

# Financial Results Briefing

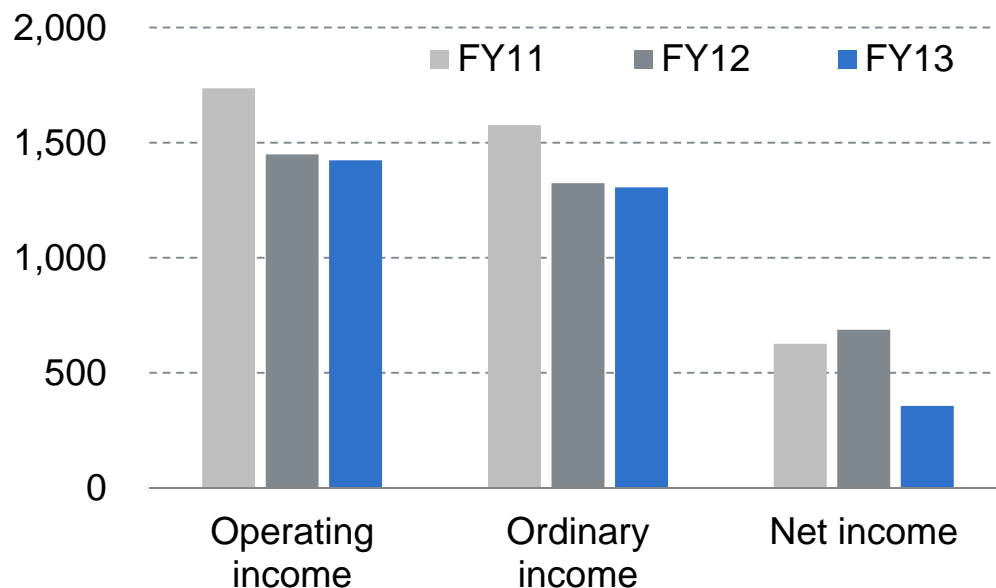
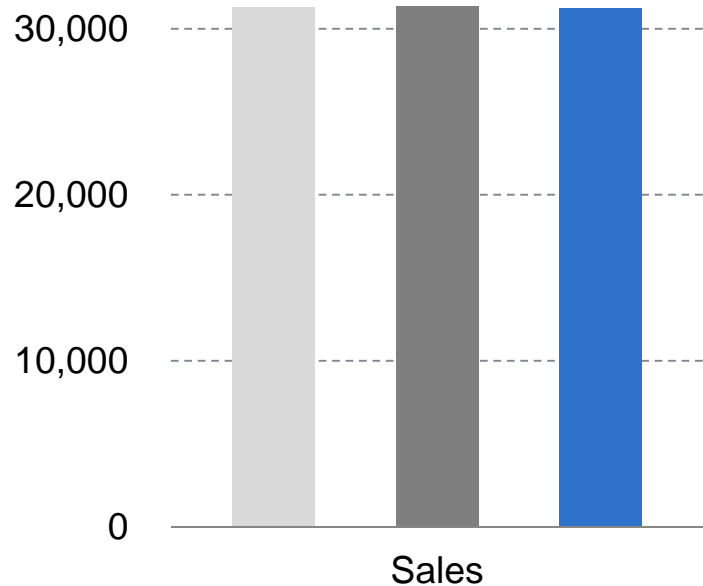
for the FY2013 ended March 31, 2013

