



ANNUAL REPORT 2023

Year ended December 31, 2023

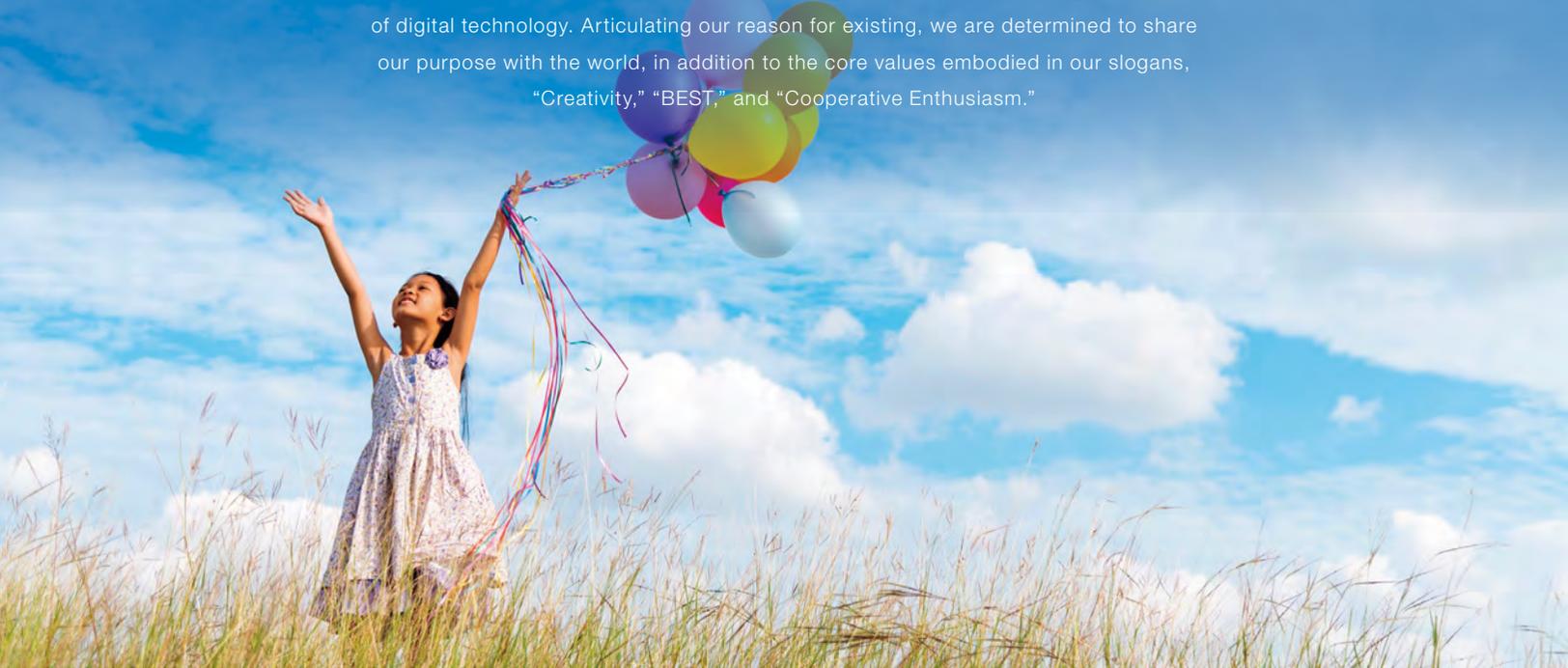


Purpose

To Empower Creativity and Excitement Worldwide

Through innovative digital solutions, we provide people around the world with the amazement and joy of creation, as well as the wow and excitement that result from it.

Ever since our foundation, we have not only provided products but also created markets and helped enrich our customers' lifestyles and the world through the power of digital technology. Articulating our reason for existing, we are determined to share our purpose with the world, in addition to the core values embodied in our slogans, "Creativity," "BEST," and "Cooperative Enthusiasm."



Mission

Bringing new opportunities to society through digital technology

Slogans

Inspire the Enjoyment of **Creativity**

Be the **BEST** rather than the **BIGGEST**

The Roland Family — Cooperative **Enthusiasm**

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ESG Initiatives

Environment

Launched environmentally friendly paper-based ink cartridges

Certified as carbon neutral achieving business by the city of Hamamatsu

Enhanced the climate-related disclosure by calculating financial impact. Earned a B- in the CDP.

Social

Enhanced customer service and support and added value through effective use of data.

Launched Roland DG Assemble, which helps solve problems such as workload and labor shortages at production sites.

Built new HQ office to support employees' creative work scenes and healthy work life.

Governance

Promoted cost of capital and stock price conscious management through ROIC management.

Identified key sustainability issues (materiality) to promote sustainability transformation.

Strengthen the enterprise risk management system to encompass strategic risks.

TOP MESSAGE

To our Shareholders and Investors

To Our Shareholders and Investors

President, Representative Director
Kohei Tanabe



Consolidated Financial Results for the Fiscal Year Ended December 31, 2023

I would like to take this opportunity to thank our shareholders and investors for your continued support.

Roland DG Corporation (the “Company”) and its consolidated subsidiaries (collectively, the “Group”) have formulated a three-year medium-term business plan (FY2021 – FY2023) based on the core strategies of “transforming the Company into a lean organization” and “transforming the business portfolio” and have worked on transitioning from the business model that relies on eco-solvent printer for production of traditional signboards (advertising, etc.). During the fiscal year ended December 31, 2023, the final year of the medium-term business plan, we actively launched new products and implemented global promotional activities as part of our aim to complete the transformation of our business portfolio. Further, with the aim of expansion of growth areas, we completed the acquisition of the shares of Lithuanian wallpaper materials manufacturer, UAB Dimense print, in October and changed the trade name of the acquired company to UAB DG DIMENSE.

TOP MESSAGE

To our Shareholders and Investors

In operating results for the fiscal year under review, net sales increased by 7.1% compared with the previous fiscal year to 54,018 million yen, due to strong demand for capital investment. The ratio of cost of sales improved by 0.7 percentage points from the previous fiscal year due to reductions in marine transportation costs relative to the previous fiscal year. Selling, general and administrative expenses were higher than the previous fiscal year due to increases in personnel expenses, advertising expenses, travel and transportation expenses, and transportation and storage costs, mainly because of aggressive promotional activities. As a result, operating profit decreased by 14.2% compared with the previous fiscal year to 5,217 million yen, and ordinary profit decreased by 12.7% to 5,348 million yen. Profit attributable to owners of parent decreased by 0.6% compared with the previous fiscal year to 4,302 million yen.

Toward Further Enhancement of Corporate Value

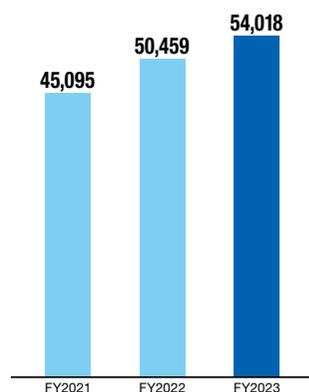
Since its foundation, the Group has helped its customers to create added value under our mission of “Bringing new opportunities to society through digital technology.” Meanwhile, we recognize the further expansion of growth areas and the greater strengthening of initiatives for the transformation into a lean organization as our challenges for the realization of future medium- to long-term growth and the enhancement of corporate value.

We will continue our endeavors to create new value and to solve social issues, and we look forward to your continued support.

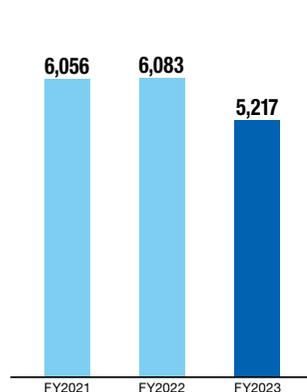
Financial Results Highlights

(Millions of Yen)

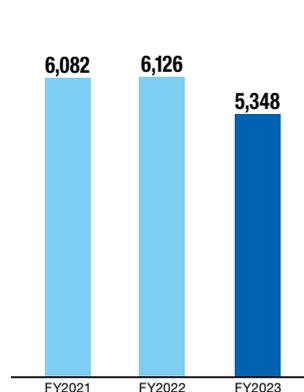
Net Sales



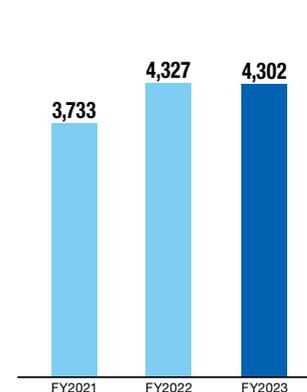
Operating Profit



Ordinary Profit



Profit attributable to owners of parent



SPECIAL FEATURE

Special feature Initiatives for Transforming the Business Portfolio

Special feature Initiatives for Transforming the Business Portfolio

Based on the core strategy of transforming the business portfolio in the medium-term business plan (FY2021 – FY2023), the Group is working on transitioning from the business model that relies on Eco-Solvent printers for production of traditional signboards (advertising, etc.). As part of this initiative, we have begun platform development of printers with the aim of greater development efficiency. As a first step, in March 2022, we completely updated the product lineup of the TrueVIS Series, our flagship brand of printers targeting the sign market. In this fiscal year, we undertook a brand review and expanded our lineup for the Visual Communication market, based on our sales strategies in developed and growth markets. For the Digital Fabrication market, we also strived to improve ingenuity to make appealing offers by strengthening our existing brands and launching new ones.

VC Roll-out to developed markets—Expansion of TrueVIS Series lineup

We define Visual Communication as the act of appealing to consumers' sense of sight. Taking a comprehensive view of the changes in consumer needs in the sign market in recent years and the increasing diversity of where signs are used, we revised our VC brands. In the second quarter of this fiscal year, in a first for the Company, we added a resin ink printer, AP-640, and the LG and MG Series of UV printers to the TrueVIS Series product lineup, launching them simultaneously worldwide. While retaining the brand concept of the TrueVIS Series, this move represents an expansion of the ink types accommodated by the TrueVIS Series eco-solvent inkjet printers, which have been well received for their most distinctive feature of overwhelming expressiveness that moves the heart of the viewer in graphic production since the first-generation model was launched in 2016.

● Features of AP-640

AP-640 is the Company's first inkjet printer with environmentally-friendly water-based resin ink. The combination of TrueVIS resin ink and the latest functions makes it possible to optimize color reproduction and graphic impact on paper, fabric, canvas, wallpaper, non-PVC materials, and other media. Using ink that is both environmentally-friendly and safe for human health, it is ideal for applications where peace of mind is of great importance.



AP-640

● Features of LG and MG Series

The LG Series are high-speed printing models that feature a newly developed print head that pursues high print quality and productivity, while the MG Series are dissemination models that offer the same high print quality with a smaller footprint. Both series are equipped with a print-and-cut function for simultaneous printing and cutting.



LG-640 / 540 / 300 MG-640 / 300

Launched January 26, 2023

VC Roll-out to growth markets—Launch of new brand, DGXPRESS

For growth markets, in which demand for sign output is booming against the backdrop of significant economic growth and development, we launched a new brand that focuses on excellent productivity and affordable prices. The DGXPRESS brand name reflects our desire to spark the creativity of more customers around the world by providing the best expressiveness (EXPRESSION), which is the greatest value of our printers, with high productivity (EXPRESS). With superior expressiveness and reliability as our strengths, we will stimulate demand in growth markets. As our first offering in the DGXPRESS Series, we launched the UG Series of UV printers, demand for which is growing in the digital printing market.

SPECIAL FEATURE

Special feature Initiatives for Transforming the Business Portfolio

Feature of UG Series

The UV printers, featuring broad media compatibility and fast-drying print, now include the high-speed printing model UG-641 and the low investment model UG-642. The UG-641 is ideal for large-format printing in quick-turnarounds or large-volume printing. The UG-642 is an attractive option for printing professionals who want to expand their business and for new entrants to the printing business.



UG-641 / 642
Launched March 20, 2023

Brand lineup

Ink type	Lineup for developed markets	Lineup for growth markets	Customers	Applications/deliverables
Eco-solvent	TrueVIS VG3 and SG3 Series		Sign shops Printing shops	Indoor and outdoor signs Banners Vehicle wrapping
UV	TrueVIS LG and MG Series	DGXPRESS UG-642/641	Sign shops Printing shops Printing/design companies	Indoor and outdoor signs Window tinting Design prototypes Stickers and labels
Resin	TrueVIS AP-640		Sign shops Printing companies	Wallpaper Posters Indoor and outdoor signs

DF Enhancement of VersaSTUDIO lineup of desktop products

VersaSTUDIO is a lineup of desktop products with the concept of making it possible for anyone to do what was previously limited to a handful of professional printers. The main features of this series are its small lot/high-mix production capability, compact size, on-demand printing, ease of use, and high quality. It allows users with no special knowledge or expertise to readily produce high quality, expressive prints and premium items. With the aim of expanding growth areas by responding to the rapidly growing demand in recent years for personalization to meet individual customer needs and the demand for customization to meet niche needs, we also launched a desktop cutter, the GS2-24, and our first direct-to-film printer, the BN-20D.

Features of GS2-24 Desktop Vinyl Cutter

With a maximum cutting force of 500 gf and a maximum cutting speed of 850 mm/second, this product achieves high productivity and high-quality cutting on a wide range of materials, from vinyl film for general use to thick cardboard and rubber sheets for sand-blasting. This versatile product can be used for many different applications, such as indoor and outdoor advertising and panels, vehicle graphics, office displays, POS marketing tools, and sportswear.



GS2-24
Launched January 11, 2023

Direct-to-Film (DTF) Printer

Direct-to-Film (DTF) printers use a multistep process to decorate apparel and other fabric items with graphics. First, the graphic, such as an illustration or photograph, is printed directly onto a special transfer film. A hot-melt shaking powder is applied to the ink and melted at a high temperature, and the film is then laid onto the fabric and heat-pressed to transfer the design. The BN-20D is equipped with the same high-precision print head that is also used on large commercial-use printers. As well as enabling excellent color production and photograph-like image quality, this print head is also able to reproduce small text and thin lines in fine, clean detail. Our aim in offering DTF solutions is to realize highly imaginative, highly competitive businesses for our customers.



BN-20D
Launched January 20, 2023

SPECIAL FEATURE

Special feature Initiatives for Transforming the Business Portfolio

DF Enhancement of ingenuity to make appealing offers

● Launch of EU-1000MF in Europe

EU-1000MF is a large format UV-LED flatbed inkjet printer that can print directly onto a variety of materials up to 95 mm thick. In addition to sign graphics, this printer is capable of image production for a large variety of applications, including store and event displays, interior décor, and small-lot/high-mix custom goods. While sales of this product had been limited to only certain regions until now, as the need for such a product became more apparent in Europe, including Eastern Europe, we began to roll it out into that region. We will strive to expand sales while stimulating new demand and expanding our customers' business.



● New brand, VersaOBJECT

The VersaOBJECT brand of large format UV-LED flatbed inkjet printers enables businesses to print directly onto 3D objects of almost any material. In the past, sale of these products has been limited to certain regions as a collaborative model with another company, but as demand for printing on 3D objects has become more apparent, we have launched them as a new brand, offering six models of varying print width and table types. Customers can choose the best model to suit their materials, forms, and applications. With VersaOBJECT, we will contribute to the enhancement of our customers' creativity and the expansion of their business.



We will convey the wonder and excitement of creation

To coincide with the launch of our new products, we exhibited them at exhibitions around the world. I also visited these exhibitions and gave presentations directly to our distributors about the features of the products and our sales strategies. Mingled with my excitement at this rush of new product launches, I was thrilled to witness the strong passion of the people on the frontlines of sales and their expectations toward the Roland DG Group.

We will continue to offer solutions that best suit our customers' businesses and convey the wonder and joy of creation (excitement), and the surprise and inspiration that they generate.

President, Representative Director
Kohei Tanabe



NEW PRODUCTS

VC

DGXPRESS ER-642

Released sequentially in various regions from September 2023 onward

The DGXPRESS series focuses on delivering high productivity with aggressive pricing to growth markets that are experiencing remarkable economic growth and vigorous demand for signage. The region-specific series has been expanded with a new eco-solvent model, the ER-642 printer. The ER-642 achieves prodigious productivity due to the adoption of new, larger-size printheads and newly developed high-speed data control technology. We were also able to make the product more cost-effective by adopting our latest printer platform with meticulously standardized parts and by narrowing essential functions. It is our hope to continue to expand our product lineup in the DGXPRESS brand and make deeper inroads into the market.



ER-642

DF

VersaSTUDIO BN2-20 / BN2-20A

Released on September 7, 2023

The new BN2 series were added to the VersaSTUDIO range of desktop inkjet printer/cutters, which has sold over 25,000 units since the first-generation model was released in 2012. Equipped with the same printheads and ink technology as our wide-format printers, the new BN2 series increase the printing speed approximately 4 times greater than the previous models. It is available in two models, the CMYK plus White 5-color BN2-20 and the CMYK 4-color BN2-20A, and despite their compact size, they are able to produce a wide variety of high value-added items, from original T-shirts to posters, stickers, labels, and unique-shaped displays. The BN2 series will support a wide range of customers, including entrepreneurs, companies enhancing services in their businesses or bringing out-sourced production in-house, and educational institutions committed to STEAM education practices.



BN2-20

SSO

Roland DG Assemble

Announced on December 12, 2023

To address the challenges faced by manufacturing sites today, such as labor shortages, human error, lack of progress in task standardization, and the inability to share between departments, we announced Roland DG Assemble, a cloud service that leverages the expertise in the Digital Yatai system cultivated at our own production sites. The new service, which leverages data and incorporates IoT, supports both workers and administrators and contributes to factory value improvement. We will launch the service in Japan before providing it to the rest of the world in the future, with the aim to provide solutions for connecting production sites in remote overseas locations.



TOPICS

Topic 1 Personnel system reform

Based on our medium-term business plan's core strategy of transforming into a lean organization, we have been engaging in workstyle reform, with the aim of becoming a company in which every employee can demonstrate their ability to the full and work energetically. Against the backdrop of a falling birth rate and aging society and an increased willingness of older people to keep working, we have decided to extend our mandatory retirement age from 60 to 65 from January 2024. We have also set 60 years as the age of mandatory retirement from managerial positions, while keeping those employees' salaries at the same level as when they reached 60 years of age. With these reforms, we will create an environment that allows our veteran employees aged 60 years and older who want to keep working to fully demonstrate their knowledge and expertise and pass them on to the next generation, while staying motivated themselves. In this way, we will strive to achieve sustainable corporate growth.

Topic 2 New building at Thailand factory commences operations

A new production building that had been under construction within the premises of the Thai factory owned by Roland Digital Group (Thailand) Ltd., Roland DG's Thai subsidiary, has been completed, and operations commenced on April 3, 2023.

