Note: This document has been translated from a part of 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. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from this translation.

(Securities Code: 7944)

March 10, 2025
(The starting date of the electronic provision measure
March 3, 2025)

To Shareholders:

Masahiro Minowa
CEO and Representative Director
Roland Corporation
2036-1, Nakagawa, Hosoe-cho,
Hamana-ku, Hamamatsu, Shizuoka,
Japan

NOTICE OF THE 53rd ORDINARY GENERAL MEETING OF SHAREHOLDERS

We are pleased to announce that the 53rd Ordinary General Meeting of Shareholders of Roland Corporation (the "Company") will be held for the purposes described below. Please refer to the Annual Securities Report, which will be disclosed on Wednesday, March 5, prior to the Ordinary General Meeting of Shareholders.
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 25, 2025, Japan time.

1. **Date and Time:** Wednesday, March 26, 2025 at 1:30 p.m. Japan time

2. **Place:** Sound Reference Hall at Roland Corporation R&D Center
4141, Kiga, Hosoe-cho, Hamana-ku, Hamamatsu, Shizuoka, Japan

3. **Meeting Agenda:**

Matters to be reported:
1. The Business Report, Consolidated Financial Statements for the Company's 53rd fiscal year (January 1, 2024 - December 31, 2024) 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 53rd fiscal year (January 1, 2024 - December 31, 2024)

Proposals to be resolved:

Proposal 1: Appropriation of Surplus
Proposal 2: Election of Seven (7) Directors

To shareholders attending the meeting

- Please bring the enclosed Voting Rights Exercise Form and submit it at the reception.
- Shareholders who require Japanese interpretation are allowed to be accompanied by one interpreter.
- In the paper copy to be sent to shareholders who have requested it, pursuant to applicable laws and regulations and Article 16 of the Company's Articles of Incorporation, the following matters are not set forth, so such paper copy is only a part of the documents that have been audited by the Audit & Supervisory Board Members and the Independent Auditor in the course of preparing the audit report.
  - The Consolidated Statements of Changes in Net Assets and the Explanatory Notes on Consolidated Financial Statements
  - The Statements of Changes in Net Assets and the Explanatory Notes on Non-Consolidated Financial Statements
- Should the information provided electronically require revisions, the revised versions will be posted on the respective websites.

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 or the enclosed Voting Rights Exercise Form in advance.

Live Stream Date and Time: Wednesday, March 26, 2025 at 1:30 p.m. Japan time
How to View: Please access the following website and enter the password and your username

(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 85 per share of common stock of the Company, for a total amount of JPY 2, 366,131,400
3. Effective date of distribution of surplus: March 27, 2025

Proposal 2: Election of Seven (7) Directors

The terms of office of all six (6) Directors will expire at the conclusion of this year's Ordinary General Meeting of Shareholders. Accordingly, one (1) candidate is added to further strengthen the management structure, and 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	Masahiro Minowa	[Reappointment]	Director CEO*	●			●	●	●
2	Yasunobu Suzuki	[Reappointment]	Director	●			●		●
3	Toshihiko Oinuma	[Reappointment] [Outside] [Independent]	Outside Director		●				●
4	Brian K. Heywood	[Reappointment] [Outside]	Outside Director	●	●	●		●	●
5	Mikio Katayama	[Reappointment] [Outside] [Independent]	Outside Director	●	●		●	●	●
6	Hiroshi Yamamoto	[Reappointment] [Outside] [Independent]	Outside Director				●		●
7	Ryoko Takei	[New appointment] [Outside] [Independent]		●				●	●

* CEO stands for Chief Executive Officer.

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th></th><th>Past experience, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">1</td><td>Masahiro Minowa
(December 21, 1972)

[Reappointment]

[Served as Director for]
3 years
(as of the conclusion of this ordinary general meeting)

[Attendance at the Board of Directors meetings]
14 out of 14 meetings
(100%)</td><td>Apr. 1996
Jan. 2016
Sep. 2017
Jan. 2018
Mar. 2022
Mar. 2024
July. 2024
Jan. 2025</td><td>Joined Roland Corporation
General Manager, RPG Company Planning Dept.
Executive Officer, RPG Company President
Executive Officer, RPG Development Division*
Director, Chief Innovation Officer (CIO)
COO, CIO and Representative Director
CEO, CIO and Representative Director
CEO and Representative Director (current)
*RPG Development Division is a development division involved in Creation related Equipment & Service business</td><td>Number of shares held:
1,300