May 15, 2013

Imagine.  Roland®

# Consolidated Results for FY2013

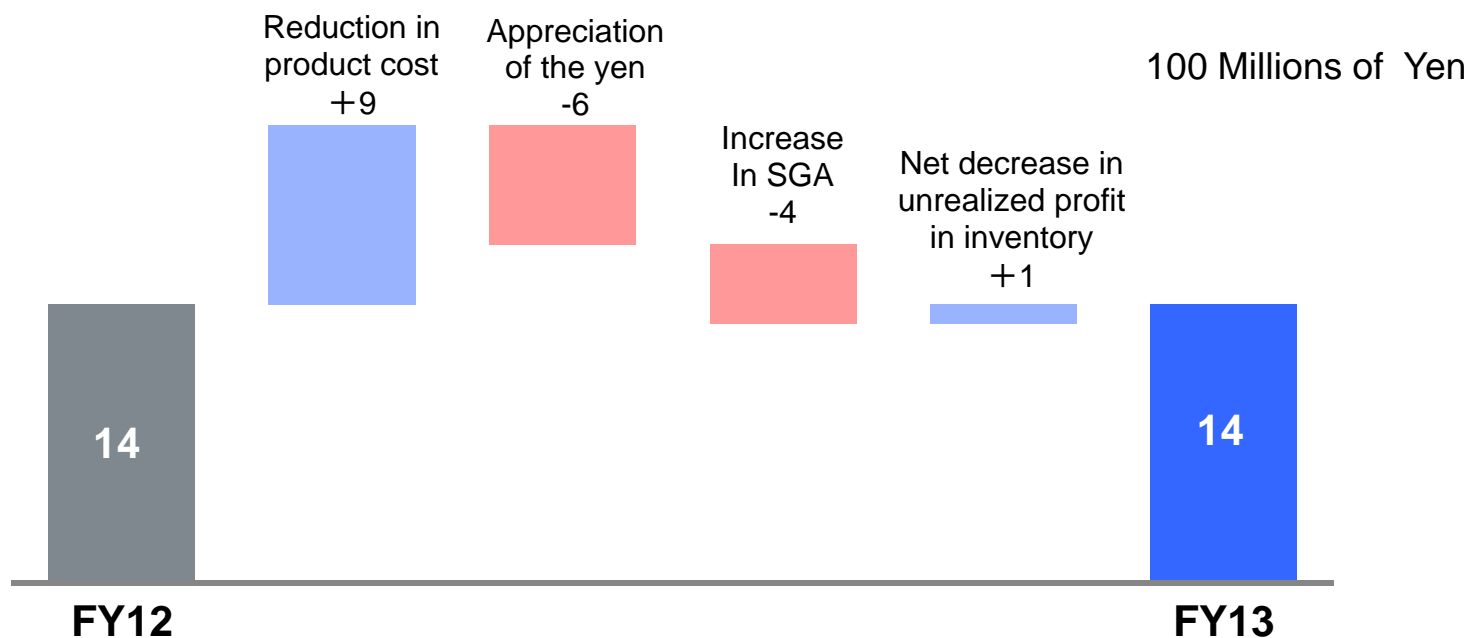
Millions of Yen



|                  | FY11   | FY12   | FY13   | Year-on-year change |
|------------------|--------|--------|--------|---------------------|
| Sales            | 31,282 | 31,379 | 31,264 | (0.4%)              |
| Operating income | 1,736  | 1,449  | 1,423  | (1.8%)              |
| Ordinary income  | 1,576  | 1,324  | 1,306  | (1.4%)              |
| Net income       | 626    | 687    | 356    | (48.2%)             |

- Sales and operating income basically held steady with the previous term.
- Appreciation of the yen led to the 800 million yen decrease in sales.
- Net income dropped due to the goodwill impairment of a subsidiary.

