

# Corporate Report 2025

Roland DG Corporation

 Roland





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## Editorial Policy:

Roland DG Corporation published this Corporate Report to deepen understanding by and build trusting relationships with internal and external stakeholders by disclosing information concerning the Company's proprietary business model as we seek to become the global leader in niche markets, as well as our management philosophy, business activities, and social and environmental initiatives.

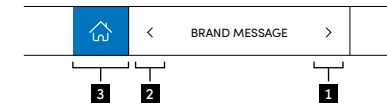
Specifically, we have structured this report with a focus on our strengths, improvement activities, and ESG initiatives, to demonstrate our commitment to the realization of sustainable manufacturing processes and trustworthy corporate management, aimed at a diverse range of stakeholders, including our corporate customers, suppliers, employees, financial institutions, and local

communities. In selecting information for inclusion, we have extracted content of high importance from the perspective of sustainable management while endeavoring to use plain language that is accurate and easy to understand. Additionally, we hope that this report will facilitate insights into our numerous initiatives aimed at enhancing corporate value centered around "The Day," the Company's annual management policy event at which all employees come together at a single venue.

## Applicable period:

This report is based on fiscal year 2024 (January 2024 to December 2024). For items outside this period, the specific time frame is indicated in the text.

## How to use this PDF



- 1 Click to go to the next section.
- 2 Click to return to the previous section.
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## Corporate website:

For more information about the Company, please refer to our corporate website.

<https://www.rolanddg.com/en>



## IR Information (archive):

<https://www.rolanddg.com/en/investors>

## Sustainability:

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



# BRAND MESSAGE

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We believe “Imagine.” is the world’s most powerful force, able to open up a world of possibilities. We are committed to being a company that embraces the power of “Imagine.” by making it possible for our customers everywhere to transform their imagination into reality.

We value the ideals expressed by “Imagine.” in each and every one of us and embrace it to foster a corporate culture that drives the development of cutting-edge creative tools. We actively engage ourselves in generating value filled with creativity and originality.

We strive to connect advancements in the digital realm to people’s lives, unleashing the creative possibilities that inspire the imagination. Our commitment extends to delivering new and exciting opportunities to society through our innovation and technology.

With these commitments in mind, we will continue to provide products and services that instill confidence in our brand with the ultimate goal of earning the unyielding trust of society. These efforts will be supported and achieved by the mutual respect and dedication shared among our staff.

## Corporate Philosophy

### 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.



### VISION

Transforming your imagination into reality

### MISSION

Bringing new opportunities to society through digital technology

### SLOGAN

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

# History

**Based on our core technology, we have transformed our business portfolio by developing new products equipped with innovative features responsive to societal changes and needs.**

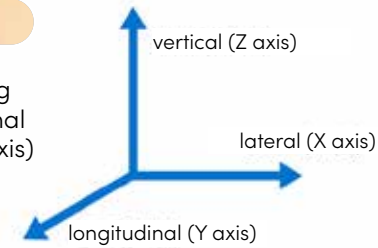
Since our founding, we have been proposing new manufacturing processes based on our unique digital technologies that control the XYZ axes, namely lateral, longitudinal, and vertical. Our product line-up began with the development of pen plotters that control the XY axes for designing and drafting applications. This line-up subsequently evolved, while incorporating cutting-edge technology, from pen plotters to cutting plotters, which replaced the pen with a cutter. It then grew to include color printers by equipping inkjet heads, and finally to 3D milling machines by adding the Z axis.

Today, our main line-up of products encompasses large-format commercial inkjet printers that support a variety of industries, including the sign industry (sign-boards, advertisements, and other displays); machine tools such as milling machines and engraving devices for manufacturing process fields utilizing digital data; and milling machines for the dental care industry.

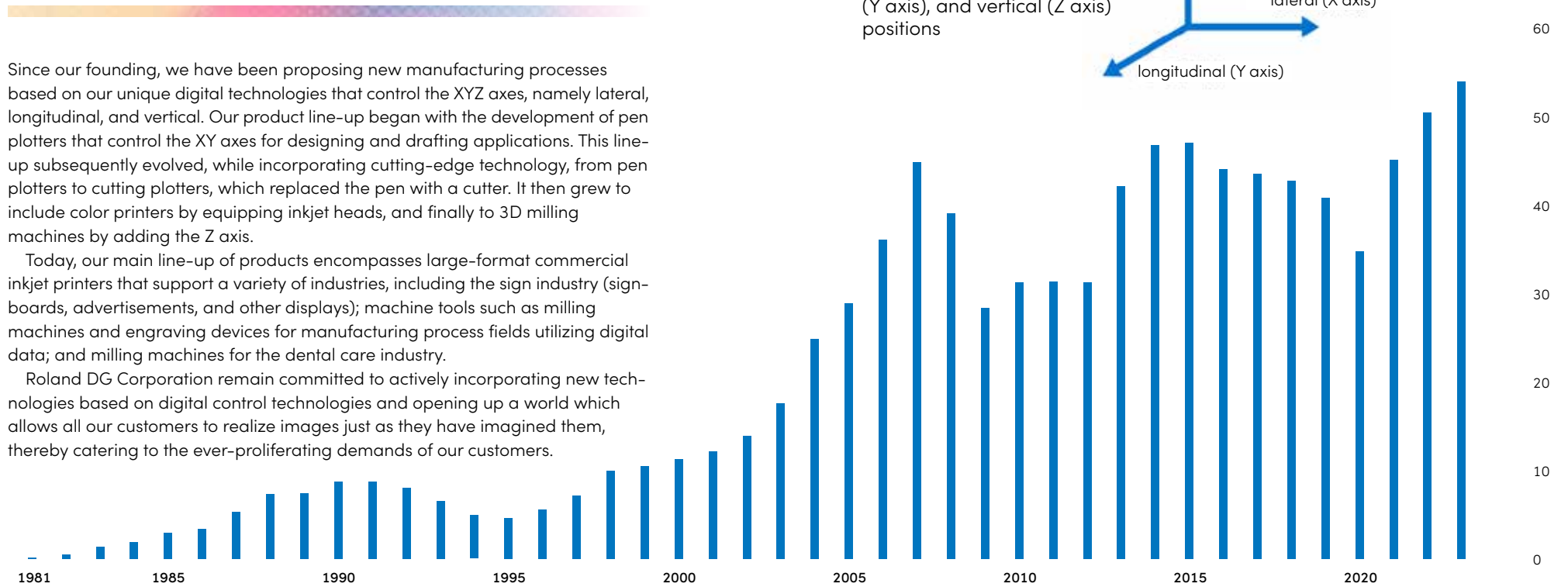
Roland DG Corporation remain committed to actively incorporating new technologies based on digital control technologies and opening up a world which allows all our customers to realize images just as they have imagined them, thereby catering to the ever-proliferating demands of our customers.

**Our core technology**

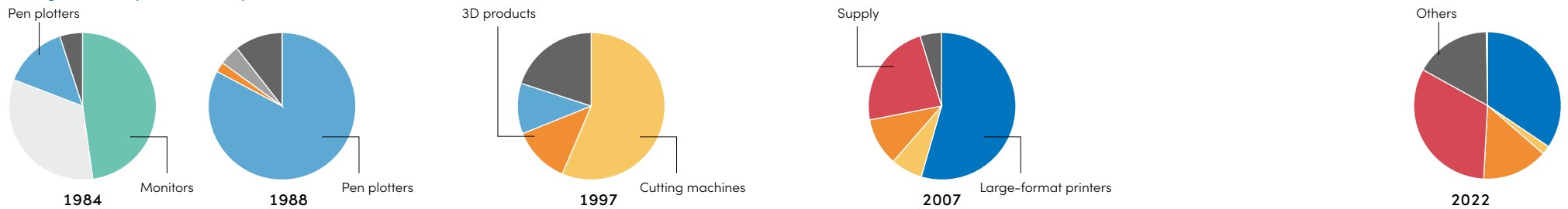
Technology for controlling lateral (X axis), longitudinal (Y axis), and vertical (Z axis) positions



Changes in net sales (Billions of yen)



**Changes in main product line-up**





## History

■ Product development ■ Business activities

## Growth period: Building core technology (1981–1989)

## 1981

- Established AMDEK Corporation as a subsidiary of Roland Corporation (AMDEK Corporation's main business defined as the manufacture and sale of computer peripherals such as computer-based music equipment and assembly kits for electronic musical instruments)



CMU-800

## 1982

- Released the CMU-800 Computer Music
- Released the first DXY-100 pen plotter



DXY-100

## 1983

- Changed the corporate name to Roland DG Corporation
- Released the prototype DXY-800 A3-size pen plotter



DPX-2000

## 1985

- Established a joint venture in Belgium (currently Roland DG EMEA N.V.)
- Moved the Company headquarters to Hamamatsu City, Shizuoka Prefecture
- Released the DPX-2000 A2-size pen plotter



PNC-3000

## 1986

- Released the first of the CAMM-3 series of 3D milling machines, the PNC-3000

## 1987

- Released the first of the CAMM-2 series of engraving machines, the PNC-2000



PNC-2000

## 1988

- Newly established office in Okubo-cho, Hamamatsu City
- Released the first of the CAMM-1 series of cutting plotters, the PNC-1000
- Established a joint venture in Australia (Roland DG Australia Pty. Ltd.)



