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(Securities Code: 7944)

March 10, 2023

To Shareholders:

Gordon Raison
CEO and Representative Director
Roland Corporation
2036-1, Nakagawa, Hosoe-cho,
Kita-ku, Hamamatsu, Shizuoka,
Japan

NOTICE OF
THE 51st ORDINARY GENERAL MEETING OF SHAREHOLDERS

We are pleased to announce that the 51st Ordinary General Meeting of Shareholders of Roland Corporation (the "Company") will be held for the purposes described below.
In convening this general meeting of shareholders, the Company has taken measures for electronic provision of reference materials and posted such information on the following website:

The Company's website https://ir.roland.com/en/ir/stock/meeting.html

In addition to the above, the materials are also available on the following website:

Tokyo Stock Exchange website (Listed Company Search)
https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show
Access the above website, enter or search for the Company's name or securities code, then select "Basic information" and "Documents for public inspection/PR information" in that order for reference.

Shareholders voting rights may be exercised by mailing the enclosed Voting Rights Exercise Form or via the Internet. Please review the Reference Documents for the General Meeting of Shareholders included in the information provided electronically via the above websites. We ask that you exercise your voting rights no later than 5:15 p.m. on Tuesday, March 28, 2023, Japan time.

1. **Date and Time:** Wednesday, March 29, 2023 at 10:00 a.m. Japan time

2. **Place:** Conference room 41 at ACT CITY HAMAMATSU Congress Center 4F
111-1, Itaya-machi, Naka-ku, Hamamatsu, Shizuoka, Japan

3. **Meeting Agenda:**

Matters to be reported: 1. The Business Report, Consolidated Financial Statements for the Company's 51st fiscal year (January 1, 2022 - December 31, 2022) and audit report of the Consolidated Financial Statements by the Independent Auditor and the Audit & Supervisory Board
2. Non-consolidated Financial Statements for the Company's 51st fiscal year (January 1, 2022 - December 31, 2022)

Proposals to be resolved:

Proposal 1: Appropriation of Surplus
Proposal 2: Election of Seven (7) Directors
Proposal 3: Election of One (1) Audit & Supervisory Board Member

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Should the information provided electronically require revisions, the revised versions will be posted on the respective websites.

To shareholders attending the meeting

Although we will take sufficient measures to prevent the spread of COVID-19, attending shareholders are asked to take the preventive measures below as it is difficult to eliminate the risk of infection. Also, we would appreciate it if you could view the live stream and exercise your voting rights in writing or via the Internet.

- We will hold no social gathering or concert for shareholders and provide no gifts and drinks at the meeting.
- We will limit the number of seats in the venue to ensure sufficient space between seats for preventing the spread of COVID-19. Accordingly, if all seats are occupied, we may restrict entry to the venue.
- Please bring and wear a mask.
- Alcohol disinfectant for shareholders will be provided around the reception area.
- We will measure the body temperature of shareholders entering the venue.
- Staff may ask shareholders who appear to be in poor health to not attend the meeting.
- Please bring the enclosed Voting Rights Exercise Form and submit it at the reception.
- Please arrange for an interpreter if necessary. One interpreter may attend the meeting for one shareholder.

Live stream of the general meeting of shareholders

The general meeting of shareholders will be live-streamed. Since this webcast is for viewing only, please exercise your voting right via the Internet in advance.

Live Stream Date and Time: Wednesday, March 29, 2023 at 10:00 a.m. Japan time
How to View: Please access the following website and enter your shareholder ID and password

(For this English translation, the URL and the QR Code are omitted.)

* This webcast is for viewing only and does not constitute attendance at the meeting as defined by the Companies Act. Therefore, you will not be able to exercise your voting rights or speak at the meeting, including by asking questions.
* Although we will take every possible precaution to ensure the quality of the live webcast, there may be some disruptions in video and audio due to the communication environment or system troubles on the day of the meeting. The live webcast may be canceled under certain circumstances.

For institutional investors

If an application has been made in advance, institutional investors voting rights may be exercised through “ICJ platform,” a platform for electronic exercise of voting rights by institutional investors, which is operated by Investor Communications Japan, Inc. (ICJ).