The Thai factory, Roland DG's first overseas factory, began mass-production in October 2012 and was officially opened in January 2013. The factory's floor space was expanded in 2014 and again in 2021. In 2022, Japan's mass production functions were consolidated at the Thai factory as part of efforts to improve production efficiency and enhance price competitiveness under the basic policy set forth in the medium-term business plan. The new building will be responsible for the production of dental milling machines and digital fabrication products, which are expected to experience a further increase in demand in the future. The Roland DG Group will continue its efforts to respond flexibly to growing demand and to deliver a stable supply of high-quality products by pursuing high levels of Quality, Cost, and Delivery (QCD). In doing so, we will aim to become the preferred choice of our customers.



Commemorative ceremony



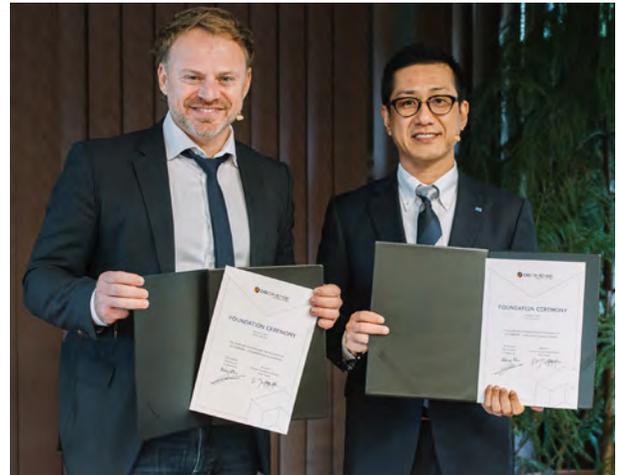
See the Company's blog
for more details



TOPICS

Topic 3 Establishment of UAB DG DIMENSE

On October 4 (EEST), we completed the acquisition of shares of Dimense print, a subsidiary of Lithuanian-based manufacturer and distributor of wallpaper materials, VEIKA, and changed the trade name to DG DIMENSE. Dimense print has carried on the excellent technological capabilities of its parent company, which has worked to raise its brand profile with the development of digital solutions to facilitate original expressive designs using environmentally-friendly inks and wallpaper media. Anticipation of the expansion and digitalization of the wallpaper market marked against a background of growing demand for personalization has provided Roland DG the impetus to enter the wallpaper market in earnest. Our goal is to further expand the market by capitalizing on the respective strengths of DG DIMENSE's excellent technological capabilities and Roland DG's manufacturing expertise and global-scale sales network.



DG DIMENSE foundation ceremony



Read about the DG DIMENSE foundation ceremony on our blog.



Topic 4 Completion of new head office building for empowering creativity and excitement worldwide

Roland DG's new head office building, which has been under construction for some time, is finally complete, and the new head office officially commenced operations on November 1.

With changes in work styles and environments, sparked in part by COVID-19, the new head office embraces Activity Based Working (ABW) to enhance productivity and operational efficiency by allowing employees to choose their workspace and working times to suit their tasks and moods. Four distinct areas, "Concentration," "Share," "Communication," and "Creation," are designed to foster idea generation and enhance communication among employees. There are also private booths suitable for remote meetings and other features that promote diverse work styles tailored to specific needs.

We will continue to provide innovative digital solutions from this new head office, offering people around the world the amazement and joy of creation, as well as the wow and excitement that result from it.



New head office that will empower creativity and excitement worldwide



Please visit our blog for more details.

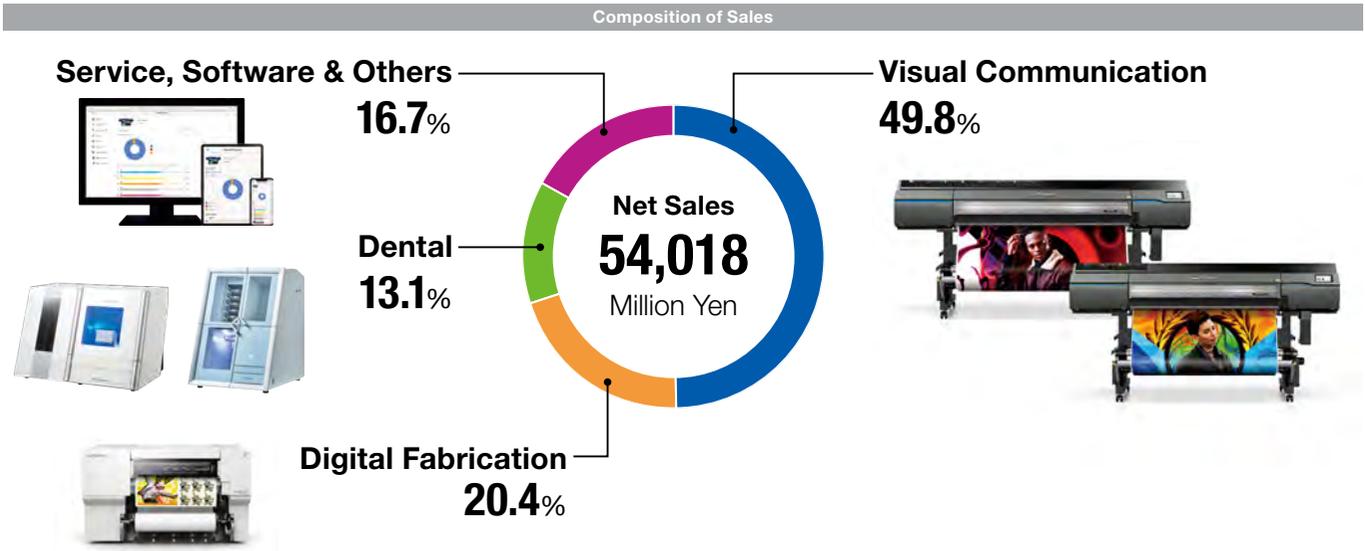


Hamamatsu City is engaged in efforts to realize carbon neutrality by reducing total greenhouse gas emissions within city boundaries to net zero. As part of these efforts, the city has adopted the Hamamatsu City Carbon Neutrality Achieving Enterprises Certification Program, which certifies businesses in the city that are leading the way in the reduction of carbon emissions, with ranking according to the achievement. Our new environmentally-conscious head office, which has obtained Nearly ZEB (Net Zero Energy Building) grading, received the One-Star ranking under this program for achieving net zero CO₂ emissions from the use of electricity.

OPERATING & FINANCIAL REVIEW

Net sales by market

Net sales by market (FY2023)



VC

Visual Communication

Visual Communication(VC) comprises our traditional Eco-Solvent printers (VC-Solvent) and non-solvent printers (VC-Other) such as UV printers and textile printers, and our aim in this area is to secure revenue by developing new markets and bolstering our customer base by offering an increased variety of inks and expanding the range of solutions we offer.

DF

Digital Fabrication

In response to the rapidly growing demand for personalization in tune with the needs of each individual customer as well as to the demand for customization to satisfy niche needs, we offer the products. By adopting this approach, we aim to create new applications and new markets.

Dental

Dental

We have separately categorized sales to the dental market. Since the launch of the first model, we have promoted the market expansion of dental milling machines mainly in developed countries. In recent years, sales opportunities are also expanding in emerging market countries where the digitalization of workflows in the production of dental prostheses has been progressing. Furthermore, as we expect more expansion into the dental clinic market, we intend to develop this business into a pillar of our businesses going forward as a field with high growth potential.

SSO

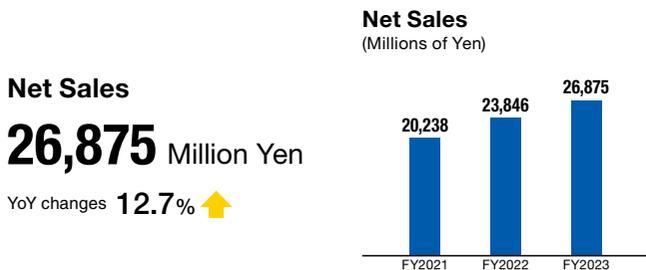
Service, Software & Others

We aim to establish the software-as-a-service (SaaS) business by offering software-based connected services and related services in addition to the provision of service parts and maintenance services.

OPERATING & FINANCIAL REVIEW

Net sales by market

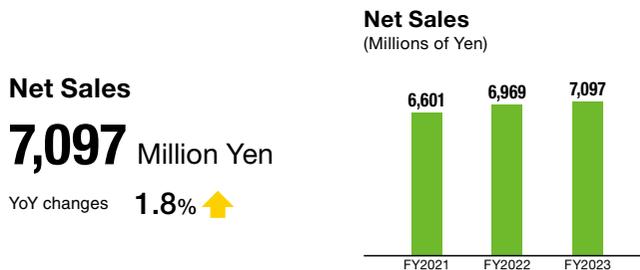
Visual Communication (VC)



Summary

- New Regen printer and UV printers launched in January and inks grew (VC-Other)
- Eco-Solvent printers for sign market TrueVIS series launched in last year sales expected and Eco-Solvent ink grew. Eco-Solvent printer, emerging market brand "DGXPRESS", launched in Sep(VC-Solvent)

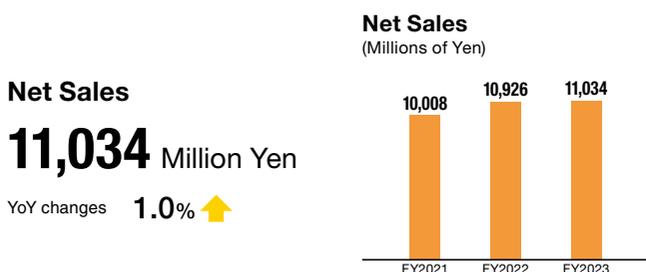
Dental



Summary

- High productivity model DWX-53DC launched in Sep grew solidly, existing models such as the standard model DWX-52D are sluggish
- Emerging market model, DWX-52DCi grew in Middle East, Central/South America, Asia, and Eastern Europe

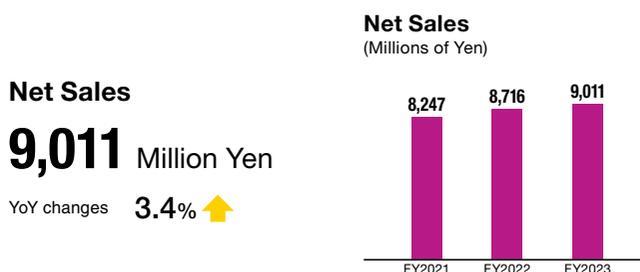
Digital Fabrication (DF)



Summary

- Desktop apparel printers BN-20D launched in Jun grew and released BN2-20/20A, a fully model changed version of Eco-Solvent model BN series in Sep
- UV inks for desktop UV printers increased
- 3D milling machines and desktop cutting machines declined

Service, Software & Others (SSO)



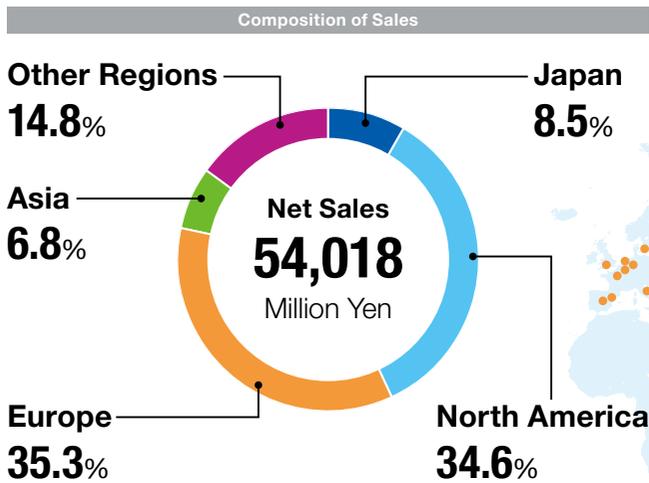
Summary

- Service parts and service others for fee grew

OPERATING & FINANCIAL REVIEW

Net sales by region

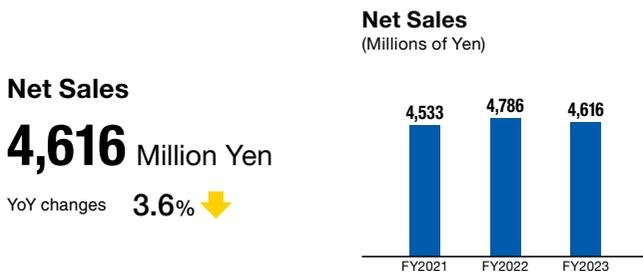
Net sales by region (FY2023)



Through our global net work, we provide products and services to more than 200 countries and regions.



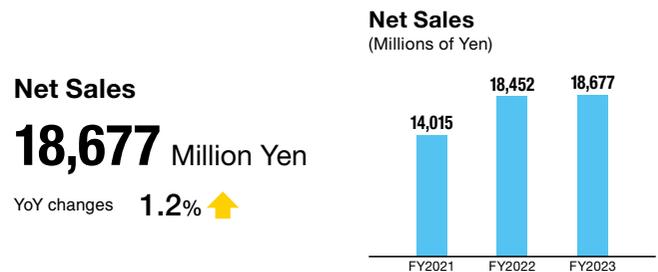
Japan



Summary

- VC** Eco-Solvent printers for sign market with print widths of 54" and wider and roll type UV printers and UV inks grew YoY
- DF** 3D modeling machines decreased
- Dental** New dental product, DWX-53DC, increased but DWX-4 decreased from last year when sales grew due to insurance coverage change

North America



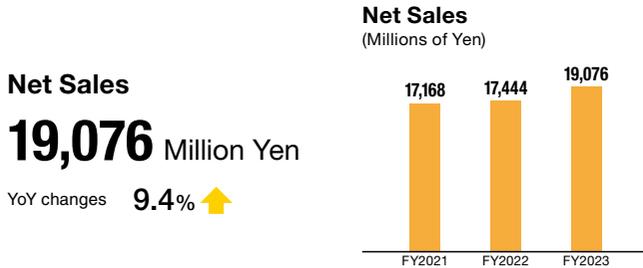
Summary

- VC** New roll type UV printers, Eco-Solvent inks and UV inks grew
- DF** Co-Creation flatbed UV models grew but desktop printers BN series declined
- Dental** New dental milling machine DWX-53DC expected but existing models decreased

OPERATING & FINANCIAL REVIEW

Net sales by region

Europe

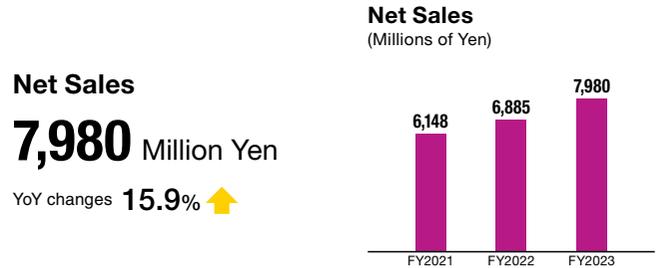


Summary

- vc** New roll type UV printers grew (No.1 market share in some regions *)
- DF** Desktop UV printers BN series grew
- Dental** Dental milling machine DWX-52Di expected in Eastern Europe

*The Company estimated based on research company data

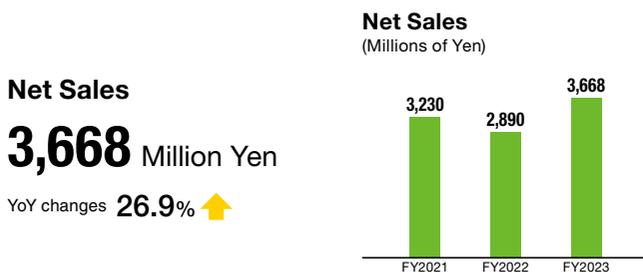
Other Regions



Summary

- UV printers for DGXPRESS and DWX-53DC sales grew in Brazil
- The emerging market model DWX-52Di grew in Middle East and Central America
- UV printers and UV inks grew in Australia

Asia



Summary

- Eco-Solvent printers for sign market and the emerging market model DWX-52Di grew in China and ASEAN region
- Dental milling machines grew in India

AT A GLANCE

Roots / Business Summary

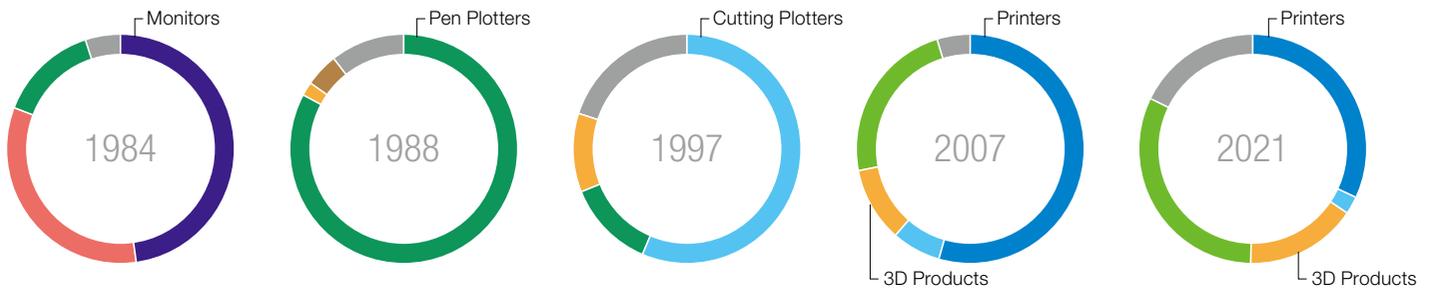
Roots

Roland DG was established in 1981, during the advent of personal computing, with the goal of cultivating new markets with a product lineup that could “Transform Imagination into Reality” through the combination of cutting-edge technology and the manufacture of precision devices. The first products to be developed were a computer music peripheral that used a personal computer to create, edit and perform music, along with the **pen plotters** that sat beside it and connected to the computer to print out sheet music. CAD was spreading as a way to use personal computers to draw diagrams and designs, while pen plotters were growing popular in the manufacturing and construction industries for outputting blueprints. In addition, we used our experience with vertical and horizontal XY-axis positioning control on pen plotters, added a Z-axis for height, swapped the pen for a drill bit, and brought the world’s first **3D milling machines** to market. Then, we substituted the drill bit with a cutter and developed our **engraving machines**. We were able to cultivate new markets as these machines found use in prototyping for product development and design departments involved in manufacturing, as well as for applications in a variety of areas where engraving is necessary.