PNC-1000

## Transition period: Building core markets (1990–1999)

## 1990

- Established a joint venture in the U.S.A. (Roland DGA Corporation)

## 1992

- Completed construction on the Miyakoda office in Hamamatsu City and commenced operations

## 1994

- Released the first PNC-4125 laser processing machine (Japanese market only)



PNC-4125

## 1995

- Released the Color CAMM PNC-5000, the world's first thermal transfer color printer/cutter



MDX-3

## 1996

- Relocated Company head office operations to the Miyakoda office
- Established the Group's first Roland University (now Roland DG Academy) at the US subsidiary
- Released the new STX-7 and MDX-3 series for the hobby market



PC-60

## 1997

- Released the CJ-70, which combined a high-quality color inkjet printer and high-precision cutting machine in a single unit
- Released the PC-60 thermal transfer printer/cutter



FJ-50

## 1998

- Released the world's first six-color, 1440-dpi wide-format inkjet printer, the Hi-Fi JET FJ-50

## 1999

- Received ISO 9001 certification
- Completed construction of a new factory block at Miyakoda head office



## History

## Growth period: Establishment of business model (2000–2009)

## 2000

- Received ISO 14001 certification
- Started digital cell production using “Digital Yatai” (“digital stall”) with single persons assigned to producing single units
- Listed on the Tokyo Stock Exchange Second Section

## 2001

- Roland DGA Corporation received ISO 9002 certification
- Established Modeling R Corporation to expand the 3D business

## 2002

- Established a joint venture in the U.K. (Roland DG (U.K.) Ltd.)
- Listed on the Tokyo Stock Exchange First Section
- Released the SOLJET PRO II series (SJ-740/SJ-540/SC-540/FJ-540/CJ-540)



SC-540

## 2003

- Released ECO-SOL INK, an environmentally friendly eco-solvent ink that could print directly onto uncoated media
- Released the SP-300 multi-function printer for on-demand printing



ECO-SOL INK

## 2004

- Released the SOLJET PRO II SJ-1000EX grand format inkjet printer, capable of 2,600 mm print width

## 2005

- Established a joint venture in Spain (Roland Digital Group Iberia, S.L.)
- Completed construction on the new Miyakoda office digital plant

## 2006

- Established a joint venture in Italy (Roland DG Mid Europe S.r.l.)
- Renewed the Digital Yatai and started as D-Shop

## 2007

- Implemented IMS (Integrated Management System), incorporating ISO 9001 and ISO 14001
- Released the VersaCMM VP series for proposals of in-house promotional operations



VP-540

## 2008

- Established the group's first Roland DG Creative Center at the subsidiary in Italy
- Launched Roland DG Care
- Released the VersaUV LEC-300, UV-LED inkjet printer/cutter, capable of multi-layered printing on a wide variety of substrates
- Expanded Miyakoda office (factory)
- Established a joint venture in Denmark (Roland DG North Europe A/S)



LEC-300

## 2009

- Released the SOLJET PRO III XC-540MT, the world's first inkjet printer/cutter, capable of printing metallic silver ink



XC-540MT

## New founding (2010–2019)

## 2010

- Released milling machine for the dental industry

## 2011

- Released the iModela iM-01, a digital craft tool for individual users and the hobby market
- Released the VersaUV LEF-12, a UV-LED printer enabled to directly print on three-dimensional objects
- Established a manufacturing subsidiary in Thailand (Roland Digital Group (Thailand) Ltd.)



LEF-12



## History

## 2012

- Released METAZA MPX-90M which enabled tracking and management through direct marking on medical devices
- Established a shared services subsidiary in Spain (Roland DG EMEA, S.L.)
- Established a subsidiary in China (Roland DG (China) Corporation)
- Established a subsidiary in Korea (Roland DG Korea Inc.)



MPX-90M

## 2013

- Established a subsidiary in Brazil (Roland DG Brasil Ltd.)
- Released the SOLJET PRO4 XF-640, the Company's fastest inkjet printer to date
- Held the first-ever SE Awards of the World contest for service engineers



XF-640

## 2014

- Established a holding company (Roland DG Europe Holdings B.V.) in the Netherlands
- Established a subsidiary (Roland DG RUS LLC)\* in Russia  
\* Business suspension (announced on March 15, 2022)
- Released the monoFab series, combining the Company's first 3D printer and newly developed 3D milling machine
- Released the Texart RT-640, dye sublimation transfer printer for exclusive use in textile printing
- Selected under the Ministry of Economy, Trade and Industry's "model construction and demonstration projects," for a project for the creation of a work support system relating to maintenance and management matters for medical equipment, jointly promoted with Hamamatsu University School of Medicine



SRM-20



ARM-10

## 2015

- Released the Company's first wet-type dental milling machine and newly-developed milling machine for dental applications

## 2017

- Transferred the 3D business to a newly-established subsidiary, DGSHAPE Corporation
- Started operations (through DGSHAPE Corporation) focusing on the dental, medical, and 3D digital fabrication businesses

## 2018

- Released a dental milling machine with auto disc changer and DWINDEX dedicated software for the support of dental laboratory management
- Released the LD-80, the world's first semiconductor laser foil decorator
- Released cotodesign, design and print management software to support the production of customized merchandise at retail stores



DWINDEX

## Portfolio transition period (2020-2024)

## 2021

- Launched the cloud-based Roland DG Connect service
- Released the VersaSTUDIO BN-20A desktop-size inkjet printer, catering to a new era of working styles



BN-20A

## 2022

- Established a joint venture company (CERAWEI TECHNOLOGY CO., LTD) engaged in binder-jet 3D printer business in Jingdezhen, China

## 2023

- Released the AP-640 resin printer from the TrueVIS series
- Commenced operations at the new Thailand factory building with production functions transferred to the Thailand factory
- Established a subsidiary in Lithuania (UAB DG DIMENSE)
- Constructed new head office, transferred and consolidated head office functions in the Miyakoda office, and commenced operations



AP-640

## 2024

- Delisted the Company's
- DGSHAPE Corporation established a sales subsidiary, DGSHAPE DENTAL INDIA PRIVATE LIMITED
- Conducted a corporate merger with XYZ K.K. as the surviving company and Roland DG Corporation as the dissolving company and changed the corporate name to Roland DG Corporation



## At a Glance

### By segment

In four areas of business, we empower creativity and excitement worldwide.



#### Visual Communication

Visual Communication (VC) comprises both our conventional eco-solvent printers (VC-Solvent) and such non-solvent printers (VC-Other) as our UV and resin printers. Our aim in this area is to secure revenue by developing new markets and bolstering our customer base by offering a more diverse variety of inks and expanding the range of solutions we offer.



#### Digital Fabrication

We aim to create new applications and new markets with a product lineup that is suited both to the demand for personalization matched to the needs of each individual customer as well as to the demand for customization that satisfies niche needs.



#### Dental

We supply milling machines to the dental care market. We had been expanding our markets mainly in developed countries, but now we are beginning to enter emerging market countries where further digitalization of the workflow in the production of dental prostheses is expected. Through our pursuit of projects aimed at dental clinics and not just dental laboratories alone, this is a field we will develop into a pillar of our business.

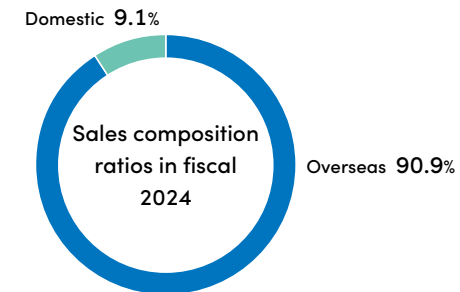


#### Service, Software & Others

In addition to supplying service parts and providing maintenance services, we aim to establish our Software-as-a-Service (SaaS) business by offering software-based connectedness services.

### By region

We provide products and services to more than 200 countries and regions.

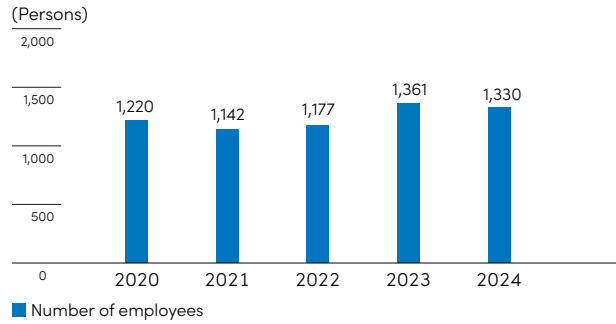


Roland DG supplies products and services through its consolidated subsidiaries around the world to customers in more than 200 countries and regions. With local staff well-versed in the local cultures and markets handling marketing and sales activity in their respective regions, we treat our customers to an exacting standard. Furthermore, we are pursuing global growth by deploying in the markets of emerging countries sales and marketing techniques that make the most of the know-how cultivated in the markets of developed countries.