Number of shares scheduled to be delivered:
9,566</td></tr>
<tr><td colspan="4">[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 CIO of the Company since March 2022 and CEO and Representative Director of the Company from July 2024, and has done his best to strengthen and expand the Company’s business. As he is expected to continue to execute his duties appropriately as Director of the Company and contribute to improving corporate value, we propose him as a candidate for Director.</td></tr>
<tr><td rowspan="2">2</td><td>Yasunobu Suzuki
(January 18, 1966)

[Reappointment]

[Served as Director for]
2 year
(as of the conclusion of this ordinary general meeting)

[Attendance at the Board of Directors meetings]
14 out of 14 meetings
(100%)</td><td>Apr. 1988
Apr. 2006
Aug. 2014
Jul. 2019
Mar. 2022
Mar. 2023
Jan. 2025</td><td>Joined Roland Corporation
General Manager, Piano Development Dept.
Executive Officer, Development Division
Executive Officer, Production Division
Executive Officer, Chief Production Officer
Director, Chief Production Officer
Director (current)</td><td>Number of shares held:
30,700

Number of shares scheduled to be delivered:
7,899</td></tr>
<tr><td colspan="4">[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 the position of Director of the Company from March 2023 and has been working to promote and improve supply chain management. As he is expected to continue to execute his duties appropriately as Director of the Company and contribute to improving corporate value, we propose him as a candidate for Director.</td></tr>
</table>

No.	Name (Date of birth)		Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
3	Toshihiko Oinuma (May 13, 1966) [Reappointment] [Outside] [Independent] [Served as Director for] 5 years (as of the conclusion of this ordinary general meeting) [Attendance at the Board of Directors meetings] 14 out of 14 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)	Number of shares held: 0 Number of shares scheduled to be delivered: 1,749
	[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 from 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 continue 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.			
4	Brian K. Heywood (January 9, 1967) [Reappointment] [Outside] [Served as Director for] 3 years (as of the conclusion of this ordinary general meeting) [Attendance at the Board of Directors meetings] 14out of 14 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. Outside Director, Maxell Holdings, Ltd. (currently Maxell, Ltd.) Outside Director, Roland Corporation (current)	Number of shares held: 0 Number of shares scheduled to be delivered: 0
	[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 continue to provide supervision and advice on corporate management based on these achievements and insights, we propose him as a candidate for Outside Director.			
5	Mikio Katayama (December 12, 1957) [Reappointment] [Outside] [Independent] [Served as Director for] 2 year (as of the conclusion of this ordinary general meeting) [Attendance at the Board of Directors meetings] 14 out of 14 meetings (100%)	Apr. 1981 Apr. 2006 Apr. 2007 Apr. 2012 Sep. 2014 Oct. 2014 Jun. 2015 Jun. 2020 Oct. 2021 Apr. 2022 Sep. 2022 Mar. 2023 Jun. 2023	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) Outside Director, Roland Corporation (current) Outside Director, SRS Holdings Co., Ltd. (current)	Number of shares held: 2,000 Number of shares scheduled to be delivered: 768
	[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. He has served as an Outside Director of the Company from March 2023, and he contributed to the growth and enhancement of the corporate value of the Company by providing proper supervision and advice on corporate management. As he is expected to continue to strengthen the supervisory functions over business execution, we propose him as a candidate for Outside Director.			