Proposal 1: Appropriation of Surplus

The Company plans to achieve sustained growth of its corporate value while gaining favorable responses from all stakeholders, maximizing added value created through business activities and providing appropriate distribution. For shareholder returns, the Company will provide sustained and stable dividends and acquire treasury stock in a flexible and timely manner in consideration of stock market trends, capital efficiency, and other factors in order to achieve a consolidated total return ratio of 50%, in principle, and a consolidated total return ratio of at least 30% even if it is necessary to retain funds for growth investment. Under these basic policies, the Company will pay a year-end dividend as described below.

Matters regarding year-end dividends

1. Type of dividend property: Cash

2. Matters concerning the allotment of dividend property and the total amount thereof:
   JPY 78 per share of common stock of the Company, for a total amount of JPY 2,152,532,538

3. Effective date of distribution of surplus: March 30, 2023

Proposal 2: Election of Seven (7) Directors

The terms of office of all seven (7) Directors will expire at the conclusion of this year's Ordinary General Meeting of Shareholders. Accordingly, the election of seven (7) Directors is proposed.
The candidates are as follows:

Number	Name	New/Reappointed/ Outside Independent	Current positions and responsibilities at the Company	Overall corporate management	Legal affairs and risk management	Finance and accounting	Technology and product development	Marketing and sales	Global
1	Gordon Raison	[Reappointment]	Director CEO*	●		●		●	●
2	Masahiro Minowa	[Reappointment]	Director CIO*				●	●	●
3	Yasunobu Suzuki	[New appointment]	Executive Officer CPO*	●			●		●
4	Toshihiko Oinuma	[Reappointment] [Outside] [Independent]	Outside Director		●				●
5	Brian K. Heywood	[Reappointment] [Outside]	Outside Director	●	●	●		●	●
6	Mikio Katayama	[New appointment] [Outside] [Independent]		●	●		●	●	●
7	Hiroshi Yamamoto	[New appointment] [Outside] [Independent]					●		●

* CEO and CIO stand for Chief Executive Officer and Chief Innovation Officer, respectively, and CPO stands for Chief Production Officer.

No.	Name (Date of birth)		Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
1	Gordon Raison (September 19, 1965) [Reappointment] [Served as Director for] 3 years (as of the conclusion of this ordinary general meeting) [Attendance at the Board of Directors meetings] 16 out of 16 meetings (100%)	Oct. 1995 Jul. 1998 Jun. 1999 Feb. 2001 Oct. 2005 Sep. 2013 Feb. 2014 Apr. 2015 Mar. 2017 Jan. 2018 Aug. 2019 Mar. 2020 Mar. 2022	Joined Digital Equipment Corporation, Business Transformation Manager European Finance Director, Tektronix Corporation (currently Xerox Corporation) European Finance Director-General Market Operations, Xerox UK Ltd. CFO, UK and Ireland Managing Director and Executive Officer, Europe, Fender Musical Instruments Europe Ltd. Joined Roland (U.K.) Limited CEO, Roland Europe Group Limited Senior Executive Officer, Roland Corporation CEO of Overseas Unit Chief Sales Officer Chief Marketing Officer Director Chief Executive Officer and Representative Director (current)	Number of shares held: - Number of shares subject to share option held: 130,000
	[Reasons for Being Selected as Director Candidates and Expected Roles] He has a wide range of experience and insight in global management. Since March 2022, he has served as Chief Executive Officer, demonstrating leadership and promoting further global expansion and management reform of the Company. As he is expected to execute his duties appropriately as Director of the Company and contribute to improving corporate value, we propose him as a candidate for Director.			
2	Masahiro Minowa (December 21, 1972) [Reappointment] [Served as Director for] 1 year (as of the conclusion of this ordinary general meeting) [Attendance at the Board of Directors meetings] 13 out of 13 meetings (100%)	Apr. 1996 Jan. 2016 Sep. 2017 Jan. 2018 Mar. 2022	Joined Roland Corporation General Manager, RPG Company Planning Dept. Executive Officer, RPG Company President Executive Officer, RPG Development Division* Director, Chief Innovation Officer (current) *RPG Development Division is a development division involved in Creation related Equipment & Service business	300
	[Reasons for Being Selected as Director Candidates and Expected Roles] He has rich experience and business achievements in broad areas, having taken charge of technology and product development, planning, and sales & marketing since he joined the Company. He has served as Director and Chief Innovation Officer since March 2022 and has done his best to strengthen and expand the Company's business. As he is expected to execute his duties appropriately as Director of the Company and contribute to improving corporate value, we propose him as a candidate for Director.			
3	Yasunobu Suzuki (January 18, 1966) [New appointment] [Served as Director for] - [Attendance at the Board of Directors meetings] -	Apr. 1988 Apr. 2006 Aug. 2014 Jul. 2019 Mar. 2022	Joined Roland Corporation General Manager, Piano Development Dept. Executive Officer, Development Division Executive Officer, Production Division Executive Officer, Chief Production Officer (current)	30,700
	[Reasons for Being Selected as Director Candidates and Expected Roles] He has rich experience and business achievements in broad areas, having taken charge of technology and product development as well as production since joining the Company, including his experience as the Managing Director of the Company's Malaysian subsidiary. He assumed the position of Executive Officer in August 2014 and has been working to promote and improve supply chain management since becoming Executive Officer and Chief Production Officer in March 2022. As he is expected to execute his duties appropriately as Director of the Company and contribute to improving corporate value, we propose him as a candidate for Director.			