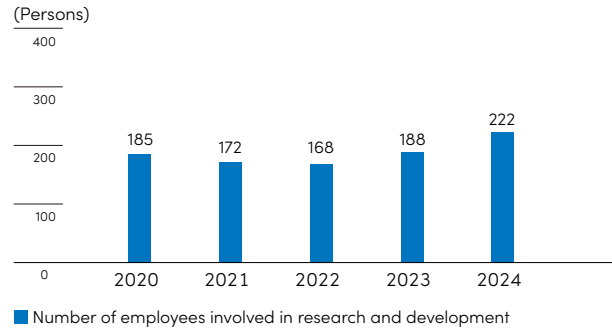


# Non-Financial Highlights

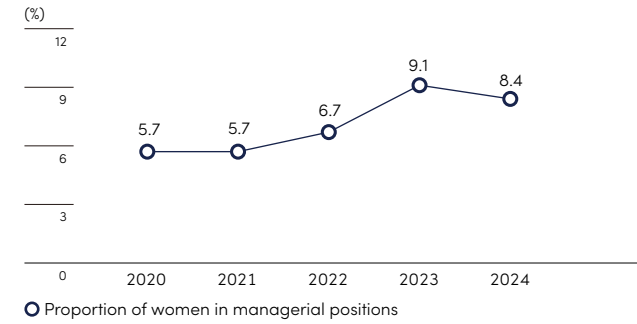
Number of employees (consolidated)



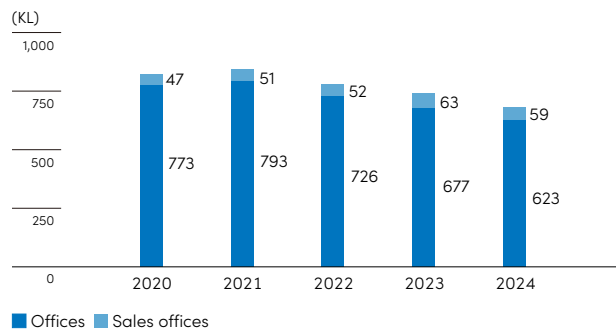
Number of employees involved in research and development (consolidated)



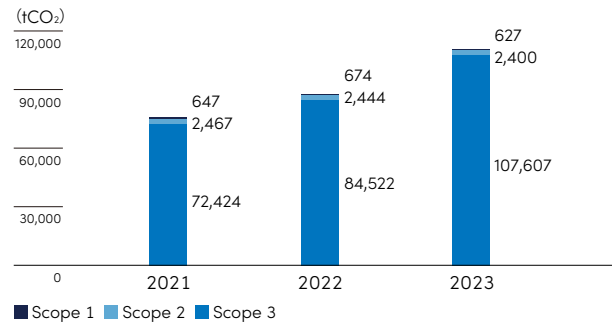
Proportion of women in managerial positions (non-consolidated)



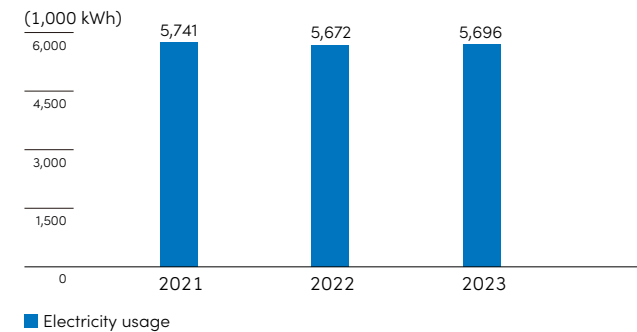
Energy usage (non-consolidated)



GHG emissions (Scope 1, 2, and 3) (consolidated)



Electricity usage (consolidated)



## Message from Top Management



CEO, Representative Director

# Creativity and excitement beyond the imagination

## Continuing our diligent challenge to empower creativity and excitement worldwide

To empower creativity and excitement worldwide—that is the purpose of Roland DG. So, what are our company’s key products? Right now, you could say that they are printers. But our initial key products in 1981 when the Company was founded were assembly kits for electronic musical instruments and monitors and other things. After that, it was plotters that drove our growth, then it was cutting machines, and in recent years it has been printers that have taken on that role. In this way, in response to demand for digitalization, while opening up new markets, together with the times we have built sales “mountains” in various fields. While making full use of our unique digital technologies that control the XYZ axes, namely lateral, longitudinal, and vertical, we have continued with our diligent challenge, creating new products, new businesses and new markets, as we empowered creativity and excitement worldwide. That is the wellspring of our company’s value creation and, I believe, our greatest strength, which we must take forward with us into the future.

## Drawing on experience gained in the dental business to build the next sales “mountain”

However, for a long time, we have been unable to remove ourselves from a profit structure dependent on printers. Of course, we have not been just standing idly by. One thing we did was to enter the market for dental care



## Message from Top Management

(dental business). I myself was involved in the start-up of this business, which began sales in 2010 of dental milling machines that manufacture dental prostheses such as tooth-filling and covering materials. By ascertaining the needs of dental laboratories and dental clinics, we have rapidly expanded our market share, mainly in developed countries. In 2017, in order to further develop the dental business, we set up DGSHAPE Corporation with me as the president and representative director. It has grown to the point where it now holds the top share globally.

So, a company whose key products were printers entered the completely different field of dental care—it probably looked to others like a reckless challenge. But dental milling machines are equipment that cut materials such as zirconia to fit the shape of patients' teeth to make tooth-filling and covering materials, so they apply the technology used in the three-dimensional milling machines that are our forte. It's all a matter of shifting one's thinking. If you think not of printers as being our starting point, but rather as technology that controls the XYZ axes as our origin, then the view that you see changes. I believe that our success in the dental business is proof that by fully utilizing our company's technology, we can expand into any kind of market. I regard drawing on the experience we have gained in the dental business to build the next sales "mountain" as being one of my missions.

### Increasing options in order to awaken the frontier spirit

I took up the post of president and representative director in March 2020. At that time, the Company was facing severe circumstances, with its business results in continued decline since fiscal 2015. On top of that, the COVID-19 pandemic had just started to spread worldwide, meaning I was embarking anew amid very grim prospects. But what I was aiming for was clear. That was to awaken the frontier spirit within each of us, and use new ideas to create a new business that would build the next sales "mountain." When I joined the Company, President Tomioka would say, a bit like a catchphrase, "Give it a try." That spirit has been inherited without interruption and resides

within all of our company's executives, including myself. However, I wonder whether at some point after we had created our large, mainstay business of printers and were expanding our corporate scale, perhaps that original shine got lost.

So, the first thing I did was to increase the options available to employees. Of course, that was partly in response to the COVID-19 pandemic, but I made significant changes to the structure of the way we work. The range of choices in work styles was increased all in one go, to include options such as working from home and flextime. I also changed our training program to allow employees themselves to choose what they study, not the Company. For example, we prepared an online study service and set up an environment in which anyone can take a class anytime. New ideas are not born out of the passive approach of "the Company will provide me with everything I need." How to work, how to grow oneself and what to study in order to achieve that—having employees choose for themselves from among many options, I believe, is one way of awakening their frontier spirit.

### Sharing thoughts and linking them to action

Also, immediately after I became president, I set up an in-house blog called "The President's Office." In the midst of the COVID-19 pandemic, with growing uncertainty about the future, I think our employees also felt anxious. So, since face-to-face communication was difficult then, I used the President's Office to share with employees what I was thinking about and hoping for.

On top of that, from 2021 I started an in-house event called "The Day." In surfing jargon, "The Day" refers to a big wave that comes once a year. I took the idea from that, positioning it as a special day when employees of the entire company could reflect on themselves and the Company and try to find fresh potential, while I would reflect on the current fiscal year and explain the management policy for the following fiscal year. Previously, under the title of "management policy briefing," employees from section chief and higher would take part and the president would give the same explanation. After



## Message from Top Management

that, they would then relay it to their respective subordinates. But, under that method, my own personal thoughts would not reach employees. If my thoughts weren't communicated to them, even if they understood the ideas, it probably wouldn't lead to action. For "The Day," we rent out a large venue that lets me be in the same place at the same time as employees, while connected live to various bases throughout the world, so that I can directly communicate my thoughts to them.

Every year, when I send out the notice about "The Day," I urge everyone to make it a special day when we each consider the future of the Company ourselves. When we are busy with our daily work, our perspective tends to narrow, and we are prone to short-term thinking. I hope "The Day" can be an opportunity to imagine the future. I believe that will lead to the creation of new ideas.



## Constructing a new head office building to realize diverse work styles

Due to these initiatives, changes have appeared in employees' awareness and actions. Furthermore, we experienced a tailwind from the market environment as demand increased for output of displays warning to take caution to prevent COVID-19 infection and as sales of products in the sign market grew, etc., greatly improving our results for fiscal 2021. Taking that opportunity, the next initiative we came up with was to construct a new building for the head office. Since the head office building was already showing signs of aging, we were already considering rebuilding it. On top of that, in order to enhance the sense of unity throughout the Company, we decided to bring together into one place the head office function, development function, and production function, which were divided into three sites. Now there is lots of talk about returning to the office, but at the time, the COVID-19 pandemic

persisted and increasingly the social trend was to shift to working from home. So, there were probably some negative views toward the construction of a new head office building. But working in the office is one choice. Which is why we needed to create an inviting workplace that was comfortable to work in. So we got employees involved as we aimed to create a layout and interior that were even easier to work in.

Construction of the new head office was completed in August 2023. Based on the large changes to work styles and the idea of the ideal office that emerged during the COVID-19 pandemic, there is a high degree of freedom in the working environment and it is designed so that in-office work and telework can be applied efficiently for different purposes. And, to encourage the generation of ideas and communication, various areas were established that are suitable for interaction, sharing, creation, and concentration. By dividing the work areas, I think we are now able to work efficiently in environments suited to each goal. Furthermore, we have installed features such as private booths suitable for remote meetings, which make possible diverse work styles suited to the purpose of their use.