# Operating Income Variance Analysis

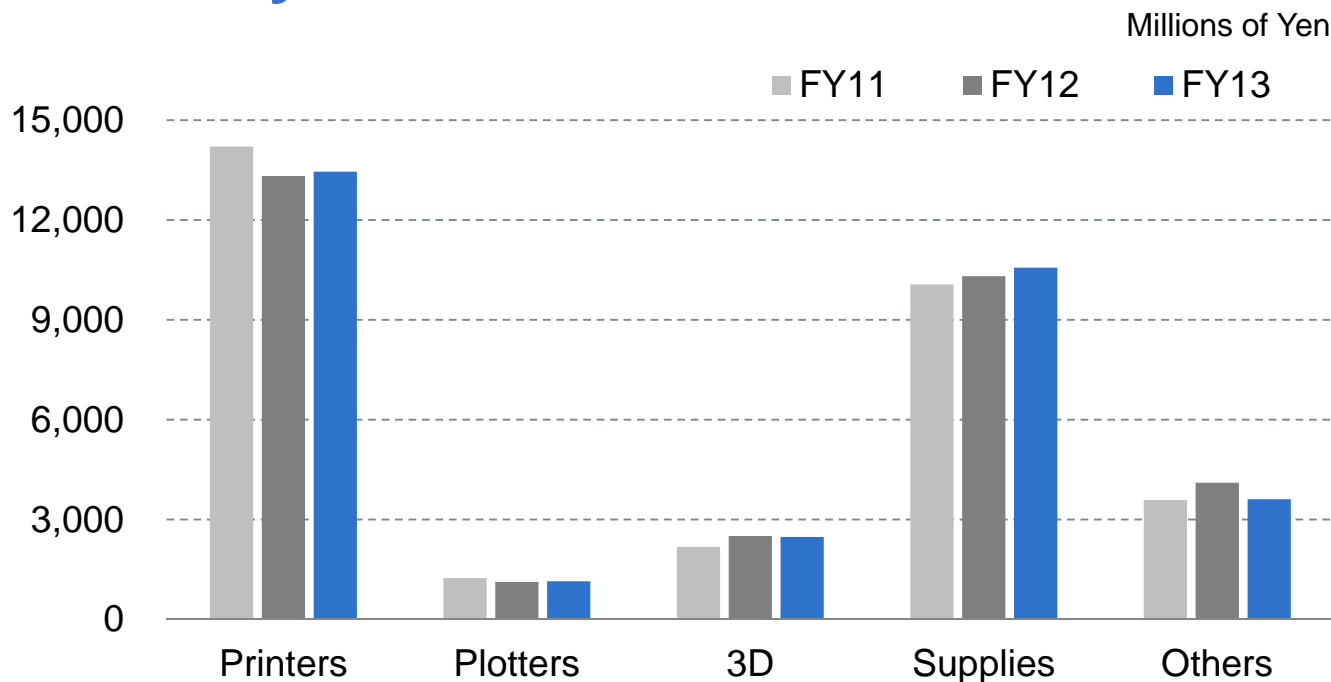


Yearly Average Currency Exchange Rates

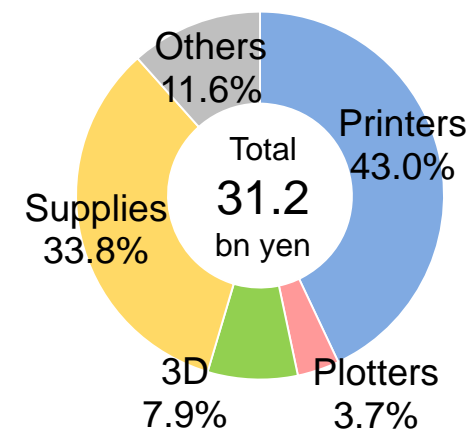
|     | FY12   | FY13   | Appreciation rate of the yen |
|-----|--------|--------|------------------------------|
| USD | 79.84  | 79.82  | 0.0%                         |
| EUR | 111.14 | 102.65 | 7.6%                         |
| GBP | 128.08 | 126.51 | 1.2%                         |
| DKK | 14.91  | 13.79  | 7.5%                         |
| AUD | 82.46  | 82.68  | (0.3%)                       |
| THB | -      | 2.57   | -                            |

Note: The exchange rates indicated are averages for the period of January to December 2012, which is the fiscal year of the Company's foreign consolidated subsidiaries.