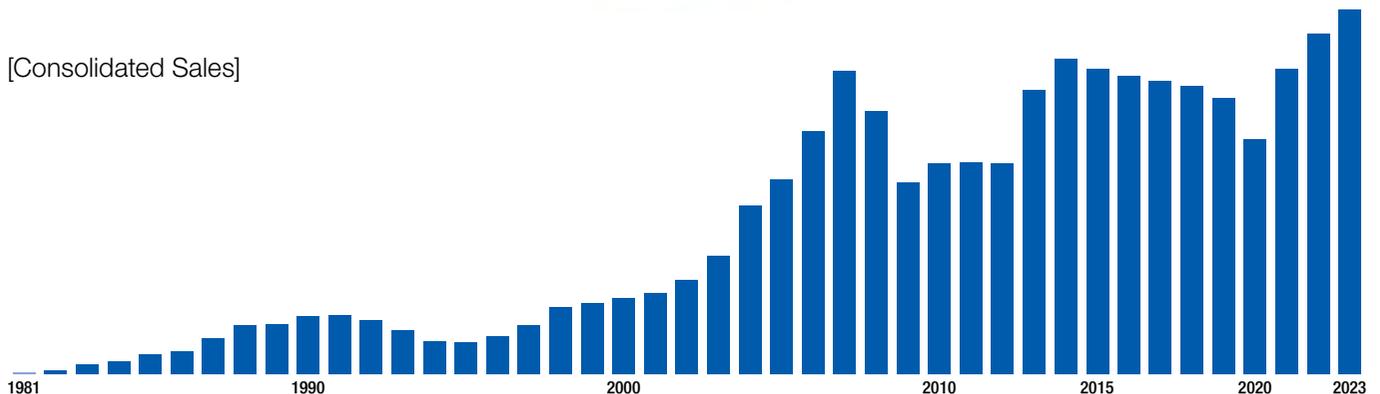
Then we took it one step further, and by swapping out a pen for a blade, we developed the **cutting machines** that could cut text and illustrations from vinyl sheets and rolls, which had applications in the creation of signage. Afterwards, as the image processing capability of computers continued to grow along with the proliferation of digital cameras, we developed the **wide-format inkjet printers** by replacing cutting blades with inkjet printing heads and sought to expand the Sign market with solutions to improve signage as a visual medium.

And now, as there are expected growth market within existing business and new area with growth potential, we have revised our strategic categories to Visual Communication, Digital Fabrication, Dental, and Service, Software & Others.

Paths to Sustainable Growth [Consolidated Sales by Category]



[Consolidated Sales]



AT A GLANCE

Business Summary / DG Value

Business Summary

Digital Printing Business

Through solutions centered on wide-format inkjet printers, we are promoting process reform through digitalization in various printing markets, including the sign market which manufactures displays such as panels for advertising.

Our digital printing solutions cater to various customer needs and applications through quality-image, high-resolution printing leveraging a wide range of product lineups and color management technologies, including eco-solvent printers optimal for vinyl sheet printing, UV printers that enable printing on diverse materials such as plastics and leather, and DTF(Direct-to-Film) printers for fabric printing.

Eco-Solvent Printers



Banners



Billboards



Car wrapping



Stickers

Non-solvent printer



Window graphic



Photo frames



Smartphone cases



Nameplate

DTF(Direct to Film) printer



Wall Paper



Personalized goods



Apparel



Interior decor

AT A GLANCE

Business Summary / DG Value

DGSHAPE Business

The DGSHAPE Business markets 3D-milling machinery that cuts out shapes using blades, engravers for applications ranging from industrial equipment to gifts, dental milling machines for tooth-filling and covering materials, and metal printers that support the maintenance and management of medical equipment. With the product concepts “desktop”, “ease-of-use” and “affordable prices,” we will promote manufacturing that leverages digital data.

Dental

Our lineup of dental milling machines are attuned to the latest dental materials with strengths in milling technologies using 3D data in an open system setting. We contribute to the digitalization and streamlining of dental lab work. We also aim to further improve customer satisfaction by supplying operation management software that can efficiently manage the operation of our products and calculate their cost effectiveness.



Dental restorations



Dental Milling Machines

3D Fabrication

Amid the growing momentum of Science, Technology, Engineering, Art and Mathematics (STEAM) education worldwide, we will leverage our strengths in additive and subtractive technologies to spread 3D digital fabrication. We aim to acquire new customer segments in the retail and service sectors for the use of metal printers and laser foil decoraters.



Personalized giftware



Engraver



Personalizing pens, fountain pens and other stationery



Decorating smartphone cases



Laser Foil Decorators

Medical

With the purpose of solving the problems faced by hospitals nationwide, such as managing the history of use of surgical instruments and improving the quality and efficiency of maintenance work, we have developed a solution for the management of surgical instruments by applying the technology and know-how of Digital Yatai (digital cell production system) utilized at the Company's production sites. In addition to enhancing medical safety, we will help streamline hospital operations by looking at it from the standpoint of fabrication management.



Digitalizing work instructions



Supporting management of each instrument



Visualizing aggregated data



AT A GLANCE

DG Value

DG Value

Digital Cell Production System (D-Shop)

The Company's products are built using a unique cell production system called Digital Cell Production System, or D-Shop. With D-Shop, instead of an assembly line, where multiple workers each contribute parts, each worker builds a full unit, from start to finish, on their own. A computer display shows the worker a 3D graphic manual, and an apparatus automatically rotates and delivers the rack of parts needed for each stage of assembly. A virtual manual guides the worker step-by-step as they use the electric screwdrivers to assemble the product. The guide and apparatus are set up so that the worker never receives incorrect parts or tools for the job at hand. Also the entire process is monitored to ensure product quality. Digital technology is utilized to assist the worker's memory and attentiveness, to achieve the highest quality and productivity.

A single D-Shop can perform all the functions necessary for production, so its key strength lies in the flexibility in regards to any changes that may be required. D-Shop is also employed at the Thailand factory, which began operation in 2012, and has enabled them to achieve a level of quality equal to that of products made in Japan.



D-Shop

History

- 2000 Commenced production with Digital YATAI (digitized cell production system).
- 2005 Established a new Miyakoda factory.
- 2006 Adoption of D-Shop, the advanced version of the new Digital YATAI.
- 2007 Introduction of the automated line.
- 2008 Completion of the expanded Miyakoda factory.
- 2011 Established the first foreign manufacturing subsidiary in Thailand.
- 2014 Completion of the expanded Thailand Factory.
- 2023 Commenced operations at the new Thailand factory building.



3D Graphic Manual



Automatic Rotating Parts Rack



Cordless Electric Screwdrivers

Worldwide Operations

Through a network of sales subsidiaries and dealers, the Company's products and services now reach 200 countries and regions around the world. Marketing and sales activity in each region is closely tailored to local culture and customs, and is headed up by a team of regional staff members to ensure a precise fit for the market and its customers.

At the same time, representatives from overseas sales subsidiaries regularly gather to create global marketing strategies and share best practices from their respective regions. This cooperation has built a corporate structure that produces the best solutions for delivering greater added value worldwide. Since 2012, GlobalOne corporate structural reform has formed the basis for a direct connection of sales and marketing with monozukuri. This has allowed product development to become united with the actions of the market.

In addition, having production, procurement, and product development handled by the Thailand factory allows for the further development of products to meet more diverse customer needs.

History

- 1985 Established a subsidiary in Belgium.
- 1988 Established a subsidiary in Australia.
- 1990 Established a subsidiary in the U.S.A.
- 2002 Established a subsidiary in the U.K.
- 2005 Established a subsidiary in Spain.
- 2006 Established a subsidiary in Italy.
- 2008 Established a subsidiary in Denmark.
- 2011 Established the first foreign manufacturing subsidiary in Thailand.
- 2012 Established a subsidiary in China.
- Established a subsidiary in Korea.
- Established a shared services subsidiary in Spain.
- 2013 Formed a subsidiary in Brazil.
- 2014 Established a subsidiary in the Netherlands, a holding company providing fund management for group companies in Europe.
- Formed a subsidiary in Russia.
- 2017 Transferred the 3D business to a newly-established subsidiary, DGSHAPE Corporation.
- 2022 Established a joint venture company engaged in binder-jet 3D printer business in China.
- 2023 Commenced operations at the new Thailand factory building.
- Established the UAB DG DIMENSE subsidiary in Lithuania.

AT A GLANCE

DG Value

Customer Support System

As the company handles many professional-use products, we provide service and support throughout the customer's business cycle to ensure the continued health of their business. This includes connecting people to their imaginations, unleashing new creative possibilities, and making sure issues like product failure never interrupt a customer's business activity.

History

- 1996 Roland DGA Corporation establishes Roland University (now Roland DG Academy)
- 2008 Roland DG Mid Europe S.r.l. creates the first Roland DG Creative Center.
- 2012 Held a Creative Awards contest recognizing the creativity of Roland DG users worldwide.
- 2013 Held the first-ever SE Awards of the World contest.

Creative Center



Roland DG Creative Centers are the Company's communication space for delivering the latest information to our customers. Many application samples created by using our products are on display to spark users' imaginations and allow them to see and experience the possibilities these products offer.

Academy



At Roland DG Academy, the Company provides the necessary training and workshops to help fully unlock the potential of our products and related software. These spaces serve as an environment where users, beginners and professionals alike, can realize the best performance from their machines.

Care



The Roland DG Care program is designed to ensure that the Company's products continue to operate as promised for as long as possible. With features such as post-installation maintenance and troubleshooting, as well as software and firmware updates and empty ink cartridge collection, Roland DG Care exists as a comprehensive service and support system that is finely-tuned to our customers' needs.



R&D

Roland DG began with XYZ-axis control technology and has continuously challenged itself to create new products from original ideas. At our essence is a corporate culture that values the curiosity of R&D. We begin with a simple desire to develop a new useful feature and build upon that using core technology to create "world's first" and "industry first" innovations again and again. At the heart of this development process is always our company vision to "transform imagination into reality."

History

- 1982 Released the computer music pen plotter.
Released the pen plotter.
- 1983 Released monochrome monitors.
- 1986 Released the first of the 3D milling machines.
- 1987 Released the first of the engraving machines.
- 1988 Released the first of the cutting plotters.
- 1995 Released the world's first thermal transfer technology color printer/cutter.
- 1997 Released the world's first wide-format inkjet printer/cutter, capable of printing water-based pigment ink
- 2000 Released the photo impact printer capable of transferring photographs and illustrations onto metal and acrylic.
- 2001 Released the 3D laser scanner.
- 2003 Released the inkjet printer/cutter designed to enhance on-demand production of small jobs.
- 2005 Released the wax modeling jewelry machine.
- 2008 Released the UV-LED inkjet printer/cutter, capable of multi-layered printing on a wide variety of substrates.
- 2009 Released the world's first inkjet printer/cutter capable of printing metallic silver ink.
- 2010 Released the first of the dental milling machines.
- 2011 Released the digital hobby mill.
- 2012 Released the aqueous inkjet printer, targeting emerging markets.
- 2014 Released the company's first 3D printer, and a new milling machine.
Released the dye sublimation transfer printer for exclusive use in textile printing.
- 2015 Released the company's first wet milling dental machine, and a new dry milling dental machine.
- 2018 DGSHAPE released a dental milling machine with performance visualization software to help dental labs run a more productive and efficient business.
DGSHAPE released the world's first laser foil decorator.
Released cotodesign design and print management software for customizing store merchandise on demand using customers' favorite designs and photos.
- 2021 Launched the free cloud-based Roland DG Connect service.

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Summary of Corporate Governance Structure of the Submitting Company and Reason for Selection of the Structure

Our vision is that it is crucial to place emphasis on the health, transparency, and efficiency of corporate management, as well as to establish a corporate structure that will allow us to respond expeditiously and appropriately to rapid changes in our business environments. Specifically, in addition to speeding up decision-making and implementing mutual supervision of Directors who are well-versed in the business, we have enhanced our ability to supervise our management from a third-party perspective by Outside Directors and Outside Audit & Supervisory Board Members. By introducing a system of Executive Officers with titles and a division / business division system, we work toward efficient business execution, while we have established the Management Meeting consisting of Executive Directors, including the President, Representative Director, and Executive Officers in order to execute business flexibly and promptly. We are also engaged in implementing and enhancing our structure to ensure more openness in our disclosure to shareholders and investors.

The Company Group places the following corporate ideals at the root of its management, making it the starting point for all corporate activities.

Purpose

To Empower Creativity and Excitement Worldwide

Slogans

- Inspire the Enjoyment of Creativity
- Be the BEST rather than the BIGGEST
- The Roland Family – Cooperative Enthusiasm

Mission

Bringing new opportunities to society through digital technology

Vision

Transforming your imagination into reality

Additionally, the Company has also defined the following “Code of Conduct” to conduct business activities in line with the corporate ideals.

Code of Conduct

Creation of New Value

- We will maintain a spirit of creative inquiry to help make people’s lives better by creating innovative value.
- We will strive harder towards making the company the best rather than the biggest and will work to improve corporate value through the excellence, sustainable business development.
- We will continually challenge new fields with unrestricted imagination and originality.

Global Business Expansion

- We will constantly pursue new opportunities and engage in business activities with the goal of global expansion.
- We will respect the diversity in various regions around the globe, including their histories and cultures, and will remain conscious of the importance of harmonious coexistence as we conduct our business activities.
- We will do our part to conserve the global environment in order to ensure a pleasant society for the people of the world.

Clean and Open Corporate Culture

- Each one of us will remain conscious of social responsibility and will observe laws and social ethics when conducting ourselves.
- Each one of us will build trust by following our consciences to make fair decisions and by maintaining transparency and accountability.
- We will create a corporate culture in which everybody can work with enthusiasm and passion.

Reasons for Not Implementing the Principles of the Corporate Governance Code

Supplementary Principle 2-4-1 Ensuring diversity in the promotion of core human resources

We recognize that society consists of people with diverse attributes, and that it is essential to recognize, respect, and utilize diversity. Accordingly, the Code of Conduct clearly states that we will develop our business based

on the concept of respect for diversity and coexistence. As a global company, in the past we have appointed international members to the Directors and Executive Officers who are responsible for the management of our company, regardless of nationality, and also appointed women to Directors, department heads and managers, as well we will continue to maintain and promote diversity in the future. We have been promoting an environment and system where diverse talents can thrive. At this point, we have not set measurable target values, but we will continue to maintain and promote diversity for the medium to long-term improvement of corporate value.

In addition, the Company (Group) has set the two pillars of strategic human resources: securing human resources (recruitment, development, and optimal deployment) that will drive our growth strategy and supporting the self-realization of diverse individuals. From the perspectives of human resource development and improving the internal environment, we will mainly strengthen the following.

- Selection and training of next-generation leaders and the systematic development of successors to management
- Developing leaders who can leverage diverse human resources to drive the organization
- Talent management and job rotation
- Support for education to promote reskilling
- Creating an environment that promotes a variety of working styles

Disclosure Based on Each Principle of the Corporate Governance Code

Principle 1-4 Cross-Shareholdings

The Company does not hold any cross-shareholdings of listed companies.

Principle 1-7 Related Party Transactions

When the Company engages in transactions with its Directors, Audit & Supervisory Board Members or major shareholders (i.e., related party transactions), designated approval is required as defined by internal regulations such as the “RULES OF THE BOARD OF DIRECTORS” and “APPROVAL RULES.” The Company deliberates and confirms that such transactions will not harm the interests of the Company or the common interests of its shareholders. Following disclosure standards, information on related party transactions is disclosed in the Business Report and the Securities Report.

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

The Company has established the “Retirement Pension Assets Management Committee” by selecting employees from Corporate Division who are well-versed in pension management. The committee deliberates on important matters for the safe and efficient management of pension assets, reports them to the Board of Directors, and receives counsel from external consultants as necessary to complement and improve their expertise. From January 2024, we abolished the “defined benefit pension system” and transitioned all corporate pensions to the “defined contribution pension system.” Therefore, our company has ended the operation of the corporate pension reserve fund and dissolved the committee.

Principle 3-1 Full Disclosure

- Corporate ideals, business strategy, and business plans: The Purpose, Slogans, Mission, and Vision are disclosed on the Company’s website and in its financial results briefing materials, disclosure materials, etc.
- Basic views and guidelines on corporate governance: Basic views are disclosed on the Company’s website and the Securities Report.
- Policies and procedures in determining the compensation of Directors: Regarding the determination of compensation for Directors, based on the “Policy for Determining the Content of Individual Compensation for Directors,” which was resolved by the Board of Directors in February 2021, we strive to maintain fairness, transparency, and objectivity in procedures with the Nomination and Compensation Committee, chaired by an Independent Outside Director, which serves as an advisory body to the Board of Directors. In addition, with regard to the amount of Directors’ compensation, etc., information is disclosed on the Company’s website, the NOTICE OF THE ORDINARY GENERAL MEETING OF SHAREHOLDERS, and the Securities Report.
- Policies and procedures for the appointment of candidates for Director and Audit & Supervisory Board Member: When nominating candidates for Directors and Audit & Supervisory Board Members, the Nomination and Compensation Committee, chaired by an Independent Outside

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Director, which serves as an advisory body to the Board of Directors, discusses the suitability of candidates in light of the selection criteria stipulated in the "RULES OF NOMINATION AND COMPENSATION COMMITTEE," which is reported to the President, Representative Director. The President, Representative Director submits this candidate appointment proposal to the Board of Directors and Audit & Supervisory Board, and upon their resolution, it is proposed to the General Meeting of Shareholders.

- v. Explanations with respect to individual appointments of senior management and appointment of Directors and Audit & Supervisory Board Members: Reasons for appointment of all candidates are disclosed in the NOTICE OF THE ORDINARY GENERAL MEETING OF SHAREHOLDERS.

Supplementary Principle 3-1-3 Enhancement of Information Disclosure

Based on the corporate ideals, we have formulated a "Basic Policy on Sustainability" to accelerate our efforts to achieve a sustainable society and increase our corporate value. The Sustainability Committee, which is an advisory body to the President, is primarily responsible for formulating plans related to sustainability-related activity policies, materiality, strategies, business models, KPIs, etc. and considers investment in human capital and intellectual property from the perspective of sustainable growth. In FY2023, we identified key sustainability issues (materiality), and will develop them into a roadmap for medium- and long-term initiatives, and reflect them in our medium-term management plan, which begins in FY2024, to promote initiatives.

We believe that climate change issues may lead to risks and opportunities for the company as well, and are working to enhance the quality and quantity of information disclosure while improving governance and risk management systems.

In addition, as a public company, we recognize that it is our responsibility to comply with laws and regulations and fulfill our social responsibilities. We therefore strive to build relationships of mutual trust with our stakeholders to improve our corporate value, while proactively engaging in efforts to make effective use of resources and reduce our environmental impact, and other CSR activities.

Please refer to the Company's website for Basic Policy on Sustainability, information related to climate change, and information on CSR activities.
<https://www.rolanddg.com/en/about-us/sustainability>

Investment in human capital:

As we expand our business globally, we are actively appointing foreign Directors and Executive Officers to oversee our global sales network, and we are building a diverse management system to gather the diverse voices of our stakeholders around the world, including our customers and employees, and utilize them for our next growth. Our strategic human resource policy is to secure human resources that will drive our growth strategy (recruitment, training, and optimal placement) and to support the self-realization of diverse individuals. To secure the human resources that will drive our growth strategy, we are not only strengthening the hiring of specialists and mid-career hires who will play an important role in the execution of our strategy, but we are also working to select and train the next generation of leaders and systematically develop management-level personnel. In the future, we will also strengthen talent management and job rotation to ensure an appropriate human resources portfolio (optimal allocation). To support the self-realization of diverse individuals, we will further strengthen our efforts to promote the empowerment of women, people with disabilities, and senior human resources, and at the same time, strengthen the development of leaders who can lead the organization by utilizing diverse human resources. At the same time, we will strengthen our efforts to develop leaders who can utilize diverse human resources and lead the organization. Furthermore, we will create an environment that allows employees to maximize their potential by supporting education that encourages reskilling and by enhancing the environment for diverse work styles regardless of time and place. We will also proactively invest in systems to improve the efficiency of conventional human resource management operations and to make human resource information more visible, which are essential for realizing these strategic human resource management measures.