## Message from Top Management

### Unleash to accelerate

From fiscal 2021, our company's sales have been on the rise, growing strongly. Also, in 2023, we made a majority investment in UAB Dimense print, a subsidiary of wallpaper materials manufacturing and sales company UAB VEIKA, whose head office is in Vilnius, Lithuania. Through initiatives such as this, efforts to create new businesses are becoming active. However, excluding the effects of the weak yen, while sales are increasing, they lack strength. Furthermore, also in regard to the creation of new businesses, we have not made the bold resource allocation needed to ensure the profit level that capital markets require, and I cannot deny that there is a sense that we are falling behind with that.

If we remain as we are, before we can build our next sales "mountain," we could lose our presence in the competitive printer market. Based on that sense of danger, with cooperation from our major stockholder, U.S. investment fund Taiyo Pacific Partners L.P., we carried out an MBO (a buyout by management) and in September 2024, delisted our stock and went private. The aim was to ensure freedom and flexibility of management. We will accelerate change under the slogan of "more new businesses and a leaner organization."

"The Day" that was held in September 2024 was an opportunity for a starting dash since the conclusion of the MBO, and along with all of our company employees, about 50 people from places such as our overseas subsidiaries also participated. I explained the management policy, titled "Unleash to accelerate," and called on all employees to make possible what until now we have not been able to do. The CEO of Taiyo Pacific Partners, who is an outside director of our company, Brian K. Heywood, also spoke. As well as advocating the importance of dropping assumptions and deference to others' reactions, he shared his enthusiasm by saying that Roland DG is a good company, that he wants to make into a great company.

### Aiming to be a company that continues to empower creativity and excitement worldwide

When I was involved in the dental business, I visited a customer who was one of the first to have us install a dental milling machine. I clearly remember how he thanked me and how extremely happy he was by the higher efficiency resulting from the ability to digitalize the work of making dental prostheses. After that, each time I visited him I was able to see firsthand how more abundant his life had become and I was able to directly experience that our products have the power to change people's lives. I think it is one example of the realization of our company's purpose of empowering creativity and excitement worldwide.

Looking back on it, I think that accumulating that kind of experience, and the excitement that I personally felt, became my driving force toward the next challenge. As I mentioned at the beginning, our company has created new products, new businesses, and new markets. I believe that maintaining those into the future will lead to the realization of sustainable growth for our company. Also to achieve that, I will work to build an environment that allows each employee to maintain their excitement and to not fear failure as they continue to face challenges.

Going forward, our company will continue our diligent challenge to empower creativity and excitement worldwide. To our stakeholders, I ask you to look forward to the Roland DG that is carving out a new era for itself and ask for your continued support.

July 2025

**Kohei Tanabe**

CEO, Representative Director

## Business Overview

### Visual Communication (VC)

In the sign market, which constitutes the major part of the Company's business, the diversification of printing media and inks is leading to expanded use of inkjet printers for creating diverse scenes related to attracting customers, including indoor and outdoor decoration and store interior design. We have defined this type of visual appeal to consumers as "visual communication."

Furthermore, based on differences in consumer needs and use situations, we are rolling out "TrueVIS," a brand for developed country markets that pursues high-quality printing and high productivity, and DGXPRESS, a brand exclusive to emerging countries\* that emphasizes productivity and cost performance with the objectives of bolstering, maintaining, and expanding our customer base while developing new markets.

\* Asia (excluding Japan), Middle East, Africa, Eastern Europe, CIS (excluding Russia and Belarus), and Central and South America

#### Ink types and brands

Ink type	Marketed in developed countries	Marketed in emerging countries	Customers	Applications and deliverables
Eco-solvent	<b>TrueVIS</b> XP-640, VG3/SG3 series	<b>DGXPRESS</b> ER series of low-cost printer-only models	Sign shops Printing shops	Indoor and outdoor signs Banners Vehicle wrapping
UV	<b>TrueVIS</b> LG/MG series	<b>DGXPRESS</b> UG series	Sign shops Printing shops Printing/design companies	Indoor and outdoor signs Window tinting Design prototypes Stickers and labels
Resin	<b>TrueVIS</b> AP-640	-	Sign shops Printing companies	Wallpaper Posters Indoor and outdoor signs

#### New product launched in fiscal 2024

##### DGXPRESS ER-641

**Launch date:** Sales started on January 24, 2024 and were expanded in stages to various regions

The DGXPRESS ER-641 is a printer-only model that uses eco-solvent ink. The large printheads that can eject fine ink droplets at high density combined with newly-developed high-speed data control technology enable high productivity. In addition, it adopts our latest platform and focuses on just the necessary functions to create a product with an excellent balance between productivity and cost performance. By adding the ER-641, which is priced lower than existing DGXPRESS brand printer models, to the lineup, we seek to expand the market even further.

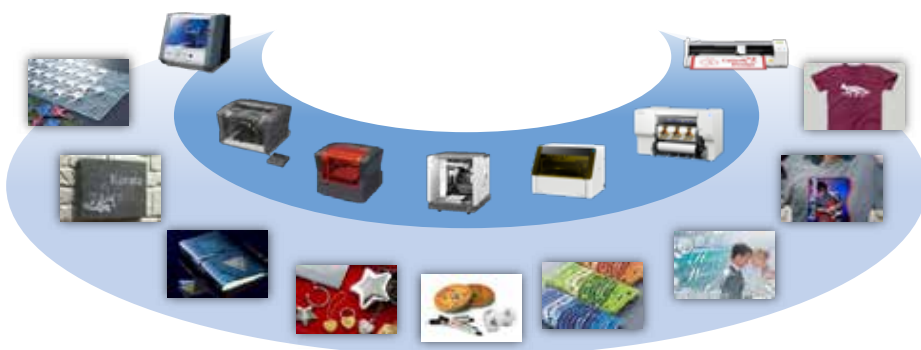


## Digital Fabrication (DF)

Digital Fabrication is a field where the Company's strengths, including high-variety, small-batch production, compact size, on-demand printing, ease of operation, and high quality, can be leveraged, and we have a product lineup that responds to the demand for personalization tailored to the needs of each individual customer, which has been expanding rapidly in recent years, as well as customization demand to satisfy niche needs. By making proposals to small businesses, online businesses, small retailers, and others, we seek to create new markets and applications.

### Products lineup for developing the small business market

The ability to propose various applications that support on-demand printing and are easy to operate to small businesses, which are experiencing growing demand for personalization is **our strength**.



### New products launched in fiscal 2024

#### VersaOBJECT MO-240

**Launch date:** January 11, 2024

The VersaOBJECT series is a UV-LED flatbed inkjet printer that can perform high-definition printing directly on various three-dimensional objects. The MO-240 retains the beautiful, high-definition output quality established with earlier models while increasing productivity even more to become a standard model. By adopting newly-developed large printheads, UV-LED lamps that boast approximately three-times the output of earlier lamps, and dot control technology optimized for high-speed discharge, the productivity of white ink simultaneous printing has been approximately doubled compared to earlier models. The MO-240 supports customer creativity and business expansion by satisfying the demand for customization and personalization.

**VersaOBJECT  
MO-240**



#### Dimensor S

**Launch date:** Sales and support commenced on January 22, 2024

We started worldwide sales of and support for "DIMENSE," a digital printing solution featuring three-dimensional embossed expression that was developed and manufactured by DG DIMENSE, a joint venture established in Lithuania in October 2023. This solution is made up of specialized media that have the property of expanding when heat is applied, structural ink that controls the expansion, and an inkjet printer that is equipped with highly safe water-based resin ink. We hope to spread the unique and unparalleled expressive capabilities of the Dimensor S for interior decoration applications worldwide.

DIMENSE





## Business Overview

### VersaSTUDIO BD-8 and BY-20

**Launch date:** Launched in the United States on January 19, 2024

The BD-8 is a UV printer that can perform high-definition printing directly on various shapes and materials. It is compatible with three-dimensional objects up to A5 size and 102 mm high, and by using the optional rotary axis printing on cylindrical objects such as bottles and lipstick cases is possible.

The BY-20 is a direct-to-film (DTF) transfer format water-based printer for making apparel goods. Despite its compact body, the BY-20 boasts both exceptional print quality and high productivity and can beautifully and quickly produce apparel goods with high design quality.

Both models are equipped with printheads equivalent to those used in high-end models, and printing modes suitable for a wide variety of applications are standard. The user interface, designed to enable anyone to perform professional-quality printing, achieves outstanding usability. These models satisfy a wide range of needs, including business launches by start-up companies, bringing services in-house, and STEAM education in educational institutions. By drawing out the maximum creativity and expressiveness of customers, Roland supports the generation of added value and the expansion of sales.

### VersaOBJECT CO-i series

**Launch date:** Orders accepted in multiple regions of the world starting on March 14, 2024

The VersaOBJECT series of new, large-format UV-LED printers are able to perform direct, high-definition printing on various three-dimensional objects. They can print on objects up to 242 mm in height and 100 kg/m<sup>3</sup> in weight, not just on smooth

### VersaSTUDIO BD-8 BY-20



materials, but also gently-curved and irregular three-dimensional objects. Through our direct printing solutions that offer high material compatibility, on-demand printing, and high-variety, small-batch production, we will contribute to the expansion of customer business.