# Sales by Product for FY2013



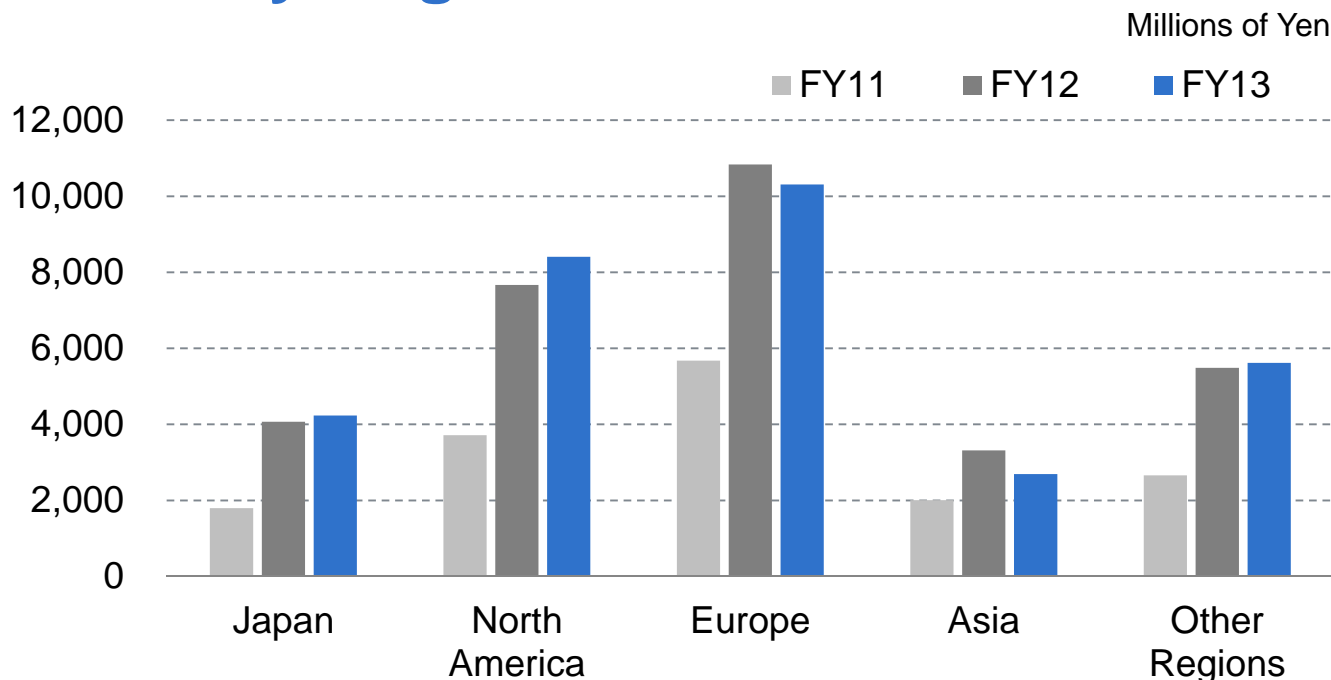
## Sales Composition by Product



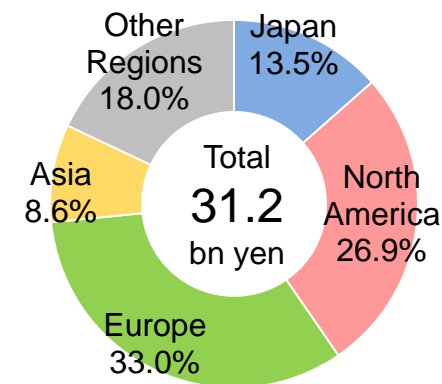
|              | FY12          |                  | FY13          |                  | Year-on-year change |                |
|--------------|---------------|------------------|---------------|------------------|---------------------|----------------|
|              | Amount        | Composition rate | Amount        | Composition rate | JPY                 | Local Currency |
| Printers     | 13,324        | 42.4%            | 13,453        | 43.0%            | 1.0%                | 3.5%           |
| Plotters     | 1,125         | 3.6%             | 1,148         | 3.7%             | 2.0%                | 3.6%           |
| 3D           | 2,507         | 8.0%             | 2,478         | 7.9%             | (1.2%)              | 1.2%           |
| Supplies     | 10,313        | 32.9%            | 10,570        | 33.8%            | 2.5%                | 5.2%           |
| Others       | 4,108         | 13.1%            | 3,613         | 11.6%            | (12.0%)             | (10.5%)        |
| <b>Total</b> | <b>31,379</b> | <b>100.0%</b>    | <b>31,264</b> | <b>100.0%</b>    | <b>(0.4%)</b>       | <b>2.0%</b>    |

- Printers: Positive impact of new products launched in FY12 continued.
- 3D: Sales of the MDX series declined in reaction to the demand increase in FY12.
- Others: Sales fell compared to FY12, especially in southern Europe and Asia, where sales of products also weakened.

# Sales by Region for FY2013



## Sales Composition by Product



|               | FY12          |                  | FY13          |                  | Year-on-year change |                |
|---------------|---------------|------------------|---------------|------------------|---------------------|----------------|
|               | Amount        | Composition rate | Amount        | Composition rate | JPY                 | Local Currency |
| Japan         | 4,069         | 13.0%            | 4,232         | 13.5%            | 4.0%                | -              |
| North America | 7,667         | 24.4%            | 8,408         | 26.9%            | 9.7%                | 9.7%           |
| Europe        | 10,836        | 34.5%            | 10,311        | 33.0%            | (4.8%)              | 2.1%           |
| Asia          | 3,318         | 10.6%            | 2,694         | 8.6%             | (18.8%)             | -              |
| Other Regions | 5,487         | 17.5%            | 5,617         | 18.0%            | 2.4%                | -              |
| <b>Total</b>  | <b>31,379</b> | <b>100.0%</b>    | <b>31,264</b> | <b>100.0%</b>    | <b>(0.4%)</b>       | <b>2.0%</b>    |

- Europe: Sales increased on a constant currency basis.
- Asia: Sales in Korea fell sharply due to a sales channel restructuring. In China, the slowdown of economic growth and increased competition from local manufacturers resulted in weaker sales.
- Other Regions: Sales rose, especially for printers. In Brazil too, printer sales were stronger spurred by demand created by nationwide local elections.

# Newly Introduced Products in FY2013

Standard printer



**VersaArt**  
**RE-640/RA-640**

Personal-use cutting machine



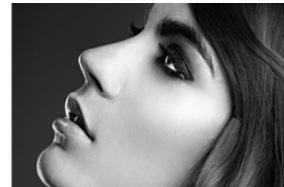
**iDecora**

Flagship printer for signage professionals



**SOLJET<sup>PRO4</sup>**  
**XR-640**

Image Quality Comparison



XR-640



Conventional Model

The XR-640 can utilize light black ink for superb monochromes and beautiful photographic reproduction.

Appraised for its outstanding image quality and high productivity, the XR-640 has boosted replacement demand for professional-use printers.