Investment in intellectual property:

We believe that the utilization of and investment in intellectual property is essential for us to achieve a shift in our business portfolio and further growth. We will invest aggressively in the development of environmentally

friendly inks, expansion of connected services, promotion of Co-Creation activities, establishment of traceability systems to ensure safety and security in medical facilities and systems to improve the efficiency of hospital management, and sales of the digital cell production system, our unique production method in order to create new markets.

Supplementary Principle 4-1-1 Clarification of Scope of Delegation to Management

The Company defines in its internal regulations such as the "RULES OF THE BOARD OF DIRECTORS" with regard to matters defined by laws and regulation, matters for resolution by the Board of Directors as important items, and matters for reporting concerning execution status; and the "AUTHORITY RULES" with regard to the authority of Executive Directors. The Company defines in its internal regulations such as the "APPROVAL RULES" with regard to the range of decision-making delegation to management, etc.

Principle 4-9 Independence Standards and Qualification for Independent Outside Directors

The Company has defined the "Standards Concerning Independency of Outside Directors and Outside Audit & Supervisory Board Members" and discloses them on the Company's website. With regard to the appointment of personnel, in addition to standards set by the Tokyo Stock Exchange, candidates must satisfy the Company's proprietary standards, emphasize diversity, have experience and expertise directly involved in company management, be capable of contributing to honest, active and constructive consideration at the Board of Directors, and we strive to appoint a person who can attend the Board of Directors Meetings.

Supplementary Principle 4-10-1 Authority, Roles, etc. of the Nomination and Compensation Committee

The Company has appointed three Independent Outside Directors but they make up less than half of the Board of Directors. Therefore, the Nomination and Compensation Committee has been established as an advisory body to the Board of Directors in order to strengthen the fairness, transparency, and objectivity of procedures related to the treatment of executives and Directors, and to enhance corporate governance. In addition, in order for the Board of Directors to have a good balance of knowledge, experience, and abilities to effectively fulfill its roles and responsibilities, The RULES OF NOMINATION AND COMPENSATION COMMITTEE stipulate that the Committee should make proposals that balance appropriate scale and diversity, including gender, internationality, work history, and age.

Supplementary Principle 4-11-1 Disclosure of Views Concerning the Diversity of the Board of Directors

Policies and procedures regarding the appointment of the Company's Directors are as shown in Principle 3-1 iv, and the Board of Directors of the Company shall be appointed within the framework of a maximum of ten members, as defined in the Articles of Incorporation. The Board of Directors identifies the skills, etc. that it should possess in light of the management strategy, and then creates a skill matrix that lists the knowledge, experience, abilities, etc. of each Director as a whole, thereby giving due consideration to appropriate business management. Regarding the management experience of Independent Outside Directors at other companies, the criteria for appointment of Directors by the Nomination and Compensation Committee are set such that Independent Outside Directors include those who have management experience. The skill matrix is disclosed in the presentation materials of the Ordinary General Meeting of Shareholders, and the management experience at other companies is disclosed in the NOTICE OF THE ORDINARY GENERAL MEETING OF SHAREHOLDERS and the Securities Report.

Supplementary Principle 4-11-2 Disclosure of Status of Concurrent Positions

With regard to Outside Directors and Outside Audit & Supervisory Board Members of the Company, an appointment is made, with the ability and will to attend various meetings in person, including the General Meetings of Shareholders and Board of Directors Meetings, as appointment standards. Active discussions are made from various angles, and the Company works to strengthen the structure to enable the Board of Directors to function effectively. Furthermore, concerning the concurrent holding of officer positions at other companies, these items are resolved by the Board of Directors for Executive Directors. For Outside Directors (Non-executive Directors), these items are notified in advance to the President,

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Representative Director in writing and reported at the immediate meeting of the Board of Directors. Additionally, the maximum number of listed companies at which Outside Directors concurrently serve as Directors is limited to a maximum of five. If it exceeds this limit, these items are resolved by the Board of Directors. Furthermore, the Company believes that the current status of concurrently held positions and attendance is in a reasonable range, as the rate of attendance is extremely high. The current status of attendance is disclosed every year in the NOTICE OF THE ORDINARY GENERAL MEETING OF SHAREHOLDERS, and the status of concurrently held positions in the NOTICE OF THE ORDINARY GENERAL MEETING OF SHAREHOLDERS and the Securities Report.

Supplementary Principle 4-11-3 Disclosure of Outlines of Analysis and Evaluation Results on Effectiveness of the Board of Directors

The Company conducts questionnaires of Directors and Audit & Supervisory Board Members on the effectiveness of the Board of Directors and reports the questionnaire results to the Board of Directors through the Board of Directors Secretariat. The Company then discusses improvement plans for the Board of Directors with more effectiveness, and makes improvements as necessary. Based on the questionnaire results, the Company considers that the effectiveness of the Board of Directors as a whole is ensured without any major problem.

Supplementary Principle 4-14-2 Disclosure of Training Policy

With regard to the Company's Directors and Audit & Supervisory Board Members, the Company's policy is to hold timely training sessions by outside instructors, etc., as necessary, based on the following framework with the objective of achieving the appropriate fulfillment of duties and responsibilities expected of a Director or Audit & Supervisory Board Member.

- Create opportunities for new Directors and Audit & Supervisory Board Members to acquire necessary knowledge concerning business, finance, organizations, etc.
- Create opportunities for Outside Directors and Outside Audit & Supervisory Board Members to share and deepen understanding of business content and management issues
- Create opportunities to acquire other knowledge, etc., necessary to fulfill responsibilities

Principle 5-1 Policy for Establishing Systems and Efforts to Promote Constructive Dialogue with Shareholders

With regard to dialogue with institutional investors and individual investors, the Company positively responds to them to a reasonable extent. Additionally, the Company has defined the "Policy for Constructive Dialogue with Shareholders" and discloses it on the Company's website.

*Titles of supplementary principles are provided for convenience in the interest of readability.

Information on Corporate Institutions

The Company adopts an Audit & Supervisory Board Members system. Details of the main bodies of the Company including the Board of Directors are as follows:

a. Board of Directors

The Board of Directors consists of six Directors (including four Outside Directors) and meets at least once every month to make decisions on crucial operational matters and oversee the execution of Directors' duties.

b. Management Meeting

The Management Meeting consists of Executive Directors including the President, Representative Director and Executive Officers, is held typically once every month and supervise the business execution of Executive Officers by having Executive Officers explain deliberation proposals and report on business execution.

c. Audit & Supervisory Board

The Audit & Supervisory Board consists of three Audit & Supervisory Board Members (including two Outside Audit & Supervisory Board Members) and meets in principle at least seven times a year to receive reports on important matters relating to audits, as well as carry out discussions and make resolutions on these matters. Additionally, a forum for sharing information and exchanging views, etc., among Audit & Supervisory Board Members will be installed as necessary, in order to contribute to the formulation of audit opinion and enhance the effectiveness of audits.

In order to gain an understanding of important decision-making processes and the status of business execution, Audit & Supervisory Board Members also participate in Board of Directors meetings, Management Meetings, and other important meetings within the Company. Audit & Supervisory Board Members also conduct audits on various business locations and subsidiaries in addition to engaging in strengthening its function of monitoring the execution of Directors' duties.

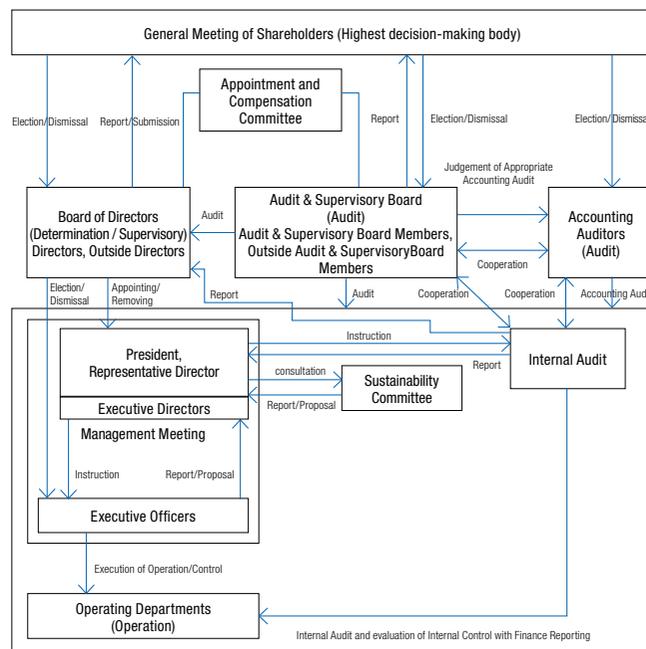
Members of each corporate institution are as follows:

◎ Chairman for corporation institutions, ○ Member

Role	Name	Board of Directors	Management Meeting	Audit & Supervisory Board
President, Representative Director	Kohei Tanabe	◎	◎	
Director Managing Executive Officer	Andrew Oransky	○	○	
Outside Director	Osamu Hosokubo	○		
Outside Director	Naoko Okada	○		
Outside Director	Brian K. Heywood	○		
Outside Director	Yasuhiro Kasahara	○		
Audit & Supervisory Board Member	Naoki Nagano			◎
Outside Audit & Supervisory Board Member	Mitsuhiro Honda			○
Outside Audit & Supervisory Board Member	Megumi Ikuma			○

In addition to the above, the Management Meeting is made up of five Executive Officers.

Corporate Governance Structure



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Other Matters Related to Corporate Governance

a. Status of the internal control system and risk management system

The Company carries out activities based on the "Basic Policies for Establishing an Internal Control System" which is resolved at the Board of Directors meeting each fiscal year. We have placed the corporate ideals at the foundation of our management, and use them as the starting point for all corporate activities.

To secure conformity with laws and regulations and the Articles of Incorporation for execution of business by Directors and employees, our compliance structure includes internal education activities on Codes of Conduct, and the whistleblowing system to promote compliance with laws and regulations within the Group.

The President, Representative Director assumes responsibility for the risk management structure as the Chief Risk Management Officer. The Board of Directors of the Company appoints the Risk Management Officer and the Risk Management Officer supervises and manages the Risk Management System of the Company and reports and proposes to the Board of Directors and the Chief Risk Management Officer on a regular basis. Additionally, a structure is established to receive periodic reports on risk management from subsidiaries, and matters related to the group-wide risk management are treated as risk management issues of the Company.

Furthermore, to secure the appropriateness of operations of the Group, we have defined "RULES FOR MANAGEMENT OF AFFILIATED COMPANIES", and while receiving reports on management status from subsidiaries, we supervise the management of key subsidiaries by seconding our Directors, etc., based on the business content and scope of subsidiaries. We secure the appropriateness of operations by placing management advisory bodies at key subsidiaries to deliberate on significant management matters. With respect to the internal control reporting structure for financial reporting as required by the Financial Instruments and Exchange Acts, the management procedures structure, etc., for development, operation, and evaluation of the internal control system are defined, with the Finance & Accounting Department in charge. The evaluation of effectiveness is conducted through evaluation of the status of development and operation in each department and subsidiary, as well as independent evaluation by the Internal Audit Department.

Apart from the above, the following procedures have been developed to realize appropriate internal control and risk management: a structure to secure efficient execution of duties by the Directors of the Group; a structure related to storage and management of information regarding the execution of duties by the Directors; a structure for the Directors and employees to make reports to Audit & Supervisory Board members; a structure regarding employees to assist the duties of Audit & Supervisory Board Members should they request assistance from such employees; and a structure to ensure that persons making reports to Audit & Supervisory Board Members do not receive detrimental treatment as a result of such reporting.

Furthermore, we have defined "Basic Views and Maintenance Status Toward Elimination of Anti-social Forces" with respect to anti-social forces, and under the basic principle of "taking a firm stance and having no relationships, and not conducting any transactions," we strive to inculcate this to all employees while assigning the General Manager of the Corporate Affairs Department in charge of preventing wrongful requests, and through cooperation with related internal departments, we work to terminate relationships with anti-social forces across the entire company.

In addition to the above, in order to respond to various legal contingencies, we have in place advisory contracts with multiple law firms with whom we consult and develop solutions to issues as needed.

b. The fixed number of Directors

The Articles of Incorporation stipulate that the Company shall not have more than ten (10) Directors.

c. Requirements for resolution to appoint Directors

The Articles of Incorporation stipulate that the resolution for electing a Director shall be adopted by a majority of the voting rights held by the shareholders present, whose number shall constitute at least one-third of the voting rights of all shareholders of the Company who are entitled to vote at the meeting and the resolution shall not be made by cumulative votes.

d. The decision-making body for interim dividend

In order to enable flexible return of profits to shareholders, the Articles of Incorporation stipulate that the Company may, by a resolution of the Board of Directors, distribute interim dividends with a record date of June 30 of each year.

e. The decision-making body for the acquisition of own stock

The Articles of Incorporation stipulate that the Company may, by a resolution of the Board of Directors, acquire its own stock through the market transactions, etc. pursuant to Article 165, Paragraph 2 of the Companies Act in order to enable the Company to flexibly acquire own shares.

f. Requirements for special resolutions at the General Meetings of Shareholders

The Articles of Incorporation stipulate that a special resolution as stipulated in Article 309, Paragraph 2 of the Companies Act shall be adopted by a two-thirds majority of the voting rights held by the shareholders present, whose number shall constitute at least one-third of the voting rights of all shareholders of the Company who are entitled to vote at the meeting.

g. Limited liability agreement with Non-executive Directors and Audit & Supervisory Board Members

The Company may enter into contracts, pursuant to Article 427, Paragraph 1 of the Companies Act, with Non-executive Directors and Outside Audit & Supervisory Board Members to the effect that, if they have performed their duties in good faith and without gross negligence, the liability of the Directors under Article 423, Paragraph 1 of the same law shall be limited. The limited liability amount under such contracts shall be the minimum limited liability amount specified by the same law.

The Status of Internal Audits, Audits by Audit & Supervisory Board Members, and Accounting Audits

With regard to internal audits, the Company has established the Internal Audit Department as an organization under the direct control of the President, Representative Director, which reports the results of internal control and internal audits of the fiscal year at the meeting of the Board of Directors. Audit & Supervisory Board Members and Internal Audit Department liaise on various matters, such as the development of audit plans, to improve the effectiveness and efficiency of audits. The state of audits by Audit & Supervisory Board Members is described in "c. Audit & Supervisory Board" presented in "Information on Corporate Institutions." Audit & Supervisory Board Members receive explanations of the audit plan and reports of audit results from, and exchange views and information as necessary with, accounting auditors.

The Audit & Supervisory Board Members and the Internal Audit department liaise on various matters, such as the development of audit plans, to improve the effectiveness and efficiency of audits. Full-time Audit & Supervisory Board Member, Mr. Naoki Nagano, has been involved in operations in a financial institution for many years as well as corporate planning and accounting operations in the Company and also has experience as the President of an European subsidiary. Outside Audit & Supervisory Board Member, Mr. Mitsuhiro Honda, has abundant experience in international tax affairs, and Outside Audit & Supervisory Board Member, Ms. Megumi Ikuma, has many years of experience as a certified public accountant. All three individuals are well-versed in finance and accounting matters.

While the Company has no vested interest to be stated pursuant to the provisions of the Certified Public Accountants Act with the accounting auditor, Deloitte Touche Tohmatsu LLC, or its engagement partners, the two parties maintain close contact with each other so that the Company is able to receive appropriate advice on an ongoing basis. In addition, overseas subsidiaries of important consolidated subsidiaries are audited (only in accordance with the provisions of the laws and regulations of the country where they are located, which are equivalent to the Companies Act or the Financial Instruments and Exchange Act) by persons other than our accounting auditor (persons with qualifications equivalent to certified public accountants or auditing firms in the country where they are located). Furthermore, the accounting audit for the fiscal year under review was conducted by Certified Public Accountants Messrs. Tadashi Nakayasu and Masanori Toyoizumi who are designated limited liability partners and engagement partners. (As the number of consecutive years conducting

MANAGEMENT

Corporate Governance

audits is within seven years, the number of years is omitted.) Assistance for audit operations is provided by eleven Certified Public Accountants and twenty other persons.

The Internal Audit department, Audit & Supervisory Board Members, and the accounting auditor hold joint meetings in principle two times a year to execute audits from their respective standpoints in collaboration with each other.

Overview of Personal Relationships, Capital Relationships, or Transactional Relationships and other Interests between the Company and the Company's Outside Directors, or Outside Audit & Supervisory Board Members

Outside Director, Mr. Brian K. Heywood, is the CEO of Taiyo Pacific Partners L.P., a shareholder of the Company, and serves as an Outside Director of Roland Corporation. The Company has entered into an advisory contract with said company for the purpose of mainly receiving counsel and suggestions on management and business strategies. However, the Company receives advisory services under the advisory contract from different members of said company. Roland Corporation holds shares in our company and engages in transactions such as facility usage in product development.

Outside Director, Mr. Yasuhiro Kasahara, is a partner of Nagashima Ohno & Tsunematsu, a law firm with which the Company has business transactions including the receiving of various services that are based on our legal advisory contract. However, the Company receives legal advisory services from different attorneys of the said law firm.

Outside Audit & Supervisory Board Member, Mr. Mitsuhiro Honda, is an Outside Audit & Supervisory Board Member of YUASA TRADING CO., LTD with which the Company has business transactions including the sales of products.

Additionally, there are no personal, capital or transactional relationships and other interests with companies, etc., at which other Outside Directors and Outside Audit & Supervisory Board Members serve or served as executives or employees either at present or in the past. (The "past" is defined as within the past 10 years, pursuant to the "range of confirmation of affiliation information" stipulated by the Tokyo Stock Exchange.)

Views on the Functions and Roles of Outside Directors and Outside Audit & Supervisory Board Members in Corporate Governance of the Company, the Independence Standard or Policy for Selecting Outside Directors and Outside Audit & Supervisory Board Members and the State of Their Appointment, and Collaboration between the Outside Directors, Outside Audit & Supervisory Board Members and Internal Control Division and Audits

We expect Mr. Osamu Hosokubo, Outside Director, to leverage his knowledge and experience as a corporate executive and investor, Ms. Naoko Okada, Outside Director, to leverage her knowledge and experience in corporate management and corporate communications, and Mr. Yasuhiro Kasahara, Outside Director, to leverage his extensive experience and insight in corporate legal affairs over many years in all aspects of our corporate management and provide independent oversight and counsel regarding our corporate operations as well as to contribute to enhancing the transparency of Board of Directors proceedings and our supervisory functions.