No.	Name (Date of birth)		Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
4	Toshihiko Oinuma (May 13, 1966) [Reappointment] [Outside] [Independent] [Served as Director for] 3 years (as of the conclusion of this ordinary general meeting) [Attendance at the Board of Directors meetings] 16 out of 16 meetings (100%)	Apr. 1994 Sep. 2000 Feb. 2001 Jan. 2002 Jan. 2007 Sep. 2014 Mar. 2016 Jun. 2016 Mar. 2020	Registered as attorney-at-law and joined Kitahama Law Office Worked at Latham & Watkins LLP (New York office) Admitted to New York Bar Association Partner, Kitahama Partners L.P.C. Representative Partner, Kitahama Partners L.P.C. Established Oinuma International Law and Patent Office Representative Attorney (current) Outside Audit & Supervisory Board Member, Roland Corporation Outside Audit & Supervisory Board Member, Nippon Paint Holdings Co., Ltd. Outside Audit & Supervisory Board Member, Nippon Paint Automotive Coatings Co., Ltd. (current) Outside Director, Roland Corporation (current)	-
	[Reasons for Being Selected as Director Candidates and Expected Roles] He has the legal knowledge and a wide range of insight acquired through his abundant experience in global matters and as an attorney-at-law. Although he has no experience being directly involved in the management of a company other than serving as an Outside Director or Outside Audit & Supervisory Board Member, he has served in his current position since March 2020 and provided supervision and advice based on his professional knowledge and extensive experience as an attorney-at-law. As he is expected to perform an appropriate role in ensuring the validity and appropriateness of decision-making, we propose him as a candidate for Outside Director. In addition, he was appointed as Outside Audit & Supervisory Board Member of the Company on March 31, 2016, and retired from that position on March 31, 2020.			
5	Brian K. Heywood (January 9, 1967) [Reappointment] [Outside] [Served as Director for] 1 year (as of the conclusion of this ordinary general meeting) [Attendance at the Board of Directors meetings] 13 out of 13 meetings (100%)	Sep. 1991 Aug.1997 Aug.1999 Jan. 2001 Dec. 2009 Nov. 2011 Apr. 2014 Nov. 2014 Mar. 2020 Jun. 2020 Mar. 2022	Joined J.D. Power and Associates Director, Belron International Vice President, Citibank Japan Ltd. CEO, Taiyo Pacific Partners, L.P. (current) Outside Director, Ohizumi Mfg. Co., Ltd. Non-executive Director. SEIRYU Asset Management Ltd. Director, Tokowaka Co., Ltd. Outside Director, Roland Corporation Outside Director, Roland DG Corporation (current) Outside Director, Nifco Inc. (current) Outside Director, Maxell Holdings, Ltd. (currently Maxell, Ltd.) Outside Director, Roland Corporation (current)	-
	[Reasons for Being Selected as Outside Director Candidates and Expected Roles] He has a wealth of knowledge and experience as an expert in corporate management and global investment. When he served as an Outside Director of the Company from November 2014 to March 2021 and from March 2022, he contributed to the growth and enhancement of the corporate value of the Company by providing highly effective supervision and supporting the Company's rapid and decisive decision-making in primary management directions and execution of business based on his abundant experience and insight as an investor. As he is expected to provide supervision and advice on corporate management based on these achievements and insights, we propose him as a candidate for Outside Director.			
6	Mikio Katayama (December 12, 1957) [New appointment] [Outside] [Independent] [Served as Director for] - [Attendance at the Board of Directors meetings] -	Apr. 1981 Apr. 2006 Apr. 2007 Apr. 2012 Sep. 2014 Oct. 2014 Jun. 2015 Jun. 2020 Oct. 2021 Apr. 2022 Sep. 2022	Joined Sharp Corporation Representative Director and Senior Managing Director President and Representative Director Chairman of the Board of Directors Joined Nidec Corporation Vice Chairman and Chief Technology Officer (CTO) Representative Director and Vice Chairman, Chief Technology Officer (CTO) Vice President and Chief Technology Officer (CTO) Special Advisor Research Advisor, Institute of Industrial Science, University of Tokyo (current) President and CEO, Kconcept Corporation (current) Advisor, Yoshimoto Integrated Fund Co., Ltd. (current)	-
	[Reasons for Being Selected as Outside Director Candidates and Expected Roles] He has served as president and chairman of several listed companies and has broad insight and experience in all aspects of corporate management as well as technology and product development. As he is expected to provide proper supervision and advice on corporate management as Outside Director based on these achievements, we propose him as a candidate for Outside Director.			

