center for the Elimination of *Boryokudan* and lawyers promptly.

V. Others

1. Whether Anti-takeover measures have been introduced

Introduction of Anti-takeover measures	No
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Supplementary explanation on the relevant items

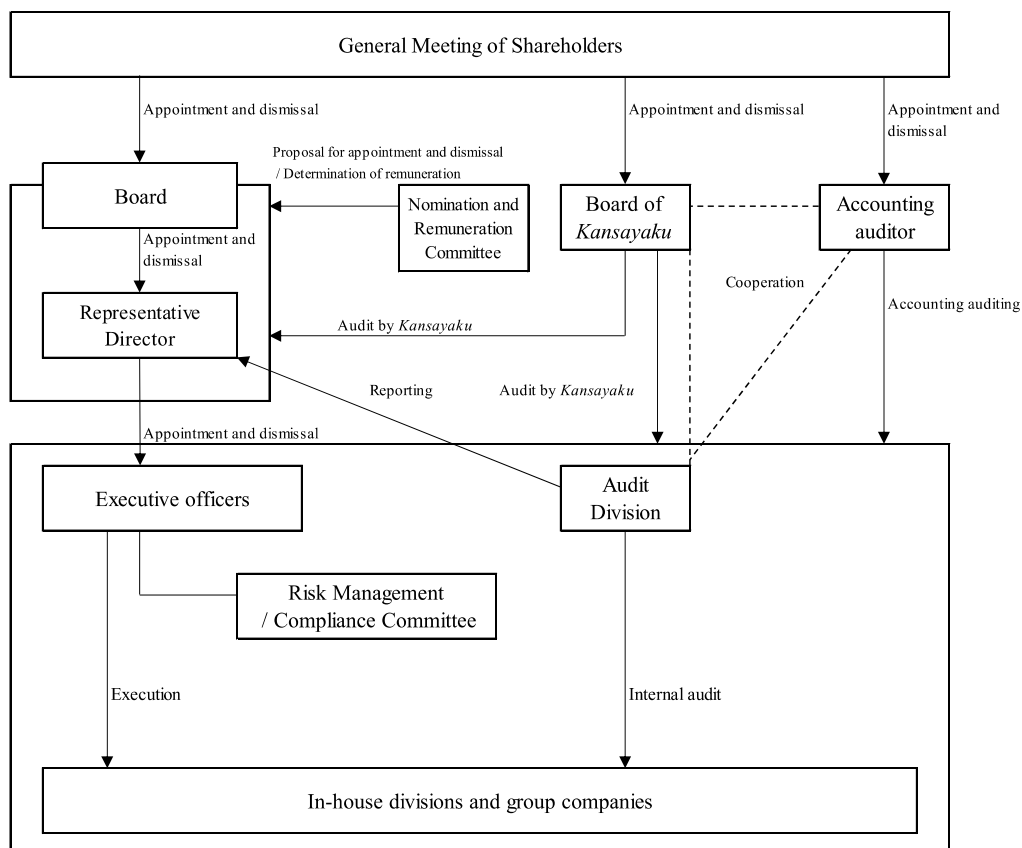
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2. Other matters concerning the corporate governance system, etc.

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[The schematic depiction (reference material)]



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[Outline of the timely disclosure system (the schematic depiction)]