Additionally, Mr. Brian K. Heywood has knowledge and experience as a corporate executive and investor. We expect him to contribute to the enhancement of corporate value by providing advice on all aspects of our corporate management as a shareholder and investor.

Furthermore, we can expect two Outside Audit & Supervisory Board Members to work with our Full-time Audit & Supervisory Board Members, drawing on their extensive knowledge of accounting and tax matters, and execute objective and neutral audits in their independent capacities regarding all aspects of our corporate management as described in "c. Audit & Supervisory Board" in "Information on Corporate Institutions" and "The Status of Internal Audits, Audits by Audit & Supervisory Board Members, and Accounting Audits."

As such, we believe Outside Directors and Outside Audit & Supervisory Board Members in our current organization are able to fulfill the functions and roles that are required with regard to our corporate governance.

The Company has defined the "Standards Concerning Independency of Outside Directors and Outside Audit & Supervisory Board Members" which satisfies the requirements of independent officers stipulated by the Tokyo Stock Exchange and discloses them on the Company's website.

We have judged that three of Outside Directors, Osamu Hosokubo, Naoko Okada and Yasuhiro Kasahara and two Outside Audit & Supervisory Board Members satisfy these standards and have secured adequate independence and have reported three Outside Directors and two Outside Audit & Supervisory Board Members as independent officers.

Directors' Compensation, etc.

Total amount of compensation and other remuneration for different officer categories, total amount of compensation and other remuneration by type, and the number of eligible officers (Results in the 43rd Fiscal Year)

Category	Total amount of compensation and other remuneration (Millions of yen)	Total amount of compensation and other remuneration by type (Millions of yen)			Number of recipients
		Basic compensation	Bonuses	Performance-linked compensation Share compensation	
Directors (excluding Outside Directors)	139	82	57	-	3
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	31	31	-	-	2
Outside Directors and Outside Audit & Supervisory Board Members	34	34	-	-	6
Total	204	147	57	-	11

(Notes) The number of persons paid includes one Audit & Supervisory Board Member who retired at the conclusion of the 42nd Ordinary General Meeting of Shareholders held on March 24, 2023, and excludes one uncompensated Outside Director.

The total amounts, etc. of consolidated compensation, etc. for each officer of the submitting company

Name	Total amount of consolidated compensation and other remuneration (Millions of yen)	Officer categories	Company categories	Amount of consolidated compensation and other remuneration by type (Millions of yen)		
				Basic compensation	Bonuses	Performance-linked compensation Share compensation
Andrew Oransky	109	Director	Submitting company	34	15	-
		Director and CEO	Roland DGA Corporation	59	-	-

Matters pertaining to the policy for the determination of the amount and the method for calculation of the compensation, etc. for Directors

*The following is the policy as of December 31, 2023, and it is applied to the 43rd Fiscal Year. The policy to be applied from the 44th Fiscal Year onwards is currently undecided as of the update date, as The performance-linked share compensation plan described in the "4. Policy regarding the determination of the contents and the method for calculation of the performance-linked share compensation" has ended due to the expiration of the term. We are continuing our deliberations.

Directors' compensation of the Company consists of basic compensation, officer bonuses, and performance-linked share compensation.

The Company's Board of Directors resolved the "Policy for the determining the compensation, etc. for each Director," at its meeting held on February 17, 2021, which was revised at the Board of Directors meeting held on February 24, 2022, in accordance with the introduction of the delegation-based Executive Officer with title structure as of March 24, 2022.

MANAGEMENT

Corporate Governance

The Board of Directors has determined that the content of compensation, etc. for Directors is in line with this policy, as it is determined by the Board of Directors' resolution on the proposed compensation standards for Directors, etc. determined by the President, Representative Director based on the report of the Nomination and Compensation Committee, a majority of whose members consist of Independent Outside Directors. The content of the policy for the determination is as follows.

1. Basic policy

With regard to compensation for Directors, the Company has adopted a compensation system linked to business performance and shareholders' interests so as to fully function as an incentive to realize a sustainable increase in corporate value. When determining the compensation for each Director, the Company's basic policy is to set an adequate level based on the person's responsibilities. Specifically, the compensation for Executive Directors consists of basic compensation, bonuses for Directors, and performance-linked share compensation, and for Outside Directors who have supervisory functions, the Company provides only basic compensation based on their duties.

For foreign Directors, the Company sets a level based on compensation levels in the country of origin as well as on their responsibilities.

2. Policy for determining the amount of basic compensation

1) Policy for determining the total amount

With regard to basic compensation for Directors, the Board of Directors determines the total amount for the next fiscal year, based on the deliberation of the Nomination and Compensation Committee, with the majority of the committee members being Independent Outside Directors.

2) Policy for determining the amount for each Director

With regard to the amount of basic compensation for each Director, the determination of amounts is delegated to the President, Representative Director by resolution of the Board of Directors, and the President, Representative Director determines amounts taking into consideration the post and responsibilities of each Director based on the compensation standards for Directors, within the limit for the compensation, etc. as resolved at the General Meeting of Shareholders. With regard to compensation standards for Directors, the President, Representative Director, based on reports of the Nomination and Compensation Committee, drafts the compensation standards for Directors, and the Board of Directors finalizes it by its resolution.

The Company provides basic compensation on a monthly basis.

3. Policy for determining the total amount of Executive Directors' and Audit & Supervisory Board Members' bonuses

1) Policy for determining the total amount

When determining the total amount to be paid, the total amount shall not exceed 300 million yen, the approved amount of basic compensation and Executive Directors' and Audit & Supervisory Board Members' bonuses at the General Meeting of Shareholders, and shall comply with the numerical standards prescribed in the OFFICERS' BONUS PAYMENT RULES (the total amount of Executive Directors' and Audit & Supervisory Board Members' bonuses shall be up to 2% of operating profit and 3% of net income in the consolidated financial forecast). In addition, in the event that one of the following applies before the settlement of financial results, the Company will not pay Executive Directors' and Audit & Supervisory Board Members' bonuses pursuant to the OFFICERS' BONUS PAYMENT RULES.

- (1) If consolidated operating profit or net profit is in deficit
- (2) If the business results fall below the following criteria compared to the consolidated business forecast disclosed at the beginning of the term
Net sales: 30%
Operating profit, ordinary profit, and net profit: 50%
- (3) If the President, Representative Director decides to postpone payment even if the preceding item 2 does not apply. When paying a bonus, approval shall be obtained by the Board of Directors in advance.

2) Policy for determining the amount for each Director

Bonuses to be paid for each Director shall be the amount obtained by multiplying the operating profit for the relevant business year by the coefficient for each role based on the OFFICERS' BONUS PAYMENT RULES. However, if the compensation limit for Directors (including bonus amount) approved at the General Meeting of Shareholders is exceeded, the coefficient for each position will be prorated and adjusted so that it falls within the approved limit.

Bonuses shall be paid within one month after the end of the Ordinary General Meeting of Shareholders for the relevant business year.

4. Policy regarding the determination of the contents and the method for calculation of the performance-linked share compensation

The performance-linked share compensation plan is a share benefit trust that covers the five fiscal years from the fiscal year beginning on January 1, 2019.

Under the plan, pursuant to the RULES CONCERNING PROVISION OF SHARES (FOR OFFICERS), eligible Directors receive points that are calculated by summing basic points based on their position and points (number of shares) multiplied by a coefficient according to achievement level and weight (consolidated net sales 30%, consolidated operating profit 40%, ROE 30%) against a target value of consolidated net sales (growth), consolidated operating profit (profitability) and ROE (management efficiency). When said Directors will no longer be Directors or employees of the Company or its subsidiaries, such Directors will receive the Company's shares based on the points awarded (or in the event that the Company's shares cannot be delivered, the amount of money obtained through disposition of such shares, excluding expenses). If any of performance-linked indicators represents less than 80% of the achievement rate, the Company will not award points in that fiscal year.

5. Policy for determining the ratio by type of compensation, etc.

The ratio by type of compensation for Executive Directors is examined by the Nomination and Compensation Committee based on a compensation criterion taking as a benchmark companies with the same business scale as the Company and companies belonging to related industries and business categories. The Board of Directors respects the report of the Nomination and Compensation Committee and decides compensation, etc. for Directors. The standard ratio for each type of compensation, etc. is as follows (when the KPI achievement rate is 100%).

Position	Basic compensation	Bonuses	Performance-linked share compensation
Executive Director	35%	35%	30%

Standards Concerning Independency of Outside Directors and Outside Audit & Supervisory Board Members

The Company has defined the "Standards Concerning Independency of Outside Directors and Outside Audit & Supervisory Board Members" in order to clarify the standard for independency of Outside Directors and Outside Audit & Supervisory Board Members.

<https://www.rolanddg.com/-/media/corporate/ir/about-us/management/corporate-governance/pdf/standards-concerning-independency.pdf>



Policy for Constructive Dialogue with Shareholders

With regard to dialogue with institutional investors and individual investors, the Company positively responds to them to a reasonable extent. Additionally, the Company has defined the "Policy for Constructive Dialogue with Shareholders" and discloses it on the Company's website.

<https://www.rolanddg.com/-/media/corporate/ir/about-us/management/corporate-governance/pdf/policy-for-constructive-dialogue-with-shareholders.pdf>



MANAGEMENT

Board of Directors

Board of Directors (As of March 29, 2024)



Kohei Tanabe

President, Representative Director



Andrew Oransky

Director Managing Executive Officer



Osamu Hosokubo

Director(Outside)(Independent)



Naoko Okada

Director(Outside)(Independent)



Brian K. Heywood

Director(Outside)



Yasuhiro Kasahara

Director(Outside)(Independent)

Audit & Supervisory Board Member (As of March 29, 2024)



Naoki Nagano

Audit & Supervisory Board Member



Mitsuhiro Honda

*Audit & Supervisory Board Member(Outside)
(Independent)*



Megumi Ikuma

*Audit & Supervisory Board Member(Outside)
(Independent)*

MANAGEMENT

Board of Directors

Executive Officers (As of March 29, 2024)



Hisashi Bito

*Managing Executive Officer
In charge of Business
In charge of Production
In charge of Digital Transformation
Division President of DP Business Division
President, Representative Director of DGSHAPE
Corporation*



Kazuhiro Ogawa

*Managing Executive Officer
In charge of Administration and Back office
In charge of Quality Assurance
In charge of Sustainable Management
Division President of Corporate Division*



Yuji Kurata

*Executive Officer
Division President of Production Division*



Tony Miller

*Executive Officer
Division President of Global Sales & Marketing
Division*



Takafumi Shigenoya

*Executive Officer
In charge of New Market Development
Division Vice President of DP Business Division*

MANAGEMENT

Skill Matrix of Directors and Executive Officers

Skill Matrix of Directors and Executive Officers

Name	Fundamental Skills					Strategic Skills					
	Corporate Management	Production, Engineering and R&D	Sales and Marketing	Finance and Accounting	Compliance and Risk Management	Open Innovation and New Business Creation	M&A and Alliance	IT/DX	Corporate Communication	Sustainable Management*	Global Experience
President, Representative Director Kohei Tanabe	●		●			●					●
Director Managing Executive Officer Andrew Oransky	●		●			●					●
Outside Director (Independent) Osamu Hosokubo	●			●	●	●	●				●
Outside Director (Independent) Naoko Okada	●		●		●			●	●	●	●
Outside Director Brian K. Heywood	●		●	●	●	●	●		●		●
Outside Director (Independent) Yasuhiro Kasahara	●				●	●	●			●	●
Corporate Auditors Naoki Nagano				●	●						●
Outside Auditors (Independent) Mitsuhiro Honda				●	●					●	●
Outside Auditors (Independent) Megumi Ikuma	●			●		●					●
Managing Executive Officer Hisashi Bito	●	●				●		●			●
Managing Executive Officer Kazuhiro Ogawa	●	●	●	●	●	●	●		●	●	●
Executive Officers Yuji Kurata		●						●			●
Executive Officers Tony Miller			●			●	●				●
Executive Officers Takafumi Shigenoya	●	●	●			●	●				●

* Sustainable Management includes the skills of Diversity & Inclusion, HR Development and SDGs

SUSTAINABILITY

Basic Policy on Sustainability

Roland DG's mission is to achieve a more affluent society by serving as the link between the rapidly evolving digital world and actual people's lives, as well as providing tools and services aimed at broadening the potential of their creativity.

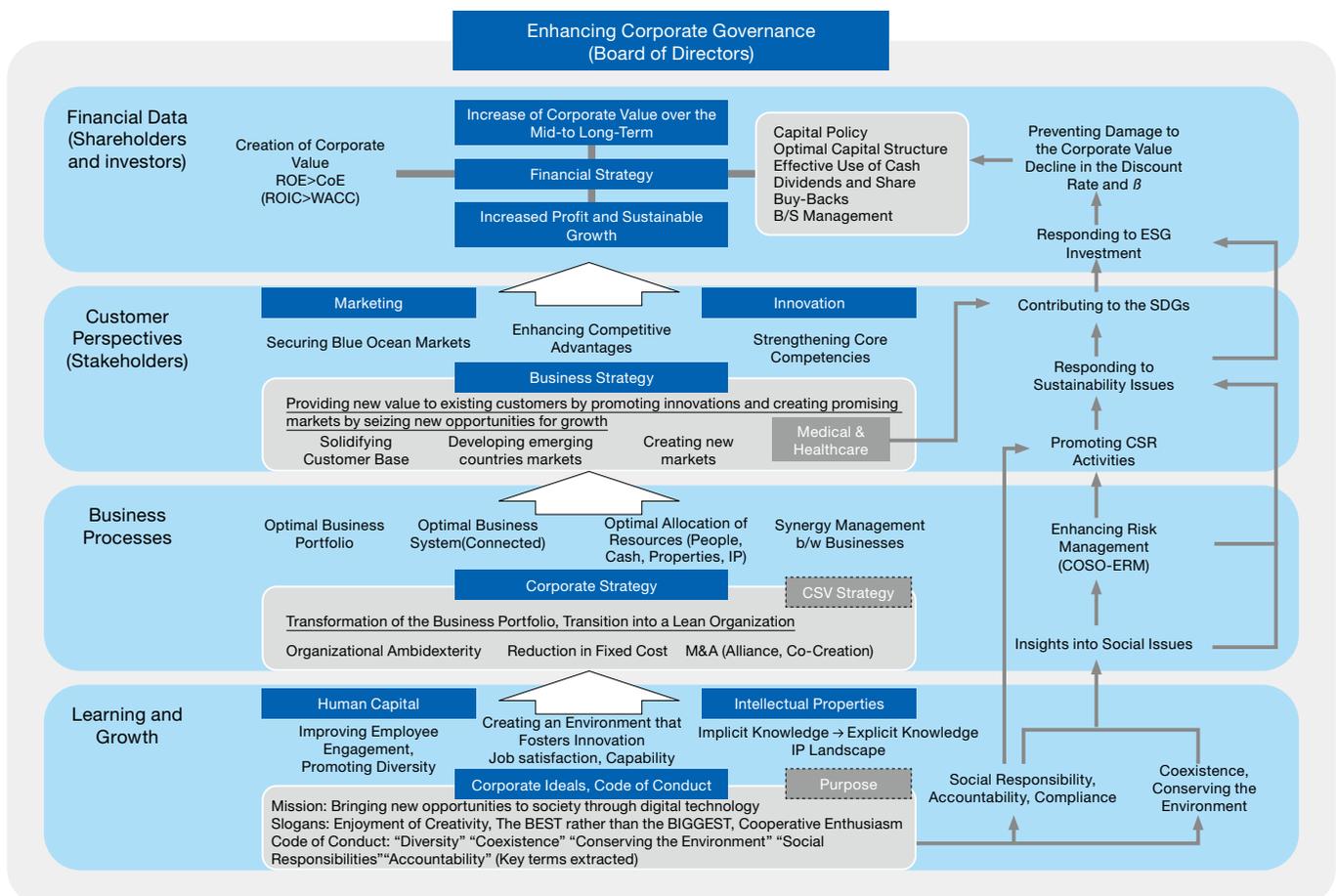
We set the basic policy on sustainability under which it gives top priority to firmly establish the corporate foundation and sustainably maximize corporate value. In order to achieve that, the Company positions customer value as the most important management issue, and strengthens its ability to provide new value to existing customers by promoting innovations, and to create promising markets by seizing new opportunities for growth.

In order to resolve these issues, it is important for us to foster the employee engagement and their abilities to create an environment in which innovation can occur through the fusion and aufheben (sublation) of diverse values. We will go one step ahead of sustainability issues, including fair and appropriate treatment of the workforce, caring for their health and working environment, and create corporate value through enhancing employee engagement and diversity.

As to shareholder value, we will secure technological uniqueness and the blue ocean markets by refining the creativity of combining the latest digital technology with our core technology of XYZ axis control technology and the marketing ability to develop a niche market utilizing the global network. At the same time as establishing a competitive advantage in the business, we will improve long-term profitability and capital efficiency by implementing optimal capital policies and financial strategies after accurately identifying the company's cost of capital.

As a public company, we recognize that it is our duty to comply with laws and regulations and fulfill our social responsibilities. Under one of our slogans, "cooperative enthusiasm," we engage in CSR activities such as effective use of resources and reduction of environmental impact in accordance with our Code of Conduct, and are working to build a relationship of mutual trust with our stakeholders in order to enhance our corporate value by collaborating with them. With regard to issues related to sustainability, we will clarify our priorities and proactively address them after carefully examining the impact on corporate value in terms of both risks and opportunities.

Strategy Map related to Basic Policy on Sustainability



SUSTAINABILITY

Sustainable Development Goals

Contributing to SDGs

Roland DG's mission is to achieve a more affluent society by serving as the link between the rapidly evolving digital world and actual people's lives, as well as providing tools and services aimed at broadening the potential of their creativity. Roland DG views building relationships of trust with all stakeholders as essential for the growth of business—and will contribute to achieving SDGs through business to become a company that stakeholders can resonate with. Roland DG will harness its own digital technology to the utmost, while also driving forward open innovation through partnerships with the goal of both resolving social and environmental issues and boosting corporate value.

Initiatives for SDGs

- Registered for the Hamamatsu City SDGs Promotion Platform in May 2020.

Risks and Opportunities Related to Climate Change

We believe that climate change issues may lead to risks and opportunities for the Company as well, and are working to enhance the quality and volume of information disclosure while improving governance and risk management systems.

Governance

The Company has established the Sustainability Committee, an advisory body to the President, as a platform for enhancing the effectiveness of sustainability transformation in terms of management supervision and business execution.

The Sustainability Committee is chaired by the Sustainability Promotion Administrator (Managing Executive Officer) appointed by the President. With the participation of the President, Director Managing Executive Officers and Executive Officers, the Committee discusses and determines policies, materiality, strategies, risk management, etc. related to sustainability issues including climate change based on proposals and reports from the Secretariat, and promotes cross-functional activities and initiatives.