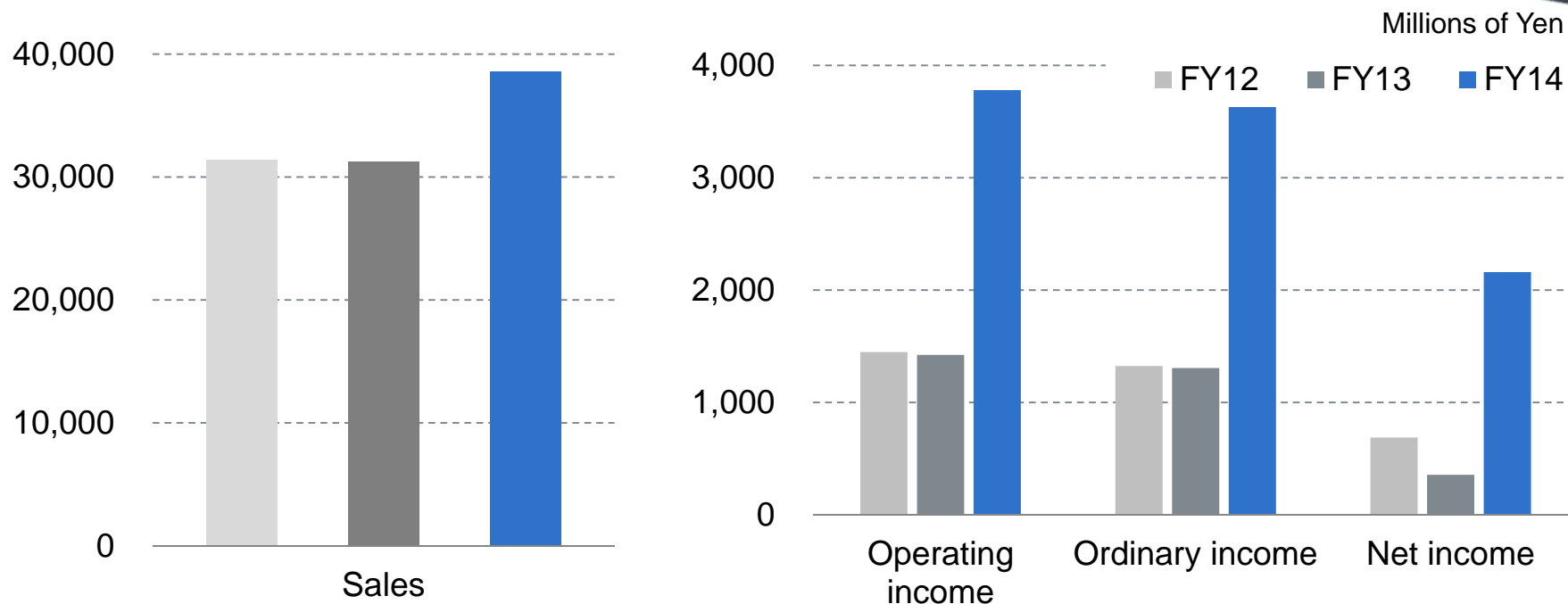
# Consolidated Forecasts for FY2014

# Preconditions for the Forecasts

- Yearly average exchange rates of major currencies for the consolidated FY14 are :  $\$ = ¥90$  and  $€ = ¥120$ 
  - Sales and operating income increase by 3.5 billion yen and 2.6 billion yen from FY13, respectively, thanks to the depreciation of the yen.
  - Sales increase by 12% from FY13 at a constant currency basis.
  - Profits gained from depreciation of the yen are utilized to strengthen global sales and marketing
- Sales rise by 1 billion yen due to the consolidation of Roland DG Brasil Ltd.
- GlobalOne structural innovation is promoted, based on the Medium-Term Business Plan.



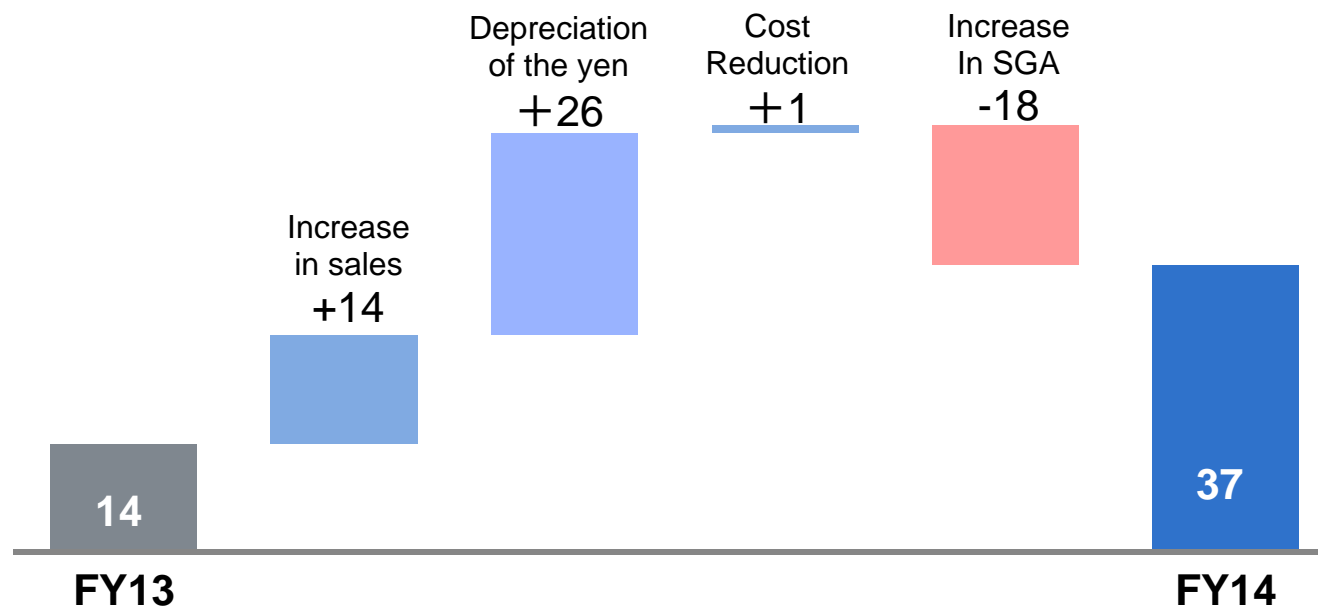
# Consolidated Forecasts for FY2014



|                  | FY12   | FY13   | FY14   | Year-on-year change |
|------------------|--------|--------|--------|---------------------|
| Sales            | 31,379 | 31,264 | 38,590 | 23.4%               |
| Operating income | 1,449  | 1,423  | 3,780  | 165.4%              |
| Ordinary Income  | 1,324  | 1,306  | 3,650  | 179.3%              |
| Net income       | 687    | 356    | 2,160  | 505.9%              |