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No.	Name (Date of birth)		Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
7	Hiroshi Yamamoto (March 30, 1958) [New appointment] [Outside] [Independent] [Served as Director for] - [Attendance at the Board of Directors meetings] -	Apr. 1982 Oct. 1988 Apr. 2008 Oct. 2013 Jul. 2018 Apr. 2019 Sep. 2022	Joined Hitachi Industry Corporation (currently Hitachi, Ltd.) Joined IBM Japan Ltd. Technical Director Global Electronics Industry CTO Joined Toshiba Corporation, Corporate Digitization CTO VP, Digital Innovation Technology Center Joined NEC Corporation, Managing Executive and Chief Architect (current)	-
	[Reasons for Being Selected as Outside Director Candidates and Expected Roles] He has extensive knowledge and experience in technology development, primarily in the information technology field, and has held key positions at multiple companies. As he is expected to provide proper supervision and advice on corporate management as Outside Director based on these achievements, we propose him as a candidate for Outside Director.			

Liability limitation contracts

The Company has entered into a contract with Mr. Toshihiko Oinuma and Mr. Brian K. Heywood to limit their liabilities for damages under Article 423, Paragraph 1 of the Companies Act to the amount of minimum liability stipulated in laws and regulations as long as they perform their duties in good faith and without gross negligence. If they are reappointed, the same agreement will be continued. Also, if Mr. Mikio Katayama and Mr. Hiroshi Yamamoto are elected as Director, the Company will enter into a contract with them to limit their liability for damages under Article 423, Paragraph 1 of the Companies Act to the amount of minimum liability stipulated in laws and regulations as long as they perform their duties in good faith and without gross negligence.

Directors and officers liability insurance contracts

The Company has entered into a directors and officers liability insurance contract with all Directors as the insured to ensure that Directors and Audit & Supervisory Board Members can fully perform their expected roles in the course of their duties and to allow the Company to obtain superior talent. If this proposal is approved as originally proposed and each candidate is appointed as Director, they will be the insured under the said insurance contract. Under the said insurance contracts, damage caused as a result of the insured Directors and Audit & Supervisory Board Members assuming responsibilities regarding the execution of their duties or receiving claims pertaining to the pursuit of such responsibilities shall be covered. Provided, however, that there are certain exemptions; for example, damage caused as a result of any conduct committed while knowing that the conduct is in violation of laws and regulations shall not be covered. Also, the said insurance contracts will be renewed on December 16, 2023.

Special interests between the candidates for Directors and the Company

- Mr. Toshihiko Oinuma is Representative Attorney of Oinuma International Law and Patent Office and Outside Audit & Supervisory Board Member of Nippon Paint Automotive Coatings Co., Ltd. There are no special interests between these organizations and the Company.
- Mr. Brian K. Heywood is Director of Taiyo Jupiter Holdings GP Ltd., a managing partner of Taiyo Jupiter Holdings, L.P., the Company's largest shareholder. Additionally, he is CEO of Taiyo Pacific Partners, L.P., which indirectly fully controls Taiyo Jupiter Holdings GP Ltd. The Company has entered into a business advisory agreement with Taiyo Pacific Partners, L.P. to receive advice on the Company's business operations. There are no restrictions on the Company's business activities, such as approval items, with Taiyo Pacific Partners, L.P. He is also Outside Director of Roland DG Corporation and Nifco Inc. There are no special interests between these organizations and the Company.
- Mr. Mikio Katayama is President and CEO of Kconcept Corporation. He is also Research Advisor at the University of Tokyo and Advisor at Yoshimoto Integrated Fund Co., Ltd. There are no special interests between these organizations and the Company.
- Mr. Hiroshi Yamamoto is Managing Executive and Chief Architect at NEC Corporation. There are no special interests between this organization and the Company.