Regarding the issue of climate change, the Climate Change Working Group, established under the Committee, monitors GHG emissions, analyzes risks and opportunities, and considers countermeasures, and reports its activities to the Sustainability Promotion Administrator.

The Sustainability Promotion Administrator reports the results of the activities of the Sustainability Committee and the Working Group to the President, and also reports on deliberation items.

Activities of the Sustainability Committee are reported to the Board of Directors through the President, and the Board of Directors supervises the initiatives.

Strategy

In order to consider the impact of climate change-related issues on the Company's business, it assessed the financial impact in terms of transition risk and physical risk, using the 1.5°C and 4°C scenarios. The 1.5°C scenario assumes a higher risk of increased operational costs due to the strengthening of the carbon pricing policy and a lower preference for our products and services due to changes in customer preferences, values, and behavior. In the 4°C scenario, the impact of physical risks to manufacturing sites due to windstorms, floods, and other factors is considered to be significant. The main climate-related risks assessed based on the scenario analysis are as follows.

Risk Management

The Company's risk management system promotes risk management under the leadership of the President who has ultimate responsibility for risk management and the Managing Executive Officer serving as the Risk Management Administrator, together with the persons in charge at each department and BU as risk owners. The Risk Management Secretariat summarizes the status of management activities related to all risks, including strategic risks, reports to the Risk Management Administrator, and promotes on-site guidance and awareness-raising activities. The Risk Management Administrator regularly reports and makes proposals to the Board of Directors and the President regarding the status of risk management.

Regarding risks related to sustainability issues, including climate change, the Sustainability Committee Secretariat analyzes and examines the impact on management and business, and the Sustainability Committee and the Board of Directors discuss and decide on materiality and the policy to deal with it.

These results are disseminated to related departments and BUs and managed under their respective risk management activities. The Risk Management Secretariat comprehensively manage and monitor these efforts across divisions.

SUSTAINABILITY

Metrics and Targets

In order to assess and manage the impact of climate change on our business and strengthen its resilience to climate change mitigation, the Company has set a target for Scope 1 and 2 GHG emissions of 38% reduction in FY2030 compared to FY2021 (4.2% reduction per year), consistent with the 1.5°C target.

In fiscal 2023, the Company renewed the CO₂-free electricity contract for the Hamamatsu area where its head office is located. The new head office building completed in October has acquired Nearly ZEB certification, which indicates that energy consumption has been reduced by 75% or more through energy conservation and energy creation compared to the standard primary energy consumption under the Act on the Rational Use of Energy for Buildings.

Regarding Scope 3, the Company promoted activities such as the use of paper-based ink cartridges instead of conventional plastic in FY2023, and we will set indicators and targets for future reductions and transition plans as part of our mid-term management plan starting in FY2024. However, we will continue to study the establishment of indicators, targets, and transition plans for future reductions based on the specific initiatives in our medium-term management plan starting in fiscal 2024: “promotion of supplier engagement” and “reduction of actual power consumption by improving the added value (productivity) of our products.”

Unit: tCO₂e

	FY2022	FY2021
Scope 1	1,060	921
Scope 2	2,444	2,467
Scope 3	84,522	72,424

Scope 3 Breakdown

Category	Overview	FY2022	FY2021
1	Purchased goods and services	55,832	50,054
2	Capital goods	4,044	1,735
3	Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	625	598
4	Upstream transportation and distribution	11,538	7,734
5	Waste generated in operations	257	259
6	Business travel	153	149
7	Employee commuting	1,949	2,066
8	Upstream leased assets	1,310	1,071
9	Downstream transportation and distribution	N/A	N/A
10	Processing of sold products	N/A	N/A
11	Use of sold products	8,481	8,394
12	End-of-life treatment of sold products	333	363
13	Downstream leased assets	N/A	N/A
14	Franchises	N/A	N/A
15	Investments	N/A	N/A

SUSTAINABILITY

CSR Activities

CSR Activities at Roland DG

In recent years companies are increasingly being required to be part of international initiatives to address global social and environmental challenges, such as the UN Sustainable Development Goals (SDGs), and from an ESG perspective there is a growing movement to evaluate the efforts that companies make for social and environmental impact. In addition, as further advances are made in the field of digital transformation, there is increasing anticipation for our company with its mission as "Bringing new opportunities to society through digital technology" under the DG (Digital Group) name. As a public company that operates businesses globally, Roland DG is aiming to resolve social and environmental issues through its business operations by serving as the link between the rapidly evolving digital realm and the actual lives and businesses of people, while also enhancing corporate value over the medium and long term with all stakeholders in mind.

Effective Use of Resources and Contribution to a Low-Carbon Society

In order to help create a society where sustainable development is possible, Roland DG has a range of initiatives aimed at reducing its environmental impact.

Promoting Recycling of Waste

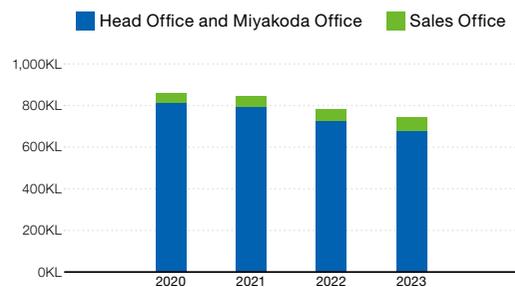
Roland DG actively promotes the recycling of waste with the aim of achieving zero emissions. Cardboard and old paper, steel, aluminum and electrical wiring (copper) are also processed by respective recycling contractors. Additionally, Roland DG directly verifies onsite that proper processing is being carried out at the commissioned processing facilities. The waste recycling is monitored and measured by the EMS (Environmental Management System) Committee, and targets have continually been met since 2011, when measurements first began, through to 2023.

Energy-Saving Activities

Measures to conserve electricity are being implemented, including making adjustments to the air-conditioning temperature, to reducing the time employees spend at offices. Lighting within company buildings is gradually being changed over to LED, and company vehicles are being switched to "eco-cars" such as electric vehicles or hybrids as part of efforts to reduce CO₂ emissions. In fiscal 2022, The Hamamatsu headquarters and the Miyakoda factory in Hamamatsu has switched its business operations to CO₂-free electricity.

Furthermore, Roland DG's annual total energy consumption in Japan is below 800 kiloliters by crude oil equivalent, significantly lower than the standard of 1,500 kiloliters for Type 2 Specified Businesses.

Trend in Power Consumption



Energy Creation Activities

Solar power generation is being harnessed as part of efforts to create clean energy from environmentally friendly, sustainable resources. A solar power generation system has been installed on the roof of the Miyakoda Office, with generated power used for lighting inside offices as well as air-conditioning systems. The head office building completed in fiscal 2023 has achieved "Nearly ZEB (Zero Energy Building) certification" through a 75% reduction in energy consumption, thanks to the aforementioned energy-saving and energy-creating initiatives.



SUSTAINABILITY

Reducing Environmental Impact Through Product Lifecycles

Limiting consumption of resources by taking an environmentally conscious approach during the development of products is considered one of Roland DG's core missions on the way to achieving a sustainable society. Roland DG focuses on the conservation of energy and resources during each stage of a product's lifecycle—from design and development through to transportation, use and disposal—with the aim of achieving a low-carbon society and recycling-oriented society.

Energy-Efficient Designs for Products

Roland DG's products are used in countless day-to-day operations, and as such they are designed and developed with energy-efficient operation in mind. An example that demonstrates this are the TrueVIS VG2-640/540 large-format inkjet printer/cutters that have a maximum operating power of 1,060W. Even with additional options, power consumption remains below 1,800W to achieve both energy-saving operation and a high level of quality. Additionally, all Roland DG printers feature sleep mode, which is designed to minimize power consumption as much as possible when in standby.



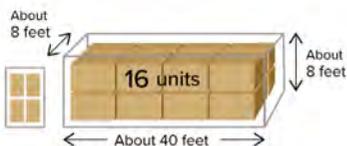
Resource-Efficient Products

To ensure that products continue to be resource-efficient, targets for new products are set during the planning stage with the aim of reducing the product weight and the number of parts compared to the previous model. For example, a weight reduction target was set for the VersaUV LEC2-300 UV printer/cutter released in 2019, and various ideas were implemented into the design of parts to help reduce weight by 21.6% compared to the previous model. A target was also set to reduce the number of parts used in the wet dental mill launched in 2018, with the final model using 26.9% fewer parts compared to the previous model.

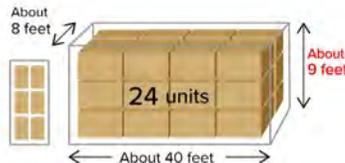
Transporting Products in an Environmentally Friendly Manner

The size of product packaging is designed to achieve optimal loading in containers transported by ship, as part of efforts to cut down CO₂ emissions during transportation.

40-foot container



40-foot High Cube container



Reducing the Amount of Ink Used by Inkjet Printers

Roland DG's proprietary ink dot control technology limits the amount of ink used while maintaining high-definition print quality. This can be seen with the amount of ink used per 1 m² by the VersaUV LEC2-300 UV printer/cutter, which is less than half that of the previous model.



Reducing the Amount of Wasted Ink

The inside of inkjet heads need to be cleaned regularly using fresh ink so that inkjet printers can continue to be used in prime condition. Improvements are constantly being made to the operating sequence of Roland DG inkjet printers so that the minimum amount of waste ink is generated during cleaning.



Printer Chassis Designed for Easier Maintenance and Recycling

Printer bodies use screws for joints to eliminate welding where possible. This design makes disassembly easier, which results in easier maintenance and better recyclability.

Lower Environmental Impact with Pouch-Type Ink

A pouch-type design has been used for the containers of SBL3 ink released in 2015. This is more than 30% lighter in weight per 1cc of ink compared to cartridge-type designs, which not only helps cut down CO₂ emissions during transportation, but also makes sorting and disposal of used inks easier and significantly reduces the amount of waste. Use of this pouch-type design has been expanded and used in TR and TE inks in 2016, and TR2 and TE2 inks in 2019.



SUSTAINABILITY

Managing Chemical Substances

Every effort is made for the appropriate management of chemical substances to protect the health of all operators and to reduce the impact on the environment.

Ink Designed to Reduce Impact on Health and the Environment

Roland DG markets the ECO-SOL MAX series of eco-solvent ink that is environmentally friendly and designed to reduce the impact on operator health. The SF-200 inkjet printer launched in Europe and America in 2019 for decorations of toys, food containers and other applications, uses ink that complies with European safety standard EN71-3* and has no adverse health effects when items containing the ink are touched or accidentally ingested by children.

*EU standard EN71 - Part 3 (Safety of toys - Migration of certain elements): dissolution test to determine whether or not 17 heavy metal elements (19 items) are present in toys at levels that may pose a health hazard if touched or ingested.

Comprehensive Management of Chemical Substances

During the development and manufacturing process, inspections performed with inkjet printers use ink. A small quantity of controlled chemical substances designated under the PRTR Law* is contained in ink, so the amount of ink is verified every year.

* PRTR Law (Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof): Law specifying the system where business operators are required to identify and report to the government the amounts of chemical substances hazardous to health and the environment to be released to the atmosphere, water bodies or soil, and the amounts transferred outside of business sites.

Disclosure of Safety Data Sheets (SDS)

Information pertaining to the safe and appropriate handling of ink and other chemical substances is made available on the websites.

<https://www.rolanddg.com/en/about-us/sustainability/safety-data-sheet>

Social Contribution Through Business

Supporting Traceability Management and Maintenance Work of Medical Instruments

In recent years there have been increasing efforts throughout the medical field to revise conventional management and maintenance methods for medical instruments in order to prevent the spread of infections in hospitals and to ensure the safety of patients. To achieve this, regulatory authorities around the world are stepping up initiatives for more comprehensive management of instruments used at medical institutions.

In response to these moves, Roland DG in 2012 launched direct part marking devices for imprinting two-dimensional barcodes on medical instruments to allow traceability management, and has been promoting the devices mainly to manufacturers of medical instruments and medical institutions in Japan and around the world.

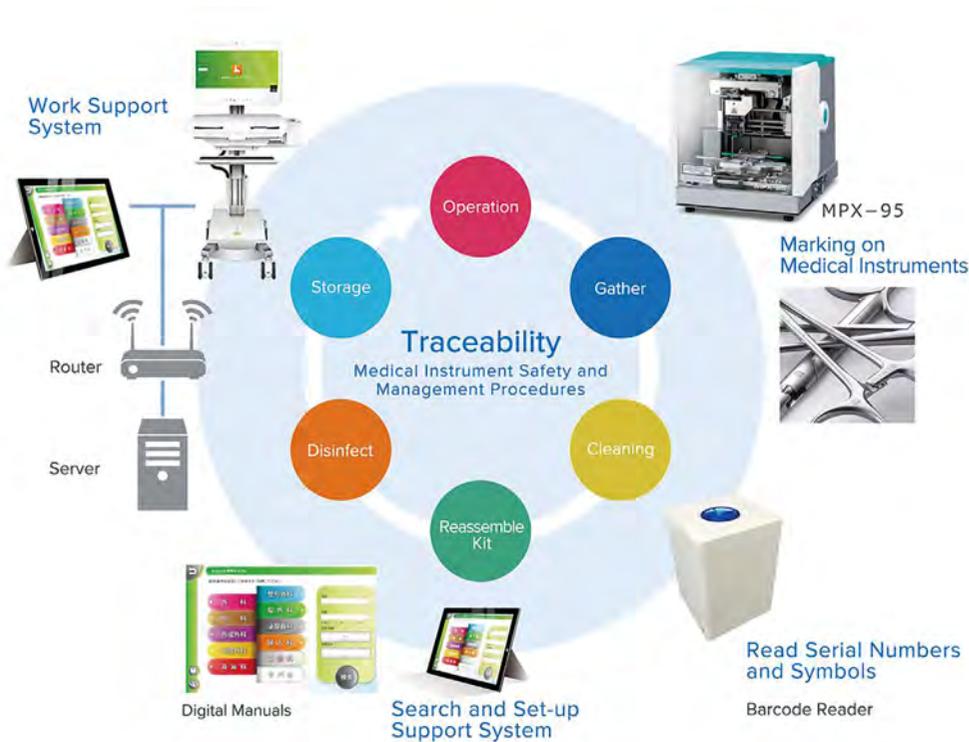
The "Digital YATAI* (digital cell production system)" used by Roland DG at production sites is also being applied to enhance the efficiency of specialized operations including disassembly, cleaning, set assembly,

and sterilization of medical instruments and equipment after surgery, as part of joint research efforts with the Hamamatsu University Hospital of Hamamatsu University School of Medicine to develop optimal solutions.

Traceability management of medical instruments involves managing the inventory and location of instruments to achieve a better understanding of usage conditions as a way of preventing the spread of infections in hospitals and ensuring the safety of patients. Maintenance support systems using digital manuals aim to transform the implicit operating knowledge of experienced staff to explicit knowledge and bolster that with information technology, to eliminate operations only available to certain individuals and help resolve labor shortages.

This overall system has already started being used at private hospitals in Hamamatsu City, and its usefulness will be enhanced further through cooperation and collaboration with hospitals, with the view of expanding business to hospitals around the world.

SUSTAINABILITY



* Digital YATAI: Roland DG products are assembled with a digital cell production system originally developed by Roland DG. Operators follow the 3D graphical manual displayed on their PC screen and take out components required for each process from a parts bin. They then use the electric screwdriver instructed in the graphical manual to assemble the product. This concept not only prevents incorrect parts or screwdrivers from being used, but also allows quality inspections to be conducted for each process, which ensures that quality is maintained through each step of assembly. The system harnesses digital technology to support the operator's memory and attentiveness, and one characteristic is that the system is capable of achieving both a high level of quality and productivity. Log data of operations performed at each cell is stored on a server to give site supervisors better insight into work progress, and data analysis can be used to make improvements. Another major feature is that the system allows optimum control of production, not only of individual cells but across the entire production plant.

Together with Suppliers

To supply customers with high-quality products while maintaining a low environmental impact, forging partnerships with suppliers that constitute the supply chain is essential. Based on the spirit of mutual trust and mutual growth, Roland DG is committed to developing a sustainable supply chain by focusing on open and fair transactions, reasonable costs and excellent quality, and procurement methods that have a low environmental impact.

Compliance with Environmental Regulations

As a global corporation, Roland DG complies with the requirements set forth by the European RoHS Directive and the REACH regulation, and keeps up-to-date with the ongoing changes being made to various applicable laws and statutes. REACH is a particularly strict set of regulations governing chemical substances, and as it requires thorough management of information on chemical substances contained in materials procured through the supply chain, Roland DG is working on enhancing collaborative efforts of the overall supply chain. Efforts are currently being made to meet GHS,* with full compliance attained in more than ten countries including Japan—which established the earliest deadline for compliance—and China, Korea and Europe. Developments are also gradually being made in other regions to meet requirements. Roland DG will continue to further strengthen relationships with suppliers, overseas subsidiaries and

distributors to enhance collaborative efforts throughout the supply chain with the aim of complying with globally standard environmental regulations.

* GHS (Globally Harmonized System of Classification and Labelling of Chemicals): a system of international standards for hazardous material classification and labeling schemes (labels and SDS) relating to chemicals requiring hazard (toxic) classification.

Green Procurement

Roland DG has established green procurement guidelines and, with the understanding and cooperation of suppliers, is expanding efforts to reduce hazardous chemical substances contained in parts and materials during the procurement stage. The prohibited, restricted and controlled substances defined in the guidelines are being further tightened to comply with REACH regulations and other chemical substances regulations in each country.

Verifying Sustainability with Suppliers

Before beginning any transactions, suppliers are screened by applying the "Supplier Acceptance Guide." In addition to verifying the financial condition of suppliers, this guide also serves to assess the physical condition of managers, whether any successors have been appointed and their level of training, as well as any potential earthquake and flood risks of business sites, to ensure a sustainable level of mutual cooperation and growth is viable.

SUSTAINABILITY

Diversifying Parts Procurement Sources and Risk Hedging

Roland DG is headquartered in Hamamatsu City in Shizuoka Prefecture—one of the manufacturing industry's leading hubs in Japan—and ever since its establishment, has maintained close communication with local suppliers based in Hamamatsu with the aim of achieving mutual growth. In recent years, Roland DG has been expanding its network of suppliers beyond Japan and into the Asia region, with Roland Digital Group (Thailand) Ltd. established in 2011 as the first overseas manufacturing base. Extending the geographic scope of suppliers and increasing the number of production sites serve as part of efforts to develop a business continuity plan (BCP) to fall back on in case a major natural disaster strikes. In addition to manufacturing, Roland Digital Group (Thailand) Ltd. has also been expanding its scope

of procurement by increasing its local-content rate, and from 2015 almost all parts for inkjet printers, with the exception of print heads, were sourced locally. This mutually complementary relationship will continue to be developed moving forward as part of risk hedging efforts.