### EU-1000MF

**Launch date:** Launched in North America on July 17, 2024

The EU-1000MF is a large-format flatbed UV inkjet printer that can perform beautiful specialized printing directly on a variety of materials up to 95 mm in height. Since the start of sales in Southeast Asia in July 2021, the lineup has been enhanced while expanding the sales territory to Central and South America and Europe, gaining critical acclaim as a product with an excellent balance between functionality and price. With the start of sales in North America, which is our second largest sales territory, the EU-1000MF is stimulating new demand and further expanding sales.

### VersaSTUDIO BF-16

**Launch date:** Launched in South Korea on August 21, 2024

This VersaSTUDIO brand desktop flatbed UV printer is compact, easy to use, and available at an affordable price and is limited to South Korea. In South Korea, momentum for entrepreneurship is growing, particularly among young people, due to active government support. We launched the BF-16 at a price that is accessible by first-time users by adopting a simple design that focuses on essential functions while maintaining both high quality printing and high

### VersaOBJECT CO-i Series



### EU-1000MF





## Business Overview

productivity. In the Korean market, we will focus our efforts on addressing the challenges and needs of customers considering entrepreneurship as a new undertaking as well as required product specifications and support. By leveraging the know-how acquired through these activities, we will globally expand the development of environments that enable customers to take on challenges in new business ventures.

### VersaSTUDIO BF-16



#### TY-300

**Launch date:** Launched in Japan on September 25, 2024

The TY-300 is a new direct-to-film (DTF) transfer printer that has attracted considerable attention in the apparel goods market. With DTF transfer printing, designs are first printed on specialized film and then powder (powdered adhesive) is applied. The powder melts at high temperatures, and as a result, illustrations can be transferred by heat pressing the film onto fabric. This enables the production of original T-shirts, sportswear, and other items. The TY-300 uses newly-developed printheads, enabling precise expression of the rich colors, fine lines, small text, and intricate designs demanded in the apparel business, while also providing high productivity and cost performance, contributing to the creation of high added value and strengthening the competitiveness of customers.

### TY-300



## Dental

In the Dental business, we propose dental milling machines that promote the digitalization of dental prosthetic manufacturing workflows for the dental (dental care) market. Since we entered the market in 2010, we have expanded primarily in developed countries such as Europe, the United States, and Japan, but more recently, demand for digitalization in emerging markets has been accelerating. We are deploying high-production models in developed countries and special-purpose models with enhanced price competitiveness in emerging countries, with the objective of gaining further trust as a global brand.

#### New product launched in fiscal 2024

#### DWX-53D

**Launch date:** October 1, 2024

This standard model dental milling machine achieves enhanced processing quality through high rigidity in a compact design.

#### DWX-53D



## Service, Software & Others (SSO)

In addition to providing service parts and maintenance services, we also offer connected services. Using cloud-based software, we provide optimal support for customer business environments, including post-implementation utilization methods, stable product operation, and appropriate maintenance. We seek to establish a software-as-a-service (SaaS) business through connected services.



## Human Resources

### Approach to human capital and diversity

#### Governance

The Human Resources Committee discusses and deliberates issues relating to human capital and diversity, with the Human Capital Working Group also promoting activities and initiatives under the Committee. Other governance systems are equivalent to those used for the promotion of sustainability, as described on page 31.

#### Strategy

We base our strategic human resources policy on the two pillars of: “securing human resources to drive our growth strategy (recruitment, training, and optimal placement)” and “supporting the self-actualization of diverse individuals.”

For “securing human resources to drive our growth strategy” we both undertake the fundamental task of enhancing our recruitment of the specialists and career professionals who will play a vital role in executing our strategy while also selecting and training the next generation of leaders and systematically training management tier employees. Going forward, we are also committed to enhancing our talent management undertakings as well as job rotation for optimal placement. For “supporting the self-actualization of diverse individuals,” we will further enhance our initiatives to promote the advancement and empowerment of women, and those

for people with disabilities and senior human resources, while endeavoring to enhance our training of leaders capable of leverage diverse human resources to drive the forward progress of the organization. Furthermore, we will encourage “re-skilling” through support for education and fully consolidate the environment for diverse workstyles free of constraints in terms of time or location, to thereby actively create an environment that enables employees to maximize their potential. Additionally, to realize these strategic human resources initiatives, we will actively commit to improving the efficiency of traditional human resources management operations and investing in systems such as those designed to enhance the visibility of human resources information.

#### Risk management

We have established a system whereby the Risk Management Secretariat comprehensively manages and monitors risks across departments while the Human Resources Department manages risks related to human capital and diversity as part of the risk management activities. Other risk management systems are equivalent to those used for the risk management of sustainability, as described on page 31.

#### Indicators and targets

We promote activities based on the following indicators and targets related to human capital and diversity issues.

Indicators	Targets	FY2024 results
Ratio of female employees in management positions	–	8.4%
Rate of utilization of childcare leave by male employees	80%	58.4%
Average rate of paid leave taken	100%	83.0%

Note: Calculated with the inclusion of employees seconded to subsidiaries in Japan.

### Nurturing human resources

Roland DG puts the management strategy and business strategy derived from its management philosophy and vision into effective practice and strives to develop 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 to foster autonomy and initiative in line with the management philosophy and Code of Conduct while also facilitating employees in acquiring the



## Human Resources

awareness, knowledge, and skills required for each employee rank. Roland DG has implemented a multiple-track personnel promotion system for the training not only of those in management positions but also of specialists with high levels of expertise in specific fields. Performance assessments and behavioral assessments based on management by objectives (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 selective courses 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 digital transformation (DX) calls for the training of personnel who have an eye to the future, equipped with the ability and knowledge for responding flexibly in anticipation of potential changes. Since fiscal 2022, Roland DG has introduced an online learning platform available for the use of all those who wish to do so, including part-time and temporary workers, to allow them to study a wide range of the latest technologies. This platform forms part of Roland DG's efforts for investing actively in human resources, with the aim of promoting the development of each and every employee 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**

In order to promote advancement of our female employees, 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 set targets for increasing the proportion of women in management so female employees can focus on advancing their careers. And we are working to raise awareness within the company, assist with career development, improve training for candidates of female managers, and reform work styles to support these efforts.

**Promoting advancement of persons with disabilities**

Roland DG is aiming to be a company where both healthy people and those with disabilities can work together to the best of their individual personalities and abilities. At the Company, we are developing work duties that fully utilize the individual capabilities of persons with disabilities and creating workplaces at which they can experience job satisfaction. 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.

	FY2022	FY2023	FY2024
Number of persons with disabilities	12	12	10
Percentage of employment of persons with disabilities	2.28%	2.85%	2.59%

Note: Number of persons as of the end of December.

**Promoting advancement of foreign nationals**

Roland DG has grown to include subsidiaries in 14 countries, with overseas sales accounting for almost 90% of its consolidated net sales. Also 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

## Human Resources

focus on inclusion of multinational human resources smoothly. Further efforts will continue to be made moving forward, such that diversity like this is applied for generating additional corporate value.

	FY2022	FY2023	FY2024
Number of foreign nationals	10	12	12

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

### Promoting the active roles of senior employees

Starting from 2024, Roland DG has extended the retirement age from 60 to 65. By creating an environment where employees with extensive experience and knowledge gained over many years can continue working with motivation and peace of mind, we aim to help them fully demonstrate their abilities and strengths. Their contributions also include nurturing younger generations, transferring tacit knowledge into explicit knowledge, and passing on the corporate culture. These efforts help maintain and enhance our corporate value.

### 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 realized flexible workstyles with 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, the hour-based paid leave system, and etc. In addition, we are simultaneously undertaking initiatives to improve productivity, including those to reduce working hours through the streamlining of work duties, those to enhance the specialization levels of each of our employees, and those for the implementation of management practices that leverage diverse skills.

	FY2022	FY2023	FY2024
Average overtime hours of general position	15.4	16.7	13.3
Average rate of paid leave taken	79.5%	83.8%	83.0%

### 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.

	FY2022	FY2023	FY2024
Number of occupational accidents	2	6	4

### 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 lifestyle diseases are provided with individual health support and guidance by a health nurse. As a way of addressing mental health,



## Human Resources

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.

	FY2022	FY2023	FY2024
Results of employee satisfaction survey	3.4/5.0	3.7/5.0	3.7/5.0

## 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 forced 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 forced 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.

## Future-Lab shaping the future

Future-Lab was established with the goal of realizing “future technology creation” and “future personnel development.” We interviewed Mr. Atsumi, who assumed the position of the general manager of Future-Lab in 2023.

**Mitsuyuki Atsumi**  
General Manager of Future-Lab



### Q1. For what purpose was Future-Lab established?

Future-Lab was created in 2017. At that time, the expressions “smartification” and “digitalization” were frequently being heard. At the same time, AI development had just started to really take off. Through utilizing such advanced technology, we aimed at increasing the productivity of operations by 1.5 times. To realize this, we identified acquisition and mastery of automation technologies as issues. One of the purposes of establishing Future-Lab was to take the initiative in such efforts.

As growth in existing businesses had slowed, we also specified new business development as an urgent issue. However, realistically, it is difficult for existing business divisions to research advanced technologies in parallel with a focus on ongoing business operation. Thus, the Company decided to establish Future-Lab as a new organizational body and have it play the aforementioned role.

