Translation
Note: This document has been translated from the Japanese original for reference purposes only.
In the event of any discrepancy between this translated document and the Japanese original, the Japanese original shall prevail.

February 10, 2022

Company: Roland Corporation
Representative: CEO & Representative Director Jun-ichi Miki
(Securities Code: 7944; TSE First Section)
Contact: Senior Executive Officer Naoyuki Tamura
(Tel. 053-523-3652)

Change of Representative Director and Appointment of Directors and Executive Officers (Planned)

Roland Corporation (the "Company") hereby announces that the Company made the following internal resolution regarding the change of the Company's Representative Director and the appointment of Directors and Executive Officers (Planned) at the Board of Directors Meeting held today following the discussion at the Nomination and Remuneration Committee.

Please be noticed that the appointment of Directors shall be officially resolved after the approval at the 50th Ordinary General Meeting of Shareholders to be held on March 30, 2022, and the change of the Company's Representative Director and the appointment of Executive Officers shall be officially resolved at the subsequent Board of Directors Meeting.

1. Change of Representative Director

(1) Reason for the Change

Resignation due to expiration of the term of office.

(2) Names and positions of current and new Representative Directors

Name	New position	Current position
Jun-ichi Miki	(Resignation)	Representative Director
Gordon Raison	Representative Director	Director

*Mr. Jun-ichi Miki is scheduled to assume the position of advisor for the Company.

(3) Mr. Toshihiko Oinuma's comments (Chairperson of the Nomination and Remuneration Committee, Outside Director)

I would like to express my deepest appreciation and my sincere respect to Mr. Miki, who has made a great contribution to improve the corporate values during such a long period as almost nine years, letting the Company listed again in December 2020 by overcoming several challenges faced during the process to reform and revitalize our Company Group with his

superb leadership, carrying out the MBO, after he assumed the position of Representative Director in 2013 when the Company had been in such a critical situation as having operated at a loss for four years in a row.
The Nomination and Remuneration Committee has continuously and proactively made such discussions as a search and development of candidates for the next Representative Director taking the Company's current issues and future growth strategy into account, and identification, classification as well as prioritization of indispensable and required skills for the Company's Representative Director, participating in examining the appropriateness and the reasonableness of the succession plan made by Mr. Miki and oversighting its progress status, as well as in making advices based on each committee member's professional knowledge and experiences, etc. In addition, while each committee member participated in critical selection processes and made the evaluation, the Committee made a conclusion that Mr. Raison had the most sufficient skills required for Representative Director leading the company group's future management as a successor to Mr. Miki, and that it would be the most appropriate to make the change this year.
The Board of Directors shall oversight the company management led by Mr. Raison, pursuing a sustainable improvement of the corporate values.

(4) Mr. Jun-ichi Miki's comments
I assumed the position of CEO in April 2013 under the most critical financial crisis since its incorporation and initiated the company reform without clear guidance at all. Thanks to comprehensive supports by other management members as well as by the relationship with various stakeholders, and among all, due to substantial efforts made by all the employees, we made the Company unlisted in October 2014 after the MBO, and successfully completed the structural reform, which was the biggest issue at that time. Then, we successfully made the Company listed again in December 2020, starting from the enhancement of product competitiveness and the rebuilding of the brand image, and focusing on the enhancement of the united management under the spirit of "One Roland" and the management reform through a drastic visualization, and ensuring the global governance and the internal control. At the same time, we have steadily improved our business performances in spite of the recent significant social changes by concurrently making such growth investments as standardization of sound sources and Roland Cloud.
Now, our Company is heading for a new growth stage. Therefore, we have decided to make a management change at this best timing, entrusting the Company's further growth to the new generation. I believe the following strategies are required for the future stage; 1. The enhancement of marketing, 2. The evolution into a solution provider, 3. The development as a true global company being a Japanese company, 4. SCM innovation, etc.
Mr. Raison, candidate for the next Representative Director, assumed the position of CFO at a global company and has a lot of experiences in sales and marketing, and since he joined our Company in September 2013, he took charge of global sales and marketing and contributed to substantial sales growth solving long-term issues. In addition, he is unique enough to have a clear understanding on how to motivate fully diversified human resources as well as on the culture and the customs in Japan. I believe the new management team including himself consists of the most appropriate members for the next growth stage, whom I greatly rely on. I fully trust the new management team and would like to support the Company's growth as advisor for development mainly in new development fields, resigning the position of Director as well.
Our Company will continue to make its best efforts to offer a pleasure of an exciting creation globally and to grow as a company appreciated and supported by people. Please look forward to a new Roland.

(5) Mr. Gordon Raison's Comments
I sincerely appreciate the trust and confidence given to me by the Nomination and Remuneration Committee and Board of

Directors in being appointed Representative Director of Roland Corporation. Accepting this responsibility as Roland celebrates its 50th Anniversary is truly thrilling and a great honor.