No.	Name (Date of birth)		Past experience, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
6	Hiroshi Yamamoto (March 30, 1958) [Reappointment] [Outside] [Independent] [Served as Director for] 2 year (as of the conclusion of this ordinary general meeting) [Attendance at the Board of Directors meetings] 14 out of 14 meetings (100%)	Apr. 1982 Oct. 1988 Apr. 2008 Oct. 2013 Jul. 2018 Apr. 2019 Sep. 2022 Mar. 2023 Nov. 2024 Dec. 2024	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 in the Digital Platform Business Unit Outside Director, Roland Corporation (current) Technical Advisor, Ricoh Company, Ltd. (current) Representative, Works Design Pro LLC (current)	Number of shares held: 0 Number of shares scheduled to be delivered: 768
	[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. He has served as an Outside Director of the Company from March 2023, and he contributed to the growth and enhancement of the corporate value of the Company by providing proper supervision and advice on technology and corporate management. As he is expected to continue to strengthen the supervisory functions over business execution, we propose him as a candidate for Outside Director.			
7	Ryoko Takei (February 18, 1971) [New appointment] [Outside] [Independent] [Served as Director for] - [Attendance at the Board of Directors meetings] -	Apr. 1994 Feb. 1997 Jan. 2001 Oct. 2002 Apr. 2005 Sep. 2008 Jun. 2010 Apr. 2017 Apr. 2022 Apr. 2023 Jun. 2023 Dec. 2023 Mar. 2024 Apr. 2024	Joined DENTSU INC. Joined Ogilvy & Mather (Japan) K.K. Joined FIFA Marketing Japan Office Joined Culture Convenience Club Co., Ltd. President and CEO, R&M Communication Planning Joined McKinsey & Company, Inc., Japan Joined The Walt Disney Company (Japan) Ltd. Senior Marketing Manager Part-time Lecturer , Faculty of Global and Regional Studies, Toyo University Professor, Graduate School of Management, GLOBIS University Professor, College of Music, FERRIS UNIVERSITY (current) Outside Director, YANMAR HOLDINGS CO., LTD. (current) Representative Director, Sogakukai General Incorporated Association (current) Outside Director , uSonar Co., Ltd. (current) Vice President , FERRIS UNIVERSITY (current)	Number of shares held: 0 Number of shares scheduled to be delivered: 0
	[Reasons for Being Selected as Outside Director Candidates and Expected Roles] She has extensive knowledge of music as a player and educator, and has held key positions at multiple companies, primarily in the marketing field. As she is expected based on this track record, to provide to the Company proper supervision and advice on corporate management, we propose her as a candidate for Outside Director.			

Notes
1. “Number of shares held” is the number of shares of the Company’s common stock held as of December 31, 2024.

2. “Number of shares scheduled to be delivered” is the combined total number of shares of the Company’s common stock scheduled to be delivered under the Board/Employee Benefit Trust remuneration (ESOP) , the performance share unit (PSU), which is share-based remuneration with subsequent delivery contingent on the achievement of performance goals, and the restricted stock unit (RSU), which is also share-based remuneration with subsequent delivery contingent on continued engagement with the Company. The scheduled timing of delivery of shares based on ESOP is post-retirement, and as the ESOP point grant ends in 2021, the number of shares scheduled to be delivered is fixed.
In addition, the timing of the delivery of shares under PSU and RSU to the candidate is scheduled subsequent to their retirement in both cases (for those not residing in Japan, at the end of the evaluation period of the Medium-Term Management Plan). Of the number of shares scheduled to be delivered, the number of shares scheduled to be delivered from PSU is the maximum number of shares to be delivered calculated based on the cumulative value of units granted by December 31, 2024, and the actual number of shares to be delivered may increase or decrease depending on the degree of achievement of performance targets during the period subject to evaluation for respective Medium-Term Management Plan. Of the number of shares scheduled to be delivered, the number of shares to be delivered from RSU represents the maximum number of shares scheduled to be delivered, calculated based on the cumulative value of units granted by December 31, 2024, and the actual number of shares to be delivered may decrease.

Liability limitation contracts

The Company has entered into a contract with Mr. Toshihiko Oinuma, Mr. Brian K. Heywood, Mr. Mikio Katayama and Mr. Hiroshi Yamamoto 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 Ms. Ryoko Takei is elected as Director, the Company will enter into a contract with her to limit her 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 she performs her 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, 2025.

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 him, 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 large 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. There are no special interests between this organization and the Company.
- Mr. Mikio Katayama is President and CEO of Kconcept Corporation. He is also Research Advisor at the University of Tokyo, Advisor at Yoshimoto Integrated Fund Co., Ltd and Outside Director of SRS Holdings Co., Ltd. There are no special interests between him, these organizations and the Company.
- Mr. Hiroshi Yamamoto is Representative at Works Design Pro LLC and Technical Advisor at Ricoh Company, Ltd.. There are no special interests between him, these organizations and the Company.
- Ms. Ryoko Takei is Professor and Vice President at the FERRIS UNIVERSITY, Outside Director of YANMAR HOLDINGS CO. and uSonar Co., Ltd. and Representative Director of Sogakukai General Incorporated Association. There are no special interests between her, these organizations 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.

TOP MESSAGE

WE DESIGN THE FUTURE Together

We would like to thank our shareholders for their continued understanding and support.