Moreover, we recognize that increasing personnel involved in future technology creation and encouraging future personnel development are also important missions of Future-Lab. At the time of Future-Lab’s founding, almost all members had concurrent positions in other departments. This was also the case with me when I joined Future-Lab

in 2021, and I also had a position at Production Division. However, now 15 members (as of the end of March 2025), including myself, work exclusively at Future-Lab. In addition to the mid-level layer, to which I belong, many young personnel of the digital native generation also work at Future-Lab. We approach future technology creation with a head-on attitude day after day.

At the beginning of its establishment, the organization was called F-Lab. However, in order for its name to reflect future technology creation and future personnel development, it was changed to Future-Lab in 2022.

### Q2. Please tell us about some specific initiatives.

Examples of clear outcomes include the development of apps using no-code/low-code technologies and internal implementation of such apps. The term “no-code/low-code technologies” refers to a method that allows apps to be developed without writing source code in any programming language or by writing only minimal code. Although our various divisions had been moving ahead with the utilization of such technologies for operations, our efforts had been small in scale and somewhat scattered. We decided that

## Human Resources



Future-Lab would take the initiative to explore and research the field and establish a foothold for companywide deployment.

We call employees who are able to handle no-code/low-code technologies “citizen developers,” although they are not IT engineers. As citizen developers, employees who belong to Future-Lab develop items including order management apps and internal communications tools. Currently, only domestic development of such items is taking place; however, a system for companywide development is nearing completion. This has made an enormous contribution to the improvement of productivity.

The powder 3D printer models PB-600 and PB-400 released in 2025 originated from Future-Lab. Future-Lab has engaged in elemental research for the development of such printers in collaboration with another company. Use of inkjet technologies that we have nurtured to date allows this printer to produce 3D objects by emitting ceramic powders purchased from our collaborator together with special drops of liquid. With this printer, anyone can produce or reproduce objects and ceramics with complex shapes that only a limited number of craftspeople had previously been able to make. It can also realize items with complex structures that are difficult to create with manual work or processing machinery.

### Q3. Please tell us about future efforts.

To date, we have focused on new business development. However, in order to secure management resources to be used in this area, first, we consider it necessary to further enhance the productivity of our existing businesses. Based on this recognition, currently, rather than engaging in successive new business development efforts, we have been working with a focus on solving companywide issues using digital technologies while continuing to commercialize the projects for which we have sowed seeds that have sprouted. As characterized by our full-scale development of the no-code/low-code technologies mentioned earlier, we believe that there is still a need to increase positive effects through cross-organizational productivity improvement.

Nevertheless, productivity improvement is only a means to an end. The true mission of Future-Lab is future technology creation and future personnel development. The “DG” in Roland DG is an abbreviation for “digital group.” The Company aims at being a corporation in which all employees will be able to make full use of digital technologies as a matter of course to resolve issues. In order for Future-Lab to play a leading role in achieving this aim, Future-Lab will accelerate its efforts.



Future-Lab members

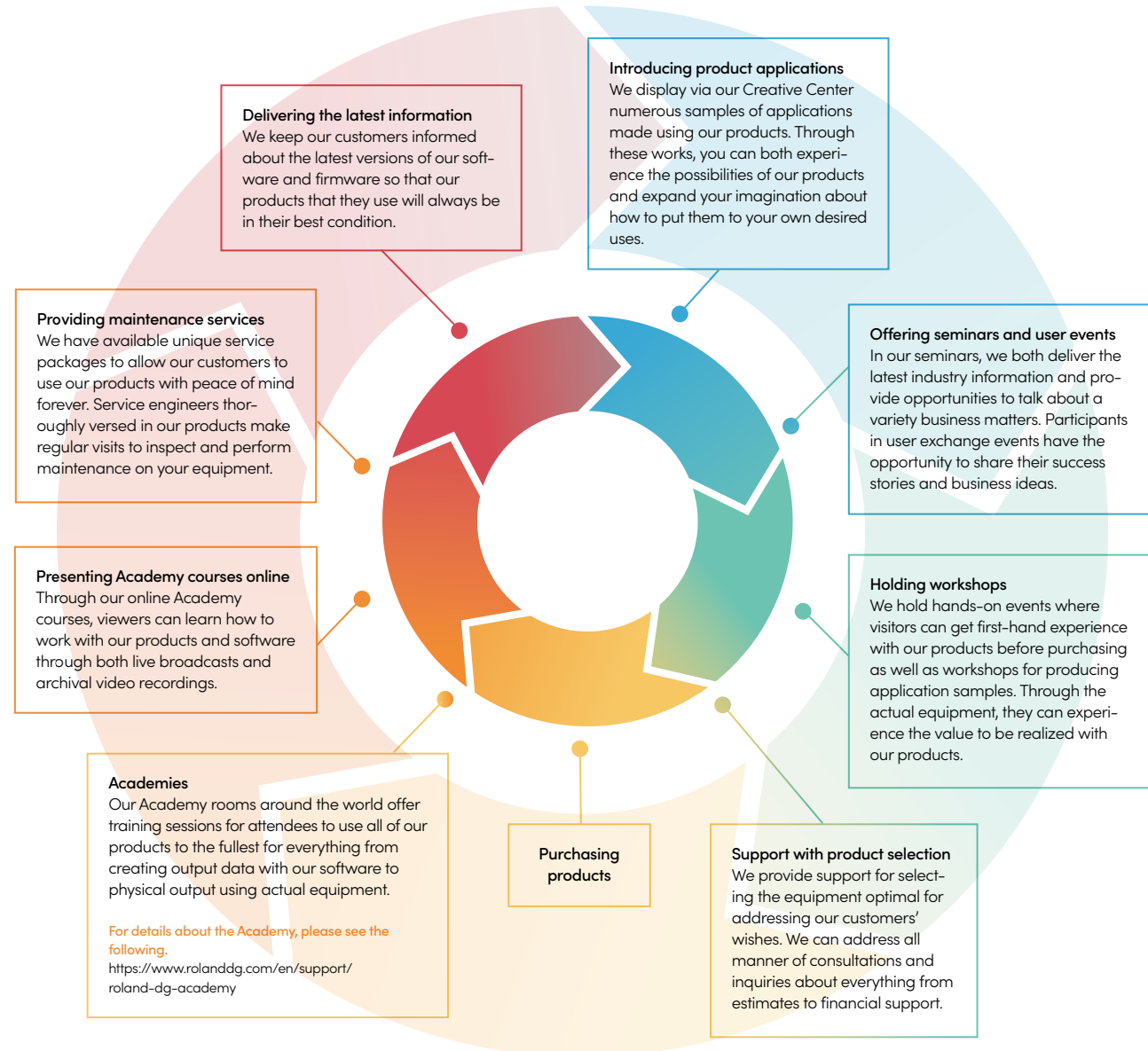
## Product Development

### Basic policy

With the collection of user information and development of new products as a common theme, Roland DG has aimed to have an operating structure that unifies its sales divisions, its business divisions with development functions, and its affiliated companies. While maintaining a space for the ongoing exchange of information and working to have a shared awareness of issues, we are always working on development projects that have us coming up with products based on new research themes.

### Customer support

Roland DG is a pioneering company that proposes total solutions for achieving optimal operating environments. Along with developing products that cultivate new markets, we do this by engaging in development focused on the purpose of each product and by providing a range of supplies such as software, inks, and media. Furthermore, we are cultivating educational training, business proposals, and support systems, with our goal of creating added value with our customers through business support in line with the needs of each and every one of our customers.



## PROJECT STORY

### The passion to create high-quality products accelerates teamwork

UV printing is used to decorate everyday items, such as smartphone cases, stationary, and cosmetic products. The VersaSTUDIO BD-8 (referred to as the “BD-8”), which was launched in January 2024, is Roland DG’s first desktop flatbed UV printer. With this model, Roland DG created a compact and low-cost UV printer, which previously was possible only with large, high-end models. This round-table discussion reflects on the behind-the-scenes challenges that were faced during development of this breakthrough product.



**E.T.**  
Producer & Pdr. (Product Manager)  
Project Management Office



**A.S.**  
Planning Chief  
Project Management Office



**R.K.**  
Mechanical Design Chief  
Product Development Department 1,  
DP Business Division



**S.M.**  
Hardware (Electronics) Design Chief  
Product Development Department 2,  
DP Business Division



**K.S.**  
Software (Firmware) Design Chief  
Product Development Department 2,  
DP Business Division



## Product Development

### Pursuing development of a new compact and low-cost UV printer

#### A.S.

The diversification of consumer values and needs in recent years has resulted in a growing number of small-scale business customers that perform decoration of various items, such as smartphone cases, stationary, acrylic stands, and cosmetic products. However, the initial investment for UV printers that support these types of three-dimensional objects and printing with various materials can mount, and the printers are large, presenting substantial hurdles to small business customers.

#### E.T.

At the time, the most compact product in the Company's lineup was the VersaUV LEF-12i (referred to as the "LEF-12i"), which was 999 mm wide and weighed 85 kg. It was also necessary to connect a deodorizer device to the exhaust duct, making installation impossible without considerable space.

#### A.S.

Other companies were releasing low-cost, compact UV printers one after another, but many of these products had issues with quality, safety, and support. For this reason, even small business customers adopted our LEF-12i model. We received comments from those customers to the effect that our products offer excellent print quality, enabling output with confidence, and thanks to that, their businesses were performing well. Based on those comments, we believe that if we could miniaturize our UV printers while offering them at competitive prices, we could expand our market share even further.