I started my career with Roland in September of 2013 and soon initiated a process of company reform together with Mr. Miki. Though I am British, I have deep respect for the strength of Japanese culture and companies and a genuine admiration for the rich history of Roland Corporation.

Roland Corporation has been a leading innovator in the world of music creation for over 50 years. Moving forward, I would like to create solution-focused and marketing driven company, with a structure and strategies which leverage the strength of our entire global team to continue our growth and expand our positive influence on music and culture well into the future.

We exist to Inspire the Enjoyment of Creativity and help people realize their full potential through the experience of playing instruments and creating music. All of us at Roland promise to live up to this vision as we enter a new era.

(6) Career Summary of New CEO & Representative Director

Name Date of birth	Career summary		Number of shares of the Company held
Gordon Raison Date of birth: September 19, 1965	October 1995	Joined Digital Equipment Corporation Business Transformation Manager	—
	July 1998	Tektronix Corporation (Currently Xerox Corporation) European Finance Director	
	June 1999	Xerox UK Ltd European Finance Director – General Market Operations	
	February 2001	CFO at Xerox UK Ltd for UK and Ireland	
	October 2005	Fender Musical Instruments Europe Ltd Managing Director and Executive Officer, Europe	
	September 2013	Joined Roland (U.K.) Limited	
	February 2014	Roland Europe Group Limited CEO	
	April 2015	Senior Executive Officer (current)	
	March 2017	CEO of Overseas Unit	
	January 2018	Chief Sales Officer (current)	
	August 2019	Chief Marketing Officer (current)	
	March 2020	Director (current)	

(7) Scheduled Date for Appointment

March 30, 2022

2. Directors (Planned)

(1) Candidates for Directors

Name	Current position	Type of appointment
Gordon Raison	Director	Reappointment
Shunsuke Sugiura	Senior Executive Officer	New appointment
Masahiro Minowa	Executive Officer	New appointment
Isao Minabe	Outside Director	Reappointment
Toshihiko Oinuma	Outside Director	Reappointment
Sachiko Murase	Outside Director	Reappointment
Brian K. Heywood	-	New appointment

(2) Career Summary of New Director Candidates

Name Date of birth	Career summary		Number of shares of the Company held
Shunsuke Sugiura Date of birth: August 10, 1963	April 1988	Joined The Daiwa Bank, Limited. (Currently Risona Bank, Limited.)	29,243
	October 2001	Joined ARRK CORPORATION	
	October 2006	Joined COSMONET CO., LTD.	
	July 2007	Joined Roland Corporation	
	April 2009	General Manager, Finance & Accounting Dept.	
	July 2013	Executive Officer, Accounting Division	
	January 2018	Executive Officer, CFO	
	July 2018	Senior Executive Officer, CFO (current)	
Masahiro Minowa Date of birth: December 21, 1972	April 1996	Joined Roland Corporation	383
	January 2016	General Manager, RPG Company Planning Dept.	
	September 2017	Executive Officer, RPG Company President	
	January 2018	Executive Officer, RPG Development Division※(current)	
Brian K. Heywood Date of birth: January 9, 1967	September 1991	Joined J.D. Power and Associates	—
	August 1997	Director, Belron International	
	August 1999	Vice President, Citibank Japan Ltd.	
	January 2001	CEO, Taiyo Pacific Partners L.P. (current)	
	December 2009	Outside Director, Ohizumi Mfg. Co., Ltd.	
	November 2011	Director, SEIRYU Asset Management Ltd.	
	April 2014	Director, Tokowaka Co., Ltd.	
	November 2014	Outside Director, Roland Corporation	
	March 2020	Outside Director, Roland DG Corporation (current)	

	June 2020 Independent Outside Director, Nifco Inc. (current) Outside Director, Maxell Holdings, Ltd. (Currently Maxell, Ltd.) (current)	

※ RPG Development Division is a development division involved in Creation related Equipment & Service business

3. Appointment of Executive Officers (Planned on March 30, 2022)

Name	New position	Scope of responsibility
Gordon Raison	Representative Director, CEO	Corporate Management
Shunsuke Sugiura	Director, CFO	Corporate Planning, Legal, IR, Accounting Division
Masahiro Minowa	Director, CIO	R&D, Product Marketing Division
Yasushi Aibara	Executive Officer, CHRO	Human Resources, Corp. Affairs Division
Yasunobu Suzuki	Executive Officer, CPO	Manufacturing, Product Quality Division
Tim Walter	Executive Officer, CSO	Sales Division

※ CEO stand for Chief Executive Officer, CFO stand for Chief Financial Officer, CIO stand for Chief Innovation Officer, CHRO stand for Chief Human Resource Officer, CPO stand for Chief Production Officer, CSO stand for Chief Sales Officer.