Following in the footsteps of former president Mr. Gordon Raison, in July 2024 I became CEO and Representative Director. Upon my appointment to this position, we worked to redefine our corporate message as “WE DESIGN THE FUTURE” so as to further develop the company as a whole in a future-oriented direction. In this spirit, we have as our goal to generate innovation together, whether it be with the musicians we have worked with in the past to make history, the artists of the future who are just now starting to play instruments, or with all the stakeholders who have provided their support. We also hope to bring inspiration to all music lovers through new instruments and services, and to jointly create new musical experiences and music culture.

The year 2024 was one of uncertain prospects due to various natural disasters, ongoing geopolitical risks, economic instability caused by high prices, and political turmoil. The musical instrument market, which had been growing steadily from a long-term perspective, took longer than expected to resolve issues such as market inventory adjustments triggered by supply chain disruptions and the reactionary decline following covid-related demand, and unfortunately, our performance also experienced a year-on-year decline in both sales and profits. On the other hand, while responding swiftly to post-covid challenges, we have prepared for market recovery by executing investments necessary for medium- to long-term growth. One example of this was the revamping of our mission critical system (ERP), the first time to do so in 16 years.

We also conducted an acquisition of our own shares, with a maximum amount of JPY 5.8 billion. This was done in consideration of the impact the partial sale of the Company’s shares held by Taiyo Jupiter Holdings, L.P. (“TJH”), which had been Roland’s largest shareholder, would have on supply and demand for the shares at the stock market, shareholder returns, capital efficiency, and other factors. Roland welcomes this transaction with TJH in terms of expanding our shareholder base, enhancing liquidity, and other concerns.

We hope that you, our shareholders, will continue to have high expectations of Roland and look forward to your continued support over the long term.

CEO and Representative Director
Masahiro Minowa

TOP INTERVIEW

●What sort of company is Roland?

Roland is a global company. Since our founding we have made inroads into overseas markets, and today, our overseas sales ratio exceeds 90%. Looking within the Company, since the time of the previous president, Mr. Raison, there has been an increase in the number of overseas members taking key positions. We view our human resources as one global company, and believe that Roland is a company where people with ability, regardless of nationality or gender, can play a role.

●Please tell us about the strengths of Roland's human resources.

It all comes down to "the DNA of innovation." At Roland, designing products are many engineers who are musicians in their own right, and our greatest strength is that they are able to develop added-value products, bringing to bear that extra quality of creativity that is unique to a musician. One shining example of this is the V-Drums Quiet Design (VQD), launched in 2024. We listened to what our customers had to say, while at the same time our engineers who are drummers intuitively could understand those needs. The result, I believe, was a groundbreaking product.

●What qualities does Roland consider important?

Today, personal computers, smartphones, home appliances, cars and other products are connected to the Internet and provide much added value, and we believe that such added value provision will become ubiquitous in the future world of electronic musical instruments. That makes for endless possibilities as electronic musical instruments and the Internet are highly complementary to one another.

One of the keywords we promote is "Connectivity," and we are committed to "creating new musical experiences and music culture together through the integration of musical instruments and services to inspire all music lovers." This is not something new; we have been doing since our founding, and feel that the possibilities for this have increased significantly due to technological advances in semiconductors, networks, AI, and other areas.

●What are your thoughts on the impact that the progress of AI has on the world of electronic musical instruments?

Basically, we believe that AI has a positive impact on the music industry. It can be a useful support tool for music creators, and for those who are just starting out as well, it has the potential to lower barriers to performance.

Last year, we established the Roland Future Design Lab to develop new products and ideas by connecting with creators around the world by using new technologies such as AI and virtual reality.

We have also formed a strategic partnership with Universal Music Group to publish “Principles for Music Creation with AI” to ensure the responsible use of AI in music and to protect the rights of musicians.
The rising numbers of people who enjoy music due to advances in AI is a great tailwind for our company, which endeavors to develop its electronic musical instrument business. Going forward, we will be actively involved in this, and we would like to spread the possibilities of music.

●How have you personally been involved with Roland?

I spent my college years in the early days of personal computers and the Internet, and have been fascinated by the various creative possibilities of music and art gained by connecting with people around the world through the Internet. After joining the Company, I worked in manufacturing, development, sales and other divisions, and was involved in management as Director CIO before appointment to the position of CEO last year. I feel that my experience in a wide range of fields has greatly assisted me in gaining a bird’s eye view of the Company as CEO. The dream I had when I was a student of having “a musical instrument that can be connected to the Internet anytime, anywhere” continues to be a driving force for me today. With further exploration of this theme, I am convinced that Roland still has huge potential.