More Paperless Operations

Roland DG rolled out a Web-EDI system from 2001 in a move to paperless operations for parts orders. A 100% paperless rate of operations have been achieved for product drawings by making shared 3D CAD design data available, which helps to save resources and increase production efficiency in machining and manufacturing processes of steel and metal parts.

Together with Employees

Nurturing Human Resources

Roland DG puts the management strategy and business strategy derived from its corporate philosophy and vision into effective practice for the training of human resources capable of generating corporate value, while also accommodating opportunities where each and every employee can maximize their own abilities based on their individual career vision.

Human Resources Training System

A training system has been developed that includes grade-based courses, objective-based courses and selective courses with the aim of boosting employee leadership skills and expertise, as well as supporting their self-development. Grade-based courses are designed for employees to acquire the awareness, knowledge and skills required for each employee rank, while also fostering individuality and independence in line with the management philosophy and standards of behavior. Roland DG implemented multiple-track personnel promotion system for the training of specialists with high levels of expertise in specific fields. Performance assessments and behavioral assessments based on MBO are coordinated with capacity development systems, and feedback received from superiors allows employees to verify this against their own career vision and utilize objective-based courses and self-development programs to build up any areas they are lacking in. Roland DG is also actively engaged in selection training to develop the next generation of leaders.

Re-skilling

Transforming Roland DG's business portfolio and creating new forms of innovation for a new era through DX (digital transformation) calls for the training of personnel who have an eye to the future,

equipped with the skills and capabilities for responding in anticipation of potential changes. In fiscal 2022, Roland DG launched an online learning platform available to all employees, including part-time and temporary workers, for studying a wide range of the latest technologies. This platform forms part of Roland DG's efforts for investing heavily in human resources, with the aim of promoting the development of employees and boosting organizational capabilities.

Diversity and Inclusion

Creating a workplace environment where employees can work in a lively manner and apply their skills to the maximum is considered to be a way of spurring innovation and creating new added value. With this in mind, Roland DG is involved in developing a broad range of activities based on diversity and inclusion.

Promoting Advancement of Women in the Workplace

Roland DG has been focusing on creating a workplace environment that provides female employees greater peace of mind for continuing work, with initiatives such as expanding its support program for balancing work and childcare, and providing better systems around maternity and childcare leave. Following the Act on Promotion of Women's Participation and Advancement in the Workplace, Roland DG has been making greater efforts so female employees can focus on advancing their careers, by rolling out workstyle reforms that providing underlying support for initiatives such as setting targets for increasing the proportion of women in management, raising company-wide awareness, assisting with career development, and improving training for candidates of female managers.

SUSTAINABILITY

In addition, Roland DG obtained the highest certification "Eruboshi Level 3" based on the Act on Promotion of Women's Participation and Advancement in the Workplace as the first in the manufacturing industry in Shizuoka Prefecture with the highest level. Roland DG met the requirements for all five evaluation criteria: "recruitment," "continued employment," "way of working such as working hours," "proportion of women in managerial positions," and "various career options."



Average Years of Services:

	FY2022	FY2021	FY2020	FY2019
Male employee (general, management position)	14.9 years	15.0 years	15.0 years	14.9 years
Female employee (general, management position)	11.4 years	10.9 years	11.8 years	11.1 years
Male employee (dedicated manufacturing operator)	-	-	6.0 years	5.0 years
Female employee (dedicated manufacturing operator)	-	14.3 years	14.0 years	13.1 years

Number of Hired New Graduates and Experienced Workers, and Recruitment Competition Rate (excluding dedicated manufacturing operator):

	FY2022	FY2021	FY2020	FY2019
Male employee (general, management position)	21	13	20	23
Female employee (general, management position)	4	6	4	7
Male employee (general, management position)	12.1x	15.4x	8.4x	12.6x
Female employee (general, management position)	12.0x	17.1x	9.0x	10.1x

* Recruitment competition rate is calculated by number recruited / (number of new graduates accepted for first round screening + number of experienced workers accepted for preliminary screening)

Number and Percentage of Women in Management Positions:

	FY2022	FY2021	FY2020	FY2019
Number of women in management positions	6	6	6	5
Percentage of women in management positions	6.7%	5.7%	5.7%	5.1%

* Numbers as of end of December

Promoting Advancement of Persons with Disabilities

Roland DG is aiming to be a company where both healthy people and persons with disabilities can work together to the best of their individual personalities and abilities. The Human Resources Department creates various opportunities that can fully utilize the individual capabilities of persons with disabilities. To help persons with disabilities integrate with work more smoothly, Roland DG encourages specific HR employees to acquire certification as intra-firm workplace coaching assistants (job coach) or workplace and lifestyle consultant for persons with disabilities, and also organizes training sessions for persons with disabilities to acquire business skills and other experience.

Number and Proportion of Employment of Persons with Disabilities

	FY2022	FY2021	FY2020	FY2019
Number of persons with disabilities	12	11	12	12
Percentage of employment of persons with disabilities	2.28%	2.15%	2.04%	2.31%

* Numbers as of end of December

Promoting Advancement of Foreign Nationals

Roland DG has grown to include 15 subsidiaries in 14 countries, with overseas sales accounting for almost 90% of its consolidated operating revenue. Even at the head office in Hamamatsu City, Roland DG has forged a corporate culture based on tolerance towards differences in language, culture and religion, and is progressing with a focus on inclusion of foreign workers. Further efforts will continue to be made moving forward, such that diversity like this is applied for generating additional corporate value.

Number of Foreign Nationals:

	FY2022	FY2021	FY2020	FY2019
Number of foreign nationals	10	10	9	9

* Numbers are the total of full-time workers and temporary workers at Japanese offices of Roland DG Corporation and DGSHAPE Corporation as of end of December

Promoting Advancement of Retired Persons

Roland DG has developed a system that provides the opportunity of continued employment up to the age of 65 years old to workers who are seeking re-employment after reaching retirement age (60 years old). This not only allows them to continue working by applying their workplace experience, job performance, knowledge and expertise they have developed over the years, but also contributes to training of younger employees, turning implicit knowledge to explicit knowledge and inheriting corporate culture through guidance and support programs, as part of efforts to maintain and bolster corporate value.

Number of Re-Employed Retired Persons:

	FY2022	FY2021	FY2020	FY2019
Number of re-employed retired persons	4	12	6	8

* Numbers as of end of December

Workstyle Reform

Roland DG is implementing workstyle reforms with the aim of creating a workplace environment where a diverse range of employees can work in a lively manner with a healthy work and lifestyle balance. Roland DG has developed a more flexible approach to work with more efficient use of time and location, and have created a workplace environment where a diverse range of employees are able to continue working by not only encouraging employees to take paid leave, but also being made available the flextime system, the work-from-home program and the hour-based paid leave system, etc.

General Position, Average Hours of Overtime:

	FY2022	FY2021	FY2020	FY2019
General position, average hours of overtime	15.37hours	14.3hours	8 hours	18 hours

Average Rate of Taken Paid Leave:

	FY2022	FY2021	FY2020	FY2019
Average rate of taken paid leave	79.45%	67.57%	70%	83%

SUSTAINABILITY

Childcare and Nursing Support

To ensure that employees are able to raise their children with peace of mind, Roland DG has developed a childcare leave system that is available up until children turn two years old, as well as a parental shortened working time system where employees can work for around six hours a day until the end of the fiscal year that their children are in third grade elementary school. Support is also available for employees who need to provide nursing care while working, with the nursing care leave system that can be used for up to one year, and the nursing care shortened working time system that allows for shortened working times.



Discussion on childcare



Seminar on family nursing care

Occupational Safety Management

Roland DG acknowledges that protecting the safety and health of employees is its highest priority challenge. Under the initiative of the Health and Safety Committee, surveys are conducted of dangerous and hazardous conditions throughout the workplace followed by deliberation of appropriate measures, causes of work-related injuries are identified and measures put in place to prevent them from recurring, and safety and health-related activities are planned and proposed. Company-wide efforts are made to ensure that every employee is assured a safe and healthy place to work in by continuously implementing PDCA activities for implementation, evaluation, and improvement of the plan.

Number of Occupational Accidents:

	FY2022	FY2021	FY2020	FY2019
Number of occupational accidents	2	2	3	2

Maintaining and Promoting Health

Health nurses are stationed at Roland DG workplaces to help maintain and promote health and provide mental health care.

In addition to health checkups held once a year, employees aged 35 years or older are encouraged to have thorough physical examinations. Employees who have accrued more than 80 hours of overtime work in a month are checked up by an industrial physician, and employees with a high risk of adult-onset diseases are provided with individual health support and guidance by a health nurse.

As a way of addressing mental health Roland DG regularly gives consideration to the health of employees such as Stress checks, individual interviews and support with health nurse are also available during health checkups.

Pursuing Employee Satisfaction

Employees being able to work in a lively manner boosts the level of satisfaction of all stakeholders, and in turn leads to enhanced corporate value and brand value. One of Roland DG's corporate slogans is "Inspire the Enjoyment of Creativity." In light of this, Roland DG considers it essential to cherish open-minded imagination free of conventional constraints, as well as creating an environment that inspires and motivates each and every employee to harness the full potential of their diverse capabilities. Roland DG runs an employee satisfaction survey once every year to identify the best possible approach to human resources and corporate culture for delivering creativity and innovative value, and applies the results in various types of action to boost employee engagement.

Results of Employee Satisfaction Survey (maximum score of 5):

	FY2022	FY2021	FY2020	FY2019
Employee satisfaction level	3.40	3.40	-	3.17

Human Rights

Roland DG respects the rights of each and every employee, and is committed to creating a workplace environment with no unjustifiable discrimination that ensures freedom based on race, religion, nationality, gender, age and other qualities.

Preventing Harassment

So that each and every employee is respected as an individual and is able to work with peace of mind without facing any form of harassment, Roland DG's working regulations clearly prohibit harassment, and to prevent any incidents from occurring, the regulations outline the swift and appropriate measures that are taken in the event that an incident does occur. Initiatives are developed to raise awareness amongst employees, and all company employees are required to take an education course once a year to prevent harassment. An internal and external harassment hotline has also been established in order to implement swift and appropriate measures if necessary.

Preventing Child Labor and Slave Labor

Roland DG is expanding business on a global scale, and is committed to the appropriate management of human resources based on the laws of countries and regions where overseas subsidiaries are located as well as its own internal regulations. Incidents involving child labor and slave labor have not occurred throughout the Roland DG Group.

Respecting Basic Labor Rights

Roland DG is in constant communication with labor unions as part of efforts to resolve a range of problems that can occur between labor and management. Members of executive management participate in labor-management consultations that are held every month for exchanging ideas and information. Roland DG has favorable relations with labor unions and is committed to maintaining sound labor-management relations.

SUSTAINABILITY

Information Security

Roland DG utilizes digital data in a wide range of applications including sales support and company-wide management. There have been an increasing number of problems in recent years involving the leakage of information due to cyber-attacks or security breaches such as the transmission of targeted emails. Roland DG has defined rules and is developing a system for information security to ensure appropriate protection of information related to customers and suppliers as well as company business with the aim of maintaining smooth business operations.

Global Information Security Policy

The Global Information Security Policy has been defined as the guiding principles for information security throughout the Roland DG Group. This policy sets out compliance rules that form the core of information security measures for the Roland DG Group, and is designed to maintain and protect the confidentiality, integrity and availability of information resources including personal information. This serves to prevent business losses of the Roland DG Group and erosion of social credibility, and provides an environment where employees are able to perform their duties with peace of mind.

Establishing and Implementing Internal Regulations

Roland DG has established "Information Management Regulations," "Information Systems Management Regulations/Global Information Security Management Regulations" and "Information Equipment Security Regulations" in line with the Global Information Security Policy. Information Management Regulations outlines definitions for the information being handled, including confidential information, internal information and business information, and sets forth rules on their disclosure, inspection, distribution, reproduction, storage, disposal, and other methods of handling the information. Rules also cover how to respond to incidents like information leakage as well as auditing and inspection methods, review methods for handling information, and internal education and guidance. Information Systems Management Regulations outlines rules for handling information equipment and systems, as well as rules for their proactive "utilization" to achieve management goals in addition to their "protection."

Information Security Management System

The RULES FOR INFORMATION MANAGEMENT appoint the President and Representative Director as the Chief Information Officer, and the Director in charge as the Information Management Officer. A system has been established where the department in charge of information management is the principle, and the related departments provides support for the principle.

Organizing Ongoing Inspections and Training

Once every year, Roland DG conducts inspections of information it handles. Training for information management is also organized regularly to provide guidance on information management to ensure that each and every employee has a thorough understanding of the basic principles of information security.

Compliance with Laws Regarding Personal Information Protection

Roland DG ensures compliance with the General Data Protection Regulation (GDPR) of the EU. Compliance is progressing with the coordination of local law firms and sales subsidiaries. The Company also complies with the Protection of Personal Information Act of Japan.

SUSTAINABILITY

Guiding Principles and Policies on Environment and Product Quality

Guiding Principles

Under our "environmental policy," Roland DG endeavors to develop a sustainable society worldwide.

Roland DG has developed its own Management System processes, including an EMS (Environmental Management System) and a QMS (Quality Management System).

To implement our environmental policy and achieve our objectives and goals, each and every department and employee is required to consider the relationship between their work and the environment, and to devise a plan to reduce their impact on the environment.

QMS is aimed at reducing environmental impact through design concepts and the selection of part materials, and Roland DG will continue pursuing a level of quality based on the following quality policy so as to better satisfy customers that Roland DG is a company they can trust.

Roland DG also coordinates and complies with safety and health activities when conducting its business.

Environmental Policy: We Keep Environmentally Friendly Manufacturing in Mind.

Roland DG ensures compliance with legal and other requirements, and we are also continuously improving the effectiveness of our Management System in an effort to improve the quality of business operations.

Roland DG endeavors to reduce waste and focus on recycling as well as to make effective use of resources and prevent environmental pollution caused by chemical substances.

Roland DG also develops and designs goods and products that are environmentally friendly by including resource-efficient and power-saving features.

Quality Policy: We Produce Reliable Products for Our Customers

Roland DG understands the importance of meeting customer requirements, and ensures compliance with legal and other requirements while providing reliable products. We are also continuously improving the effectiveness of our Management System in an effort to improve the quality of business operations.

ISO certification

Roland DG and the Roland Digital Group (Thailand) Ltd. (our plant in Thailand) fulfilled the international requirements set by ISO, by achieving and maintaining "ISO9001" certification in 1999 for its Hamamatsu Headquarters and subsequently for its other business site, followed by "ISO14001" certification in 2000.

The Thailand plant achieved "ISO9001" certification in 2014, and all sites maintain management practices that meet the new requirements for ISO certification.

ISO14001:2015, ISO9001:2015

Certification registration number

ISO9001:2015 09539-A

ISO14001:2015 09539-B

Offices/location

Roland DG Head Office

1-1-2 Shinmiyakoda, Hamana-ku, Hamamatsu-shi, Shizuoka-ken, 431-2103 Japan

Roland DG Miyakoda Office

1-1-3 Shinmiyakoda, Hamana-ku, Hamamatsu-shi, Shizuoka-ken, 431-2103 Japan

Scope of certification

Design, development, production, installation, maintenance, repair and supply of service parts of computer peripheral machinery and optional consumables



SUSTAINABILITY

Offices/location

Roland DG Tokyo Office

1-6-31 Kounan, Minato-ku, Tokyo, 108-0075 Japan

Scope of certification

Sales

Certification status ISO9001:2015

Certification registration number

ISO9001:2015 C2017-0028

Offices/location

Roland Digital Group (Thailand) Ltd.

30/122 Moo1, Sinsakhon Industrial Estate, T.Khok Kham, A.Muang, Samutsakhon 74000 Thailand

Scope of certification

Manufacture of computer peripherals and accessories

(Notes) DGSHAPE Corporation*

DGSHAPE Corporation attained ISO14001 and ISO9001 certification in June 2017 as part of Roland DG operations.

Scope of certification covers the design, development, production, installation, maintenance, repair, supply and sales of service parts of computer peripheral machinery and optional consumables.

* DGSHAPE Corporation is a subsidiary of Roland DG established in April 2017 to conduct 3D business operations.

FINANCIAL HIGHLIGHTS

Roland DG Corporation and Consolidated Subsidiaries

Roland DG Corporation and Consolidated Subsidiaries

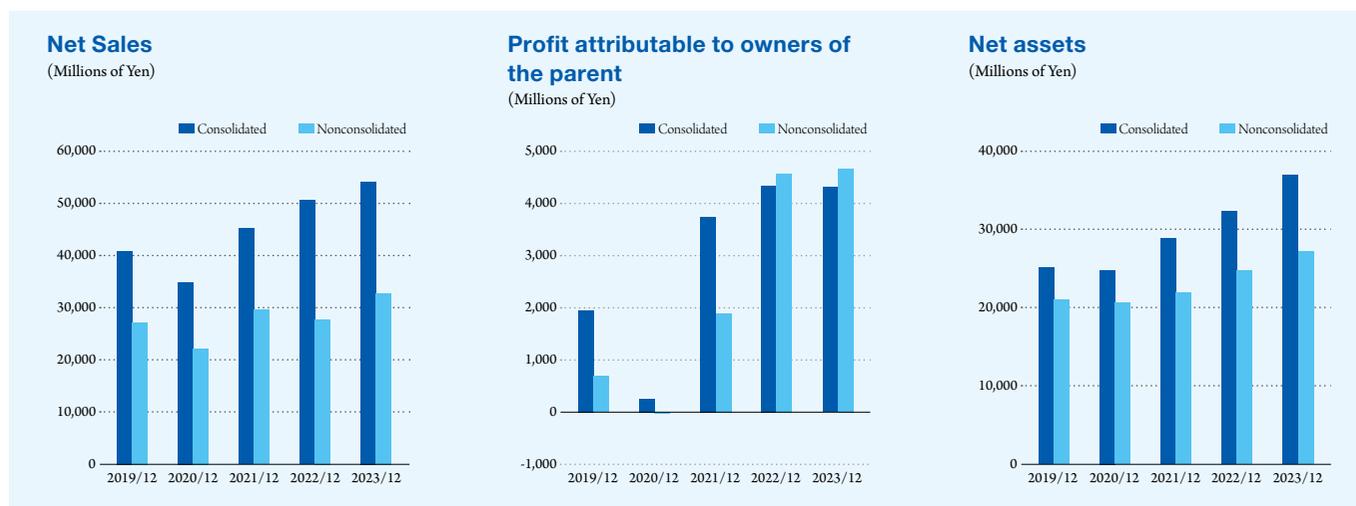
Years Ended December 31

Consolidated

	Millions of Yen				
	2023/12	2022/12	2021/12	2020/12	2019/12
Operating Results					
Net sales	¥ 54,018	¥ 50,459	¥ 45,096	¥ 34,780	¥ 40,795
Operating profit	5,217	6,084	6,056	500	2,794
Profit attributable to owners of the parent	4,302	4,327	3,734	251	1,945
Net cash provided by (used in) operating activities	5,046	2,679	5,365	4,003	2,534
Financial Position					
Total equity	54,283	46,027	42,969	36,301	38,446
Net assets	36,862	32,290	28,797	24,738	25,048
Yen					
Per Share Data					
Net income attributable to owners of the parent	¥ 354.51	¥ 347.69	¥ 299.88	¥ 20.17	¥ 155.39
Equity	2,953.97	2,622.20	2,311.49	1,900.89	2,005.60
Cash dividends applicable to the year	55.00	130.00	100.00	10.00	50.00