# Operating Income Variance Analysis

100 Million of Yen

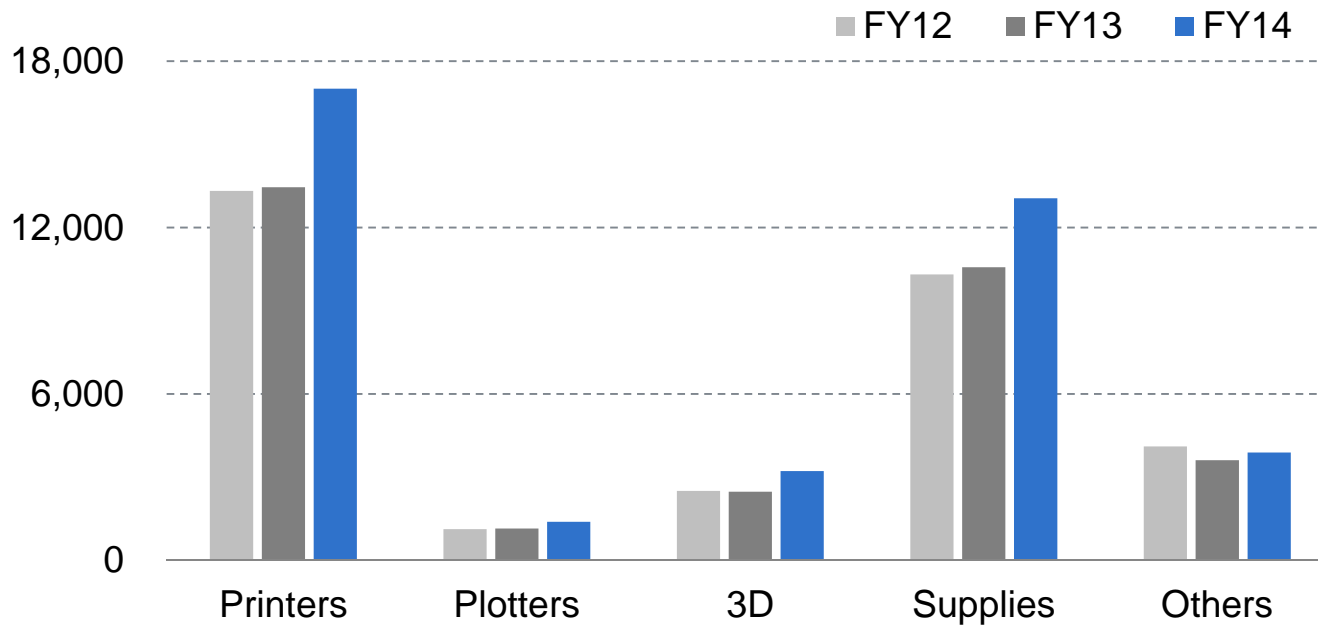


Yearly Average Currency Exchange Rates

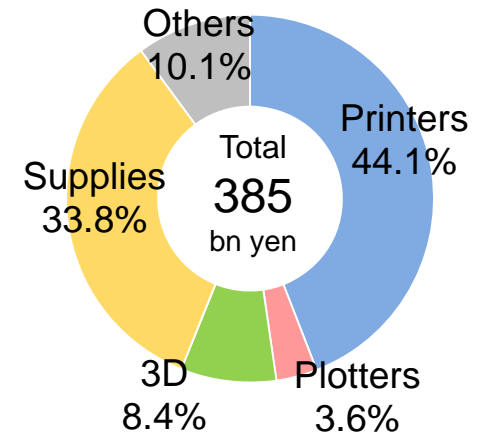
|     | FY13   | FY14   | Depreciation rate of the yen |     | FY13 | FY14  | Depreciation rate of the yen |
|-----|--------|--------|------------------------------|-----|------|-------|------------------------------|
| USD | 79.82  | 90.00  | 12.8%                        | THB | 2.57 | 3.05  | 18.7%                        |
| EUR | 102.65 | 120.00 | 16.9%                        | CNY | -    | 14.50 | -                            |
| GBP | 126.51 | 140.00 | 10.7%                        | KRW | -    | 0.08  | -                            |
| DKK | 13.79  | 16.10  | 16.8%                        | BRL | -    | 45.00 | -                            |
| AUD | 82.68  | 95.00  | 14.9%                        |     |      |       |                              |