Proposal 3: Election of One (1) Audit & Supervisory Board Member

To strengthen and enhance its auditing system, the Company proposes to increase the number of Audit & Supervisory Board Members by one (1). The Audit & Supervisory Board has approved this proposal. The candidate is as follows:

Name (Date of birth)		Past experience, positions and significant concurrent positions	Number of shares of the Company held
Yoshito Imaishi (August 3, 1963) [New appointment] [Outside] [Independent]	Apr. 1986 Apr. 2007 Jun. 2018 Jun. 2020 Apr. 2021	Joined Tabai ESPEC Corporation (currently ESPEC Corporation) General Manager, Finance and Accounting Department Full-time Audit & Supervisory Board Member Joined Nipron Co., Ltd. Executive Officer, Head of Administration Division	-
[Reasons for Being Selected as Outside Audit & Supervisory Board Member Candidates] He has experience in supervising corporate accounting at listed companies as General Manager of the Finance and Accounting Department and auditing the execution of business by directors as an Audit & Supervisory Board Member. As he is expected to fully perform his auditing and supervisory roles as Outside Audit & Supervisory Board Member based on his extensive experience and expertise, we propose him as a candidate for Outside Audit & Supervisory Board Member.			

Liability limitation contracts

When Mr. Yoshito Imaishi is elected as Audit & Supervisory Board Member, the Company will enter into a contract with him to limit his liability for damages under Article 423, Paragraph 1 of the Companies Act to the amount of minimum liability stipulated in laws and regulations as long as he performs his duties in good faith and without gross negligence.

Directors and officers liability insurance contracts

The Company has entered into a directors and officers liability insurance contract with all Audit & Supervisory Board Members as the insured to ensure that Directors and Audit & Supervisory Board Members can fully perform their expected roles in the course of their duties and to allow the Company to obtain superior talent. If this proposal is approved as originally proposed and the candidate is appointed as Audit & Supervisory Board Member, he will be the insured under the said insurance contract. Under the said insurance contracts, damage caused as a result of the insured Directors and Audit & Supervisory Board Members assuming responsibilities regarding the execution of their duties or receiving claims pertaining to the pursuit of such responsibilities shall be covered. Provided, however, that there are certain exemptions; for example, damage caused as a result of any conduct committed while knowing that the conduct is in violation of laws and regulations shall not be covered. Also, the said insurance contracts will be renewed on December 16, 2023.

Special interests between the candidate for Audit & Supervisory Board Member and the Company

- There are no special interests between Mr. Yoshito Imaishi and the Company.

The Company's Criteria of Independence

1. The person does not fall under any of the categories mentioned below currently or for the period of recent one year.
   (1) Our company's main business partner, or its executing person[*1]
   (2) The person transacting businesses mainly with our company, or its executing person*2
   (3) 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
   (4) Our company's major shareholder or, if such a major shareholder is a corporation, the executing person of the corporation*4
   (5) 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
   (6) Executing person of a party with which there is a relationship of mutual appointment of outside directors.

2. 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 Audit & Supervisory Board Members, if the person had assumed such a position at any time during the past ten years).

3. 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
   (1) Parties referred to in (1) through (4) of above 1.
   (2) Executing person of our company or its subsidiary.

4. 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.

5. Notwithstanding of the requirements of formality stipulated in the preceding subparagraphs, substantially, if 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.

Towards a new half century.

Message from CEO

We would like to express our sincere gratitude for the continued support and patronage of our shareholders.

Since our foundation in 1972, Roland Corporation has grown into a brand known by music lovers around the world for its innovation and high-quality products. Last year, during our 50th anniversary year, Roland acquired Drum Workshop, Inc., the iconic and innovative US acoustic drum company that has also been in business for 50 years.

This year 2023, we look forward to beginning our journey into the next 50 years. As new lifestyles take root and people take more time in their lives to learn create and share, more and more people want to enjoy creating and making music. Roland's long-term vision is to become the world leader in music creation, not only playing musical instruments but for all activities that create music. Through innovative products and services, Roland is committed to inspiring the hearts and minds of all music lovers, further deepening the bonds it has built with its many customers, and creating new value for future Roland fans.