Nonconsolidated

	Millions of Yen				
	2023/12	2022/12	2021/12	2020/12	2019/12
Operating Results					
Net sales	¥ 32,798	¥ 27,798	¥ 29,569	¥ 22,176	¥ 27,087
Operating profit (loss)	3,526	2,635	3,780	(83)	720
Net profit (loss)	4,651	4,568	1,893	(14)	690
Financial Position					
Net asets	27,138	24,710	21,970	20,582	20,962
Total assets	39,148	33,361	30,064	27,643	29,749
Yen					
Per Share Data					
Net assets	¥ 2,237.79	¥ 2,006.66	¥ 1,763.54	¥ 1,656.38	¥ 1,678.45
Basic earnings (loss)	383.25	367.08	152.01	(1.15)	55.10



FINANCIAL SECTION

Consolidated Balance Sheet

Consolidated Balance Sheet

Roland DG Corporation and Consolidated Subsidiaries

December 31, 2023

ASSETS

	Thousands of Yen	
	December 31, 2023	December 31, 2022
Current assets		
Cash and deposits	¥ 12,308,896	¥ 11,362,258
Notes and accounts receivable - trade	6,473,700	5,796,564
Merchandise and finished goods	10,228,052	8,471,192
Work in process	66,253	146,623
Raw materials and supplies	5,248,668	4,584,100
Other	1,984,750	2,132,408
Allowance for doubtful accounts	(58,881)	(54,724)
Total current assets	36,251,441	32,438,423
Non-current assets		
Property, plant and equipment		
Buildings and structures	9,204,474	7,541,328
Accumulated depreciation	(3,035,842)	(4,716,767)
Buildings and structures, net	6,168,631	2,824,560
Machinery, equipment and vehicles	1,773,254	1,055,159
Accumulated depreciation	(869,388)	(741,000)
Machinery, equipment and vehicles, net	903,866	314,158
Tools, furniture and fixtures	5,324,557	4,439,330
Accumulated depreciation	(3,876,839)	(3,639,943)
Tools, furniture and fixtures, net	1,447,718	799,386
Land	2,475,295	3,158,234
Leased asset-use rights	1,490,250	1,649,201
Construction in progress	23,183	1,141,326
Total property, plant and equipment	12,508,945	9,886,868
Intangible assets		
Goodwill	1,159,376	—
Software	1,089,856	894,722
Telephone subscription right	40,124	7,406
Total intangible assets	2,289,357	902,128
Investments and other assets		
Investment securities	200	200
Deferred tax assets	2,047,879	1,933,132
Other	1,186,020	867,580
Allowance for doubtful accounts	(189)	(1,051)
Total investments and other assets	3,233,910	2,799,861
Total non-current assets	18,032,213	13,588,858
Total assets	¥ 54,283,654	¥ 46,027,282

FINANCIAL SECTION

Consolidated Balance Sheet

LIABILITIES

	Thousands of Yen	
	December 31, 2023	December 31, 2022
Current liabilities		
Notes and accounts payable - trade	¥ 4,037,074	¥ 3,923,387
Short-term borrowings	—	5,104
Current portion of long-term borrowings	600,000	—
Accounts payable - other	1,683,189	1,508,569
Lease liabilities	561,660	484,350
Income taxes payable	737,060	247,111
Provision for bonuses	660,087	652,466
Provision for bonuses for directors (and other officers)	57,388	67,631
Provision for product warranties	861,165	680,335
Other	2,209,838	2,087,047
Total current liabilities	11,407,464	9,656,004
Non-current liabilities		
Long-term borrowings	2,250,000	—
Lease liabilities	1,004,046	1,232,934
Deferred tax liabilities	94,755	—
Provision for employee stock ownership plan trust	143,943	143,943
Provision for share awards for directors (and other officers)	148,458	152,132
Retirement benefit liability	515,641	867,632
Long-term accounts payable - other	90,217	93,899
Other	1,767,090	1,590,531
Total non-current liabilities	6,014,154	4,081,074
Total liabilities	17,421,619	13,737,079

NET ASSETS

Shareholders' equity		
Share capital	3,668,700	3,668,700
Capital surplus	2,700,899	3,700,608
Retained earnings	27,792,277	25,168,080
Treasury shares	(497,706)	(952,632)
Total shareholders' equity	33,664,170	31,584,756
Accumulated other comprehensive income		
Foreign currency translation adjustment	2,074,421	904,524
Remeasurements of defined benefit plans	85,053	(199,230)
Total accumulated other comprehensive income	2,159,474	705,294
Non-controlling interests	1,038,389	151
Total net assets	36,862,034	32,290,202
Total liabilities and net assets	¥ 54,283,654	¥ 46,027,282

FINANCIAL SECTION

Consolidated Statement of Income

Roland DG Corporation and Consolidated Subsidiaries

Year Ended December 31, 2023

Consolidated Statement of Income

	Thousands of Yen	
	December 31, 2023	December 31, 2022
Net sales	¥ 54,018,422	¥ 50,459,277
Cost of sales	26,806,587	25,399,417
Gross profit	27,211,835	25,059,860
Selling, general and administrative expenses		
Transportation and storage costs	1,453,256	1,153,015
Advertising and promotion expenses	1,442,685	1,159,309
Provision of allowance for doubtful accounts	46,941	23,060
Provision for product warranties	136,540	5,563
Salaries and bonuses	8,679,464	7,780,224
Provision for bonuses	414,252	398,174
Provision for bonuses for directors (and other officers)	56,680	67,631
Provision for employee stock ownership plan trust	—	6,504
Provision for share awards for directors (and other officers)	—	65,182
Retirement benefit expenses	354,382	245,613
Travel and transportation expenses	745,876	462,344
Depreciation	1,061,689	903,814
Commission expenses	1,869,766	1,590,042
Research and development expenses	3,346,086	3,134,608
Other	2,387,065	1,980,772
Total selling, general and administrative expenses	21,994,688	18,975,861
Operating profit	5,217,146	6,083,998
Non-operating income		
Interest income	43,895	13,646
Dividend income	4,260	3,304
Gain on valuation of investments in money held in trust	45,375	—
Refunds	26,972	—
Foreign exchange gains	—	39,434
Other	65,224	79,193
Total non-operating income	185,728	135,577
Non-operating expenses		
Interest expenses	42,753	39,310
Loss on valuation of investments in money held in trust	—	47,635
Other	11,241	6,000
Total non-operating expenses	53,994	92,947
Ordinary profit	5,348,880	6,126,629
Extraordinary income		
Gain on sale of non-current assets	348,275	19,340
Total extraordinary income	348,275	19,340
Extraordinary losses		
Loss on sale and retirement of non-current assets	85,518	60,260
Total extraordinary losses	85,518	60,260
Profit before income taxes	5,611,637	6,085,709
Income taxes - current	1,504,928	1,350,747
Income taxes - deferred	(195,635)	407,921
Total income taxes	1,309,292	1,758,669
Profit	4,302,344	4,327,039
Profit attributable to non-controlling interests	80	18
Profit attributable to owners of parent	¥ 4,302,263	¥ 4,327,021

FINANCIAL SECTION

Consolidated Statement of Comprehensive Income

Consolidated Statement of Comprehensive Income

Roland DG Corporation and Consolidated Subsidiaries

Year Ended December 31, 2023

	Thousands of Yen	
	December 31, 2023	December 31, 2022
Profit	¥ 4,302,344	¥ 4,327,039
Other comprehensive income		
Foreign currency translation adjustment	1,169,919	1,239,599
Remeasurements of defined benefit plans, net of tax	284,283	(244,987)
Total other comprehensive income	1,454,202	994,611
Comprehensive income	¥ 5,756,547	¥ 5,321,651
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	¥ 5,756,444	¥ 5,321,613
Comprehensive income attributable to non-controlling interests	103	37

FINANCIAL SECTION

Consolidated Statement of Changes in Equity

Consolidated Statement of Changes in Net Assets

For the fiscal year ended December 31, 2023

(From January 1, 2023 to December 31, 2023)

	Thousands of Yen										
	Shareholder's equity					Accumulated other comprehensive income					Total net assets
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests		
Balance at beginning of period	¥ 3,668,700	¥ 3,700,608	¥ 25,168,080	¥ (952,632)	¥ 31,584,756	¥ 904,524	¥ (199,230)	¥ 705,294	¥ 151	¥ 32,290,202	
Changes during period											
Dividends of surplus			(1,678,066)		(1,678,066)			—		(1,678,066)	
Profit attributable to owners of parent			4,302,263		4,302,263			—		4,302,263	
Change in scope of consolidation					—			—	1,038,134	1,038,134	
Purchase of treasury shares				(544,782)	(544,782)			—		(544,782)	
Cancellation of treasury shares		(999,708)		999,708	—			—		—	
Net changes in items other than shareholders' equity					—	1,169,896	284,283	1,454,180	103	1,454,283	
Total changes during period	—	(999,708)	2,624,197	454,926	2,079,414	1,169,896	284,283	1,454,180	1,038,237	4,571,832	
Balance at end of period	¥ 3,668,700	¥ 2,700,899	¥ 27,792,277	¥ (497,706)	¥ 33,664,170	¥ 2,074,421	¥ 85,053	¥ 2,159,474	¥ 1,038,389	¥ 36,862,034	

For the fiscal year ended December 31, 2022

(From January 1, 2022 to December 31, 2022)

	Thousands of Yen										
	Shareholder's equity					Accumulated other comprehensive income					Total net assets
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests		
Balance at beginning of period	¥ 3,668,700	¥ 3,700,608	¥ 22,233,208	¥ (516,151)	¥ 29,086,365	¥ (335,055)	¥ 45,757	¥ (289,297)	¥ 113	¥ 28,797,181	
Changes during period											
Dividends of surplus			(1,392,149)		(1,392,149)			—		(1,392,149)	
Profit attributable to owners of parent			4,327,021		4,327,021			—		4,327,021	
Purchase of treasury shares				(455,572)	(455,572)			—		(455,572)	
Treasury stock transfer of stock ownership plan trust				19,091	19,091			—		19,091	
Net changes in items other than shareholders' equity					—	1,239,579	(244,987)	994,592	37	994,630	
Total changes during period	—	—	2,934,872	(436,481)	2,498,390	1,239,579	(244,987)	994,592	37	3,493,020	
Balance at end of period	¥ 3,668,700	¥ 3,700,608	¥ 25,168,080	¥ (952,632)	¥ 31,584,756	¥ 904,524	¥ (199,230)	¥ 705,294	¥ 151	¥ 32,290,202	

FINANCIAL SECTION

Consolidated Statement of Cash Flows

Roland DG Corporation and Consolidated Subsidiaries

Year Ended December 31, 2023

	Thousands of Yen	
	December 31, 2023	December 31, 2022
Cash flows from operating activities		
Profit before income taxes	¥ 5,611,637	¥ 6,085,709
Depreciation	1,599,407	1,320,966
Amortization of goodwill	—	42,642
Increase (decrease) in allowance for doubtful accounts	(2,230)	1,866
Increase (decrease) in provision for bonuses	4,921	(21,533)
Increase (decrease) in provision for bonuses for directors (and other officers)	(10,243)	63,631
Increase (decrease) in provision for product warranties	129,056	29,380
Increase (decrease) in provision for employee stock ownership plan trust	—	12,131
Increase (decrease) in provision for share awards for directors (and other officers)	(3,674)	64,120
Increase (decrease) in retirement benefit liability	53,317	(41,145)
Interest and dividend income	(48,155)	(16,950)
Interest expenses	42,753	39,310
Loss (gain) on sale and retirement of intangible assets	4,545	9,131
Loss (gain) on sale of property, plant and equipment	(267,302)	31,789
Decrease (increase) in trade receivables	(229,798)	(723,951)
Decrease (increase) in inventories	(1,030,261)	(1,133,932)
Decrease (increase) in other current assets	382,923	(218,388)
Decrease (increase) in other non-current assets	(159,276)	69,818
Increase (decrease) in trade payables	(123,838)	484,158
Increase (decrease) in accounts payable - other	116,695	(416,971)
Increase (decrease) in other current liabilities	15,375	(136,661)
Increase (decrease) in other non-current liabilities	93,500	140,713
Other, net	(163,626)	1,011
Subtotal	6,015,728	5,686,847
Interest and dividends received	71,796	38,056
Interest paid	(44,221)	(40,393)
Extra retirement payments	—	(455,104)
Income taxes paid	(996,475)	(2,549,878)
Net cash provided by (used in) operating activities	5,046,828	2,679,527
Cash flows from investing activities		
Payments into time deposits	(95,547)	—
Proceeds from withdrawal of time deposits	210	97,450
Purchase of property, plant and equipment	(3,760,009)	(2,256,532)
Proceeds from sale of property, plant and equipment	1,435,417	36,978
Payments for retirement of property, plant and equipment	(30,534)	(140,846)
Purchase of intangible assets	(690,766)	(449,147)
Purchase of investment securities	(8,336)	(12,254)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(1,623,205)	—
Other, net	338	(635)
Net cash provided by (used in) investing activities	(4,772,432)	(2,724,987)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(4,814)	5,713
Proceeds from long-term borrowings	3,000,000	—
Repayments of long-term borrowings	(150,000)	—
Repayments of lease liabilities	(422,583)	(372,769)
Purchase of treasury shares	(545,708)	(456,347)
Dividends paid	(1,674,887)	(1,391,192)
Net cash provided by (used in) financing activities	202,006	(2,214,596)
Effect of exchange rate change on cash and cash equivalents	(100,814)	(364,470)
Net increase (decrease) in cash and cash equivalents	375,587	(2,624,527)
Cash and cash equivalents at beginning of period	11,341,867	13,966,394
Cash and cash equivalents at end of period	¥ 11,717,454	¥ 11,341,867

CORPORATE DATA

Company Outline / Group Companies

Company Outline (As of December 31, 2023)

Name

Roland DG Corporation

Founded

May 1, 1981

Common Stock

¥3,669 million

Net Sales for FY2023

¥32,798 million (Nonconsolidated)

¥54,018 million (Consolidated)

Number of Employees

435 (Nonconsolidated)

1,361 (Consolidated)

Main Products

Wide-format Color Inkjet Printers, Inkjet Printer/Cutters, Vinyl Cutting Machines, 3D Milling Machines, 3D Printer, Engraving Machines, Dental Milling Machines, Dental 3D Printers, Photo Impact Printers

Headquarters

1-1-2 Shinmiyakoda, Hamana-ku, Hamamatsu-shi, Shizuoka-ken, 431-2103, Japan
Phone: +81 53 484 1200 Fax: +81 53 484 1227
Website: www.rolanddg.com/

Branch Offices in Japan

Tokyo, Osaka, Nagoya, Fukuoka

Number of Shareholders

21,019

Stock Exchange Listing

Tokyo

Stock Transfer Agent

Mitsubishi UFJ Trust and Banking Corporation

Independent Auditor

Deloitte Touche Tohmatsu LLC

Executives (As of March 29, 2024)

President, Representative Director	Kohei Tanabe
Director Managing Executive Officer	Andrew Oransky
Outside Director	Osamu Hosokubo
Outside Director	Naoko Okada
Outside Director	Brian K. Heywood
Outside Director	Yasuhiro Kasahara
Audit & Supervisory Board Member	Naoki Nagano
Outside Audit & Supervisory Board Member	Mitsuhiro Honda
Outside Audit & Supervisory Board Member	Megumi Ikuma
Managing Executive Officer	Hisashi Bito
Managing Executive Officer	Kazuhiro Ogawa
Executive Officer	Yuji Kurata
Executive Officer	Tony Miller
Executive Officer	Takafumi Shigenoya

Group Companies (As of December 31, 2023)

Sales

DGSHAPE Corporation

1-1-2 Shinmiyakoda, Kita-ku, Hamamatsu-shi, Shizuoka-ken, 431-2103 Japan
<https://dgshape.com/ja/home-jp/>

Roland DGA Corporation

15363 Barranca Parkway, Irvine, CA 92618, U.S.A.
<https://rolanddg.com/>

Roland DG EMEA N.V.

Bell Telephonaan 2G, 2440 Geel, Belgium
<https://www.rolanddg.eu/nl>

Roland DG (U.K.) Ltd.

Griffin House, Windmill Road, Clevedon Business Park, Clevedon, North Somerset BS21 6UJ, U.K.
<https://www.rolanddg.eu/en-gb>

Roland Digital Group Iberia, S.L.

Carrer Font de Can Mas 9-11 Polígono Industrial El Martinet 08291 Ripollet Barcelona, Spain
<https://www.rolanddg.eu/es-es>

Roland DG Mid Europe S.r.l.

Via Leonardo da Vinci 1/b
63030 Acquaviva Picena (AP), Italy
<https://www.rolanddg.eu/it>

Roland DG North Europe A/S

Farum Gydevej 71, 3520 Farum, Denmark
<https://www.rolanddg.eu/en>

Roland DG Australia Pty. Ltd.

Allambie Grove Business Park Unit 14,
25 Frenchs Forest Rd, Frenchs Forest, NSW 2086, Australia
<https://www.rolanddg.com.au>

Roland DG (China) Corporation

Shanghai Mart, 10A85 Room,
No.2299, Yan'an Road West, Shanghai, 200336, China
<https://www.rolanddg.com.cn>

Roland DG Korea Inc.

#1207, TRIPLEX, Mullaebuk-ro 116, Yeongdeungpo-gu, Seoul, 07293 Korea
<https://www.rolanddg.kr>

Roland DG Brasil Ltd.

Rua San José, 780, Parque Industrial San José, CEP 06715-862 Cotia, São Paulo, Brazil
<https://www.rolanddg.com.br>

Roland DG Deutschland GmbH

Halskestraße 7, 47877 Willich, Germany
Phone: +49 2154 8877 95 Fax: +49 2154 8877 96

Roland DG RUS LLC * Business suspension (announced on March 15, 2022)

Roland DG France SAS

2 avenue du prieuré 77700 serris, France
Phone: +33 1 60 07 9049

UAB DG DIMENSE

Baltosios Vokes str.37, Vilnius, Lithuania LT-02243
<https://www.dgdimense.com>

Production

Roland Digital Group (Thailand) Ltd.

30/122 Moo 1, Sinsakhon Industrial Estate
Tambol Khok Kham, Ampur Muang, Samutsakhon 74000, Thailand

Shared Services

Roland DG EMEA, S.L.

Carrer Font de Can Mas 9-11 Polígono Industrial El Martinet 08291 Ripollet Barcelona, Spain

Roland DG Corporation