#### E.T.

As a result, we started development of a new compact and low-cost UV printer that would be chosen by small business customers. We were confident that we could outdo other companies in terms of performance, but since we were a late entrant into a market with numerous products from other companies, we needed to release our product as soon as possible.

#### A.S.

For this reason, we adopted the Minimum Viable Product (MVP) development technique. We started by thinking about what types of products our customers want to offer and how they want to offer them to end users and sought to release a product with the minimum necessary functions and then update it in response to market demands.

The definition of "minimum necessary" varies from person to person, however, and it was quite difficult coordinating this. For example, the most important factor directly connected to the size of the printer is the types of products (applications) that customers want to provide to end users. Our initial plan emphasized miniaturization, and we were originally thinking of printing items in the range of A6 size, but we knew that there was a strong demand for using UV printers for smartphone case decoration applications. When we investigated popular smartphones, we found that approximately 80% of models will not fit in an A6 size, so ultimately, we decided on the A5 size.

Also, there were initially opinions that we should conduct development for four ink colors. However, we anticipated that there would be numerous applications for printing transparent or dark-colored material such as acrylic stands and cosmetic products in addition to smartphone cases, so we determined that white ink was also essential. Furthermore, we wanted to add primer (undercoat) to support printing on various materials, so we decided to go with six colors: cyan, magenta, yellow, black, and white (CMYKW) plus primer.

### Pursuing miniaturization on the millimeter level

#### E.T.

As a result of these types of discussions, the engineers including myself incorporated the proposed plan formulated by A.S. and the rest of the planning team into the product specifications.

For this development project, the development concept was to combine existing systems and bring the product to market quickly, and we did not expect that the technological hurdles would be particularly high. For example, we were able to reduce the development costs by using printheads similar to those used on high-end machines.

As a result of repeated discussions with the mechanical design, hardware design, and software design teams, however, we realized that development of the BD-8 would be more difficult than we had anticipated.

#### R.K.

For the mechanical design, one of the challenges of achieving miniaturization was developing a deodorizing device, and we successfully achieved the required performance in the minimum necessary size by designing even the filter in-house for the first time as a company. On the other hand, how to design the structure of the printheads and around the table, which



## Product Development

are the core of a printer, was a major challenge.

In the case of a flatbed printer, the table on which the item to be printed moves front-to-back and the printheads move from side-to-side to print on the item. In addition, if the item is three-dimensional, conventional flatbed printers have a mechanism that moves the lifting device attached to the table back-and-forth. Since miniaturization left little room to compress the overall height of the device, however, for the BD-8, we adopted a method where the entire mechanism that moves the table back-and-forth is raised and lowered together. But this created a new problem where the stepping motor\*<sup>1</sup> of the lifting device, which had to accommodate the weight of the back-and-forth mechanism, would not move smoothly.

\*1 A stepping motor is a motor whose angle is controlled by an electrical signal and the rotation speed and angle can be precisely controlled, so stepping motors are used for high-precision positioning.

**S.M.**

I worked on the hardware design including selection of the motor and sensors as well as the circuit board and wiring. The cause of this problem was that the increased burden on the stepping motor resulted in a lack of torque,\*<sup>2</sup> particularly when the motor started to move. To think of this in simple terms, this problem could be solved by using a larger stepping motor, but the development concept of the BD-8 included “low cost,” so we wanted to keep the motor the same if at all possible. To solve this problem, we analyzed the output characteristics of the motor in high detail and provided a datasheet summarizing the key points for increasing the output of the motor to the greatest possible extent to R.K.

\*2 Torque is the force that rotates an object.

**R.K.**

Based on that datasheet, we worked to optimize the positioning of the motor output shaft and reduce the weight of the mechanism, and as a result, we successfully created a new mechanism without increasing the cost. Also, we addressed the wiring issues by having discussions with S.M. about whether we could shorten the wires by 1 mm in certain locations and so on. As a result of these multiple innovations, with the BD-8, we were able to reduce the width by 231 mm and reduce the weight by 24 kg compared to the LEF-12i.

**Overcoming unforeseen difficulties to successfully complete development****S.M.**

The most unforeseen event that occurred during development was changes made to the international standards regarding product safety in December 2020, which necessitated various countermeasures and design modifications. The earlier standards were forced to expire, and it was necessary to add new safety devices and introduce new testing.

**K.S.**

For this project, I was responsible for designing the firmware (software embedded in electronic devices to control their operation) to ensure that it met the safety requirements of the new standards. For example, under the new standards, it was necessary to verify whether there was a risk of serious injury, such as bone fracture, if a user accidentally got their finger caught in the printhead. There was also considerable discussion, review, and testing regarding the placement of the emergency stop switch. While addressing each of these issues one by one, I had to complete the firmware design by the deadline.

In typical firmware design, we usually combine accumulated source code and control programs and refine them for the specific machine. A few years ago, however, there was a major generation change in the mainboard, an essential electronic circuit board used in our products, which made all previous source code unusable. In addition, the BD-8 was the first flatbed printer to utilize this new mainboard, so we had to develop new source code and design a control program from the ground up. Thanks to the cooperation of various teams, including the software (firmware) design team and the production engineering team, we were able to launch the BD-8 on time. During this project, my sense of the dependability of my colleagues was renewed.

**A.S.**

The BD-8, which was created in this way, was launched on the U.S. market in January 2024, and sales in various regions around the world including Japan started the following March. Interest from local sales partners and customers was high, and we received comments that the BD-8 makes it possible to approach a different customer base than previously. We reached our initial sales target. At this point, we haven't heard anything about problems, and it is said that sales personnel are able to confidently recommend this product to customers.

## Product Development

**E.T.**

Although the development period of the BD-8 was short, this is a model for which we paid close attention to every detail. Although this is not covered in detail here, the printer is equipped with features such as a printhead cleaning mechanism and precise jet control that minimizes ink clogging and ink consumption to the greatest extent possible. We are proud of having created a model that combines outstanding ease-of-use with high performance, far surpassing competing products. Hearing A.S. say that sales personnel can sell this product with confidence makes me just as happy as receiving praise directly from customers.

**A.S.**

Since the BD-8 is a compact model that can be used even by novices, its use is increasing even within the Company. For example, the human resources department conducts demonstrations of the model for students during recruiting events, and it is also used to create goods for employees for in-house projects.

**E.T.**

In the near future, we may very well see new employees who say that using the BD-8 during their student days was what initially generated their interest in the Company.

During product development, it isn't possible to achieve everything. We believe, however, that the Company does not have the option of making convenient compromises and moving forward while leaving some people dissatisfied or with doubts. We faced various problems during development of the BD-8, but I feel a sense of satisfaction knowing that each member involved in the project made full use of their ideas and we were able to develop something close to the optimal solution.

**A.S.**

I agree. Because we did not give up in the middle of the project, we are able to deliver products with confidence, and I am confident that this has led to customers being happy with the product.

**R.K.**

One additional point that I want to touch on is that through this project, we were able to train the next generation of managers. The employee who served as my right hand man is now the chief of a different project. Training people by taking on challenges is a culture that the Company can be proud of.

**K.S.**

This project was the first time that I worked as a chief. As a chief with a broad perspective over development, I again felt how collaboration with other departments determines the quality of the product. Enhancing product completeness through mutual collaboration, not only within the development team, but also across departments, is one of the Company's strengths. I'm quite happy that the source code we worked so hard to create from scratch for this project will be used as a valuable asset for the Company going forward.

**S.M.**

By working with people from various departments on this project, I was able to reaffirm that the Company attracts individuals who are passionate about wanting to create truly high-quality products. This is precisely why sometimes discussions become heated and projects do not always proceed smoothly, but everyone is working with conviction.

**K.S.**

Those of us in development departments have little opportunity for direct contact with customers compared to employees in sales departments, but it is important that we create products that we personally want to use and feel excited about. I feel that this is linked to the Company's purpose: "To empower creativity and excitement worldwide." I hope to continue providing products that generate excitement to the world.



## Production

### Digital Factory Concept initiatives

The Company first started its Digital Factory Concept initiatives in 1999 with the objective of becoming a strong manufacturing company that can respond to changing and diverse user needs quickly and flexibly by sharing and effectively using 3D CAD data and other digital data companywide in all areas from product design to manufacturing, quality control, sales, and service. As a part of these efforts, the manufacturing department created D-Shop, a proprietary cell production equipment, and D-PICS work support software.

#### D-Shop

D-Shop consists of assembly production equipment common to all models and is primarily composed of a digital manual (work instructions) that displays real-time work instructions on a PC monitor, a rotating parts rack that prevents selection errors for components such as screws, and a wireless electric screwdriver that enables accurate assembly using the designated screwdriver

while monitoring torque and rotation time through wireless technology.

#### D-PICS

In addition to providing work instructions, D-PICS accumulates real-time operational performance data from all D-Shop units on a server, enabling visualization and sharing of work progress and facilitating use in on-site operations. In addition, by analyzing the accumulated data, it is possible to make improvements in production efficiency and quality and reduce production lead times.

It also makes possible high-mix, variable-volume production, rapid responses to variations in production volume, and reduction of work-in-process inventories, enabling flexible responses to production demand.