We are committed to fulfill the expectations our shareholders and investors have for Roland as we embark on a new journey, and would like to ask them for their long-term support.

Gordon Raison
CEO and Representative Director

Interview with CEO and CIO

In March 2022, on the milestone of the 50th anniversary of the company's founding, Gordon Raison was appointed as the company's first non-Japanese CEO and Representative Director, and a new management structure was established. In February 2023, we announced our Medium-term Management Plan for 2023-2025, marking the start of a new three-year period for further growth.

We interviewed the CEO and Representative Director Gordon Raison and Director and Chief Innovation Officer (CIO) Masahiro Minowa about how they feel now that the first year under the new management structure has ended, as well as their thoughts on the Medium-term Management Plan and the future growth of the company.

How do you feel now that a year has passed under the new management structure?

Raison: When I took over from former CEO Miki one year ago, I felt a great mixture of honor and a heavy weight of responsibility, but at the same time great excitement for the new challenges and possibilities. I moved to Japan with my wife shortly after assuming the position of CEO, and with the support of many people, I am enjoying my life in Japan.
My mission from the beginning as CEO has been to make Roland a truly global company. Each Roland employee already possesses tremendous potential, but in order to maximize the potential power of our people scale, it is necessary to create a team where connecting people to people and work to work gains synergistic effects. We thought it was imperative to create an environment where all Roland members around the world could play an active role as "One Roland" members.

Today, many meetings are held with simultaneous participation by members from Japan and other countries. In order to achieve efficient communications, we have tried to choose the language that makes most sense, English or Japanese, while enlisting the help of an interpreter for complex conversations. Relationships and conversation among employees have always been the core of Roland culture, but I have also been able to recognize and react to many challenges and opportunities through wider dialogue with our employees. We will continue to pursue the best possible structure for Roland to grow further as a global company.

What new initiatives have you undertaken in 2022?

Minowa: One of the most significant events was the addition of the American drum manufacturer Drum Workshop, Inc. (DW) to the Roland family. DW is an acoustic drum manufacturer with influential brands worldwide such as DW, LP, Gretsch, and PDP, and I have been impressed by their craftsmanship in creating products that are always innovative and chosen by drummers. We are confident that the combined knowledge and experience of DW and Roland will bring even more innovative products to drummers all around the world.
Another major step was the opening of the first "Roland Store" in London, England, as Roland's first directly managed store. Starting with this first store, Roland plans to open directly managed Roland Stores in major cities around the world, being places where Roland and its customers can communicate about products, services, and other engaging experiences on a deeper level.

What are your thoughts on the new Medium-term Management Plan?

Raison: In formulating a new Medium-term Management Plan, we have been discussing this plan with the Board of Directors and with employees globally from May 2022. We are particularly proud of the fact that we made sure to incorporate the views of Outside Directors as well as other outside perspectives, and that we examined the plan repeatedly, always keeping a close eye on market changes and internal conditions, resulting in a very solid management plan.
Roland is a brand loved by many music fans, but it is not yet well recognized by those who are not music fans. Under the new Medium-term Management Plan, we aim to become a brand that is recognized and cherished by a wide range of people for a very long time.

What specific things are you going to focus on to strengthen the connection with your customers?

Minowa: All of the key measures in our Medium-term Management Plan are designed to strengthen the connection between Roland and our customers, however in particular, we emphasize on creating a framework for providing true value to our customers.
Roland Cloud, a cloud-based sound source service that started in 2017, provides customers a new way to enjoy music production. Although we are behind in some areas compared to our original plan, in the new Medium-term Management Plan, we are proceeding with developing a wide variety of services so that more customers can experience a variety of instruments. Additionally, we will also roll out the "Roland Platform," which unifies Roland Cloud registration data and the registration data of customers who have purchased hardware. Through the Roland Platform, Roland will be able to offer more creative music experience suggestions by gaining a deeper understanding of customer needs.

Finally, what are your aspirations for the future?

Raison: We expect to provide the best-suited products and services at the right time and in the right way to customers all around the world who want to fulfil their dream to create and make music. Roland is confident that by implementing the actions set forth in its Medium-term Management Plan in earnest, it will be able to continue to grow even in an uncertain environment. We will also continue to enrich the musical lives of people around the world by constantly deepening our understanding of our customers and seeking better relationships with them.