# Sales Forecasts by Product for FY2014

Millions of Yen



## Sales Composition by Product

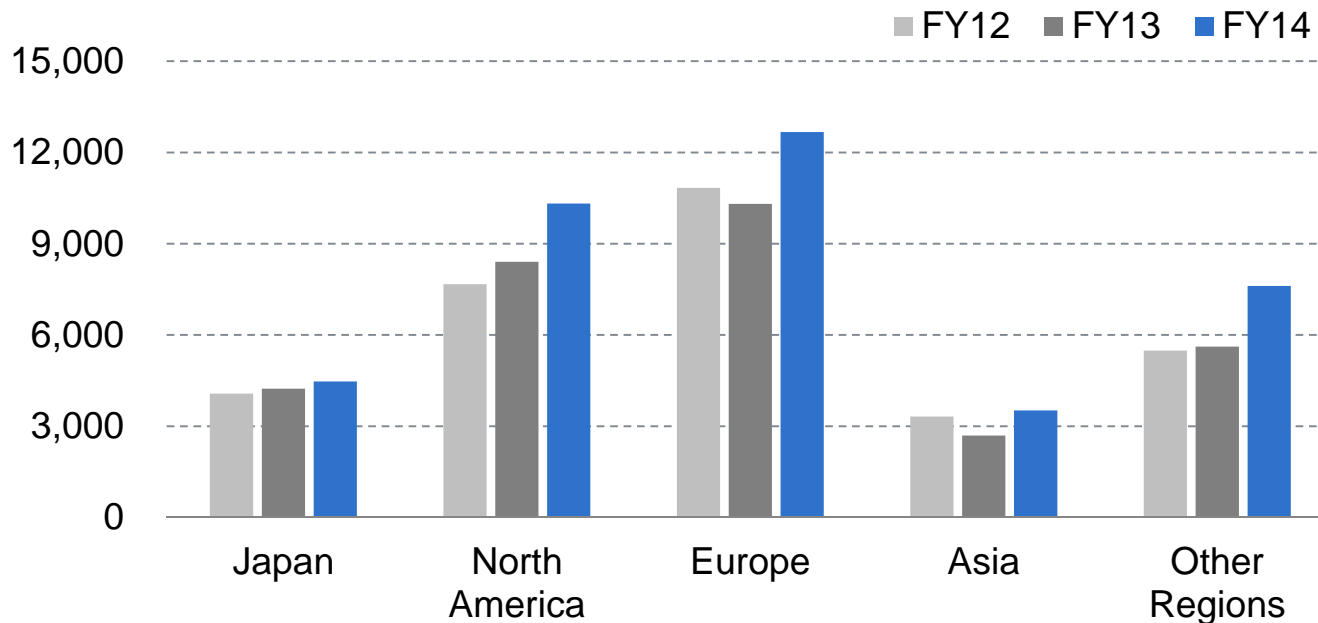


|              | FY13          |                  | FY14          |                  | Year-on-year change |                |
|--------------|---------------|------------------|---------------|------------------|---------------------|----------------|
|              | Amount        | Composition rate | Amount        | Composition rate | JPY                 | Local Currency |
| Printers     | 13,453        | 43.0%            | 17,010        | 44.1%            | 26.4%               | 14.9%          |
| Plotters     | 1,148         | 3.7%             | 1,390         | 3.6%             | 21.0%               | 9.9%           |
| 3D           | 2,478         | 7.9%             | 3,220         | 8.4%             | 29.9%               | 19.2%          |
| Supplies     | 10,570        | 33.8%            | 13,060        | 33.8%            | 23.6%               | 11.7%          |
| Others       | 3,613         | 11.6%            | 3,890         | 10.1%            | 7.6%                | (1.0%)         |
| <b>Total</b> | <b>31,264</b> | <b>100.0%</b>    | <b>38,590</b> | <b>100.0%</b>    | <b>23.4%</b>        | <b>12.2%</b>   |

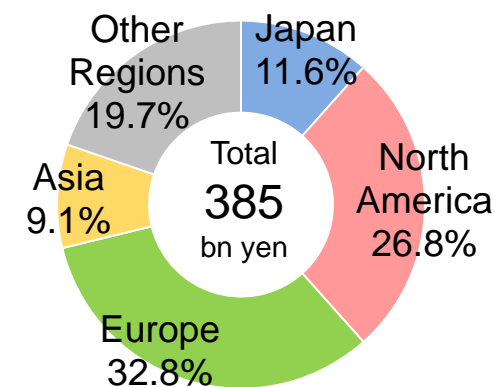
- Printers: Contributions foreseen from newly-introduced professional printers XR-640 & XF-640.
- 3D: Dental milling machines are expected to grow.
- Supplies: Inks are estimated to increase in proportion to the sales of printers.

# Sales Forecasts by Region for FY2014

Millions of Yen



## Sales Composition by Region



|               | FY13          |                  | FY14          |                  | Year-on-year change |                |
|---------------|---------------|------------------|---------------|------------------|---------------------|----------------|
|               | Amount        | Composition rate | Amount        | Composition rate | JPY                 | Local Currency |
| Japan         | 4,232         | 13.5%            | 4,470         | 11.6%            | 5.6%                | -              |
| North America | 8,408         | 26.9%            | 10,320        | 26.8%            | 22.7%               | 9.3%           |
| Europe        | 10,311        | 33.0%            | 12,670        | 32.8%            | 22.9%               | 5.4%           |
| Asia          | 2,694         | 8.6%             | 3,520         | 9.1%             | 30.7%               | -              |
| Other Regions | 5,617         | 18.0%            | 7,610         | 19.7%            | 35.5%               | -              |
| <b>Total</b>  | <b>31,264</b> | <b>100.0%</b>    | <b>38,590</b> | <b>100.0%</b>    | <b>23.4%</b>        | <b>12.2%</b>   |

- North America: To maintain a high level of sales.
- Asia: Concentrate on cultivating high value-added markets in China and Korea.
- Other Regions: In addition to the consolidated effect of the Brazilian subsidiary, sales for South America will also rise.

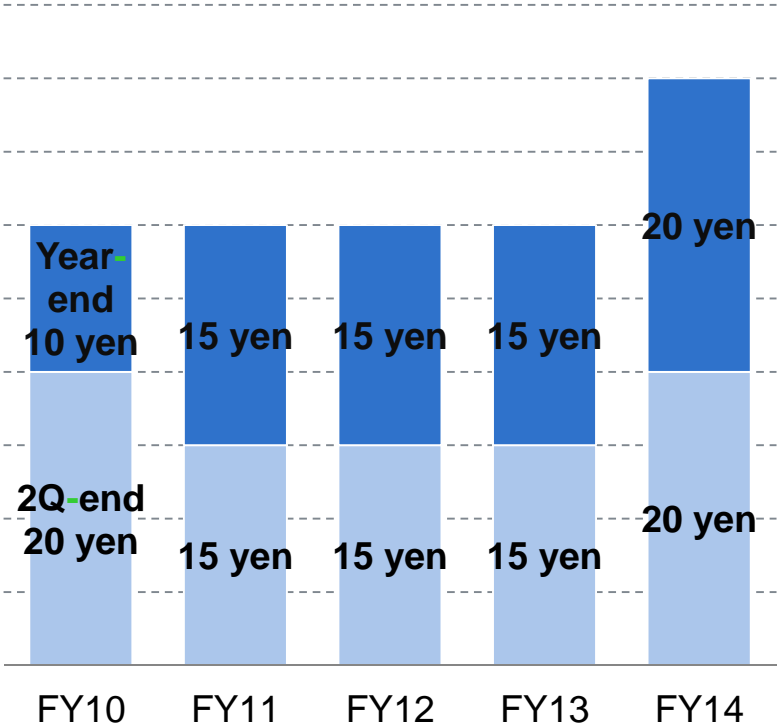
# Dividends

Annual dividends per share will be 30 yen for FY13, and the Company forecasts 40 yen for FY14.

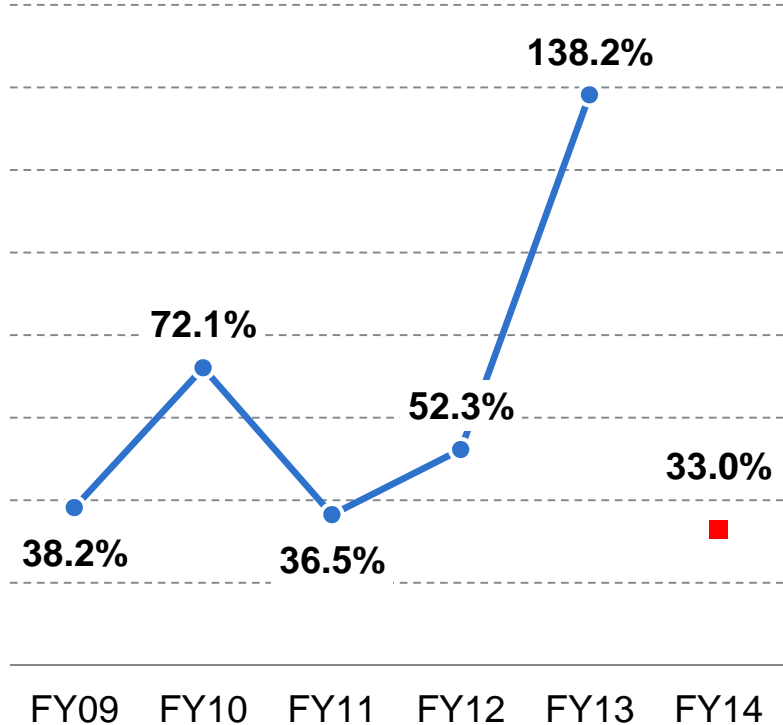
### Changes in Basic Dividend Policy

The Company has decided that from FY14, it will adopt a dividend policy in which the Company will maintain a dividend payout ratio of 20% of consolidated net income (formerly 30% of the non-consolidated net income), while keeping in mind investments to maintain the continuous growth of our consolidated business performance.

Dividend per share



Dividend Payout Ratio



Blue line tracks figures that are based on non-consolidated net income.