#### People-friendly production system

D-Shop uses digital technology to create an environment in which operators can focus on assembly with peace of mind by supporting areas where differences among individuals are likely to occur, such as attention, concentration, and memory. This enhances quality and work efficiency and also enables operators to perform their work with a sense of purpose, leading to increased motivation. Through these initiatives, D-Shop contributes to manufacturing that is trusted by customers.

#### Roland DG Assemble

##### Production site improvement solution for small and medium businesses

To solve challenges faced by manufacturing industries, such as labor shortages, productivity improvement, quality control, and digital transformation (DX), Roland DG launched Roland DG Assemble, a cloud-based service based on D-Shop, which has been continuously improved by our manufacturing department for more than 20 years. This service focuses on features that are easy to use even by first-time users. Roland DG Assemble uses IoT technology to achieve work standardization, quality assurance in internal processing, and worksite improvement. We are expanding solutions and additional features not only for assembly sites, but also various component processing methods, such as cutting, pressing, molding, and board mounting.

Looking ahead, we plan to enhance global responses with the objective of providing solutions that connect production sites in remote overseas locations.



Rotating parts rack



Digital work instruction manual



Wireless electric screwdriver



## Sustainability

### Basic policy

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.

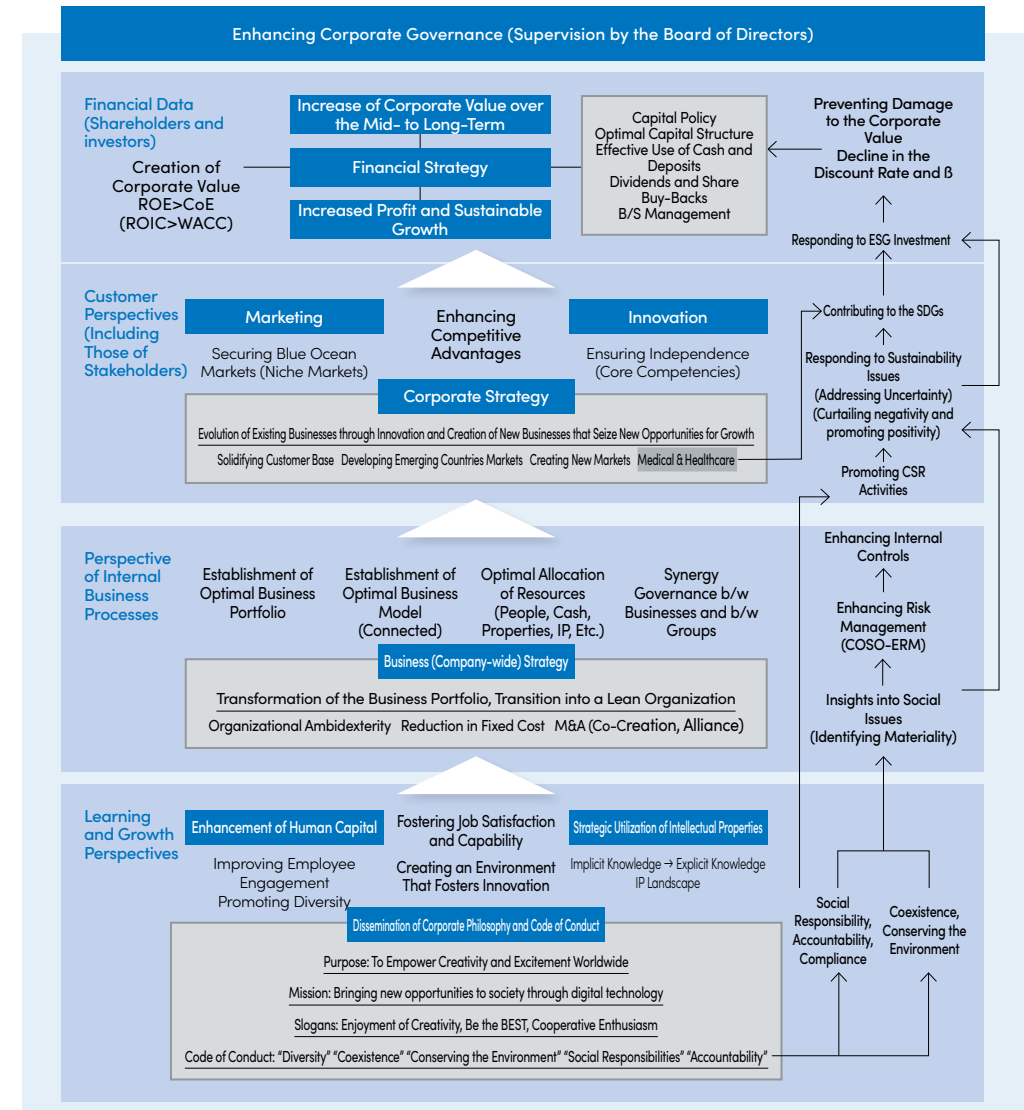
As our basic policy on sustainability, we believe starting by firmly establishing our own sustainability is of the essence, and that maximizing customer value by evolving upon our existing businesses through innovation and by creating new businesses that seize new opportunities for growth for the sake of facilitating sustainable growth and the mid- to long-term improvement of our corporate value constitute our most important management issues.

Our view is that to resolve these issues, it is important for us to foster the job satisfaction and capability of our employees, the bearers of our business, as well as to create an environment in which innovation can easily occur through the fusion and aufheben (sublation) of diverse values. We will go beyond sustainability factors such as consideration for employees' health and working environment, their fair and appropriate treatment, and ease of working to identify the improvement of engagement and furthering of diversity as forms of employee value, and proceed to link those to the creation of corporate value.

As to shareholder value, we will secure 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 after accurately identifying the Company's cost of capital.

As a responsible 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 materiality (important sustainability issues) and proactively address them after carefully examining the impact on corporate value in terms of both risks and opportunities.

### Sustainability basic policy and strategic map





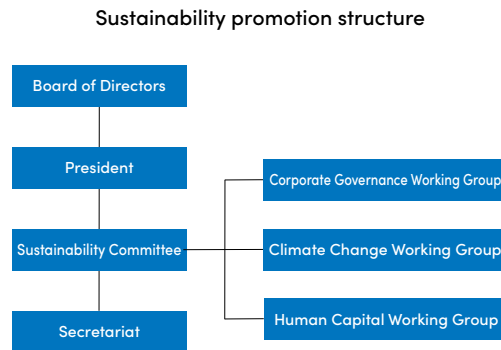
## Sustainability

## Promotion structure

The Company has established the Sustainability Committee, an advisory body to the President and Representative Director, 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 and Representative Director. 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 based on proposals and reports from the Secretariat. Additionally, the Climate Change Working Group established under the Committee promotes cross-functional activities and initiatives for each sustainability theme, such as climate change and human capital.

The Sustainability Promotion Administrator reports the results of the activities of the Sustainability Committee and the Working Group to the President and Representative Director, and also reports on deliberation items. Furthermore, activities of the Sustainability Committee are reported to the Board of Directors through the President and Representative Director, and the Board of Directors supervises the initiatives.



## Strategy

The Company's adopted strategy is to address issues that surround sustainability by emphasizing the impact that environmental and social issues have on our corporate value and clarifying their order of priority. Through discussions by the Sustainability Committee and the Board of Directors, as indicated on the next page, we have identified five

materiality that the Company should address. For the materiality we have identified, the relevant main department in charge leads the expansion of that materiality into a roadmap for mid- to long-term initiatives while simultaneously promoting associated activities.

## Risk management

The Company promotes risk management under the leadership of the President and Representative Director, who has ultimate responsibility for risk management, with the Managing Executive Officer, who serves as the Risk Management Administrator, spearheading those efforts and the persons in charge at each department and BU serving 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, 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 manages and monitors these efforts across divisions.

## Sustainability metrics and targets

For the materiality we have identified, the relevant main department in charge leads the expansion of that materiality into a roadmap for mid- to long-term initiatives while simultaneously promoting associated activities. For progress in each activity, we will put a structure in place to receive control and supervision by the Sustainability Committee as well as the Board of Directors based on KPIs.



## Sustainability

## Materiality

	Materiality	Themes of Mid- to Long-Term Initiatives	Specific Content of Initiatives
Businesses	Furthering Digital Solutions "To Empower Creativity and Excitement Worldwide"	We will promote the planning and development of game-changing digital solutions in order to do our part for the creation of a more affluent society.	<ul style="list-style-type: none"> <li>Promoting the planning and development of game-changing digital solutions that contribute to innovation</li> <li>Creating a culture that enables anyone to casually enjoy digital printing and manufacturing</li> <li>Erecting an SaaS platform aimed at improving customers' lifetime value</li> </ul>
	Exploring Digital Solutions that Mitigate the Workload on Medical Support Workers	We will mitigate the workload on medical support workers by exploring digital solutions.	<ul style="list-style-type: none"> <li>Contributing to the healthy oral environment of people through the forward development of digital dentistry</li> <li>Contributing to the prevention of medical accidents and nosocomial infections through the preservation of surgical instruments and development of management support systems</li> </ul>
Environment	Development of an Environmental Management Foundation to Limit Our Environmental Impact and Accommodate a Circular Economy	Alongside promoting reductions in GHG emissions throughout our value chain, we will develop a foundation for environmental management that takes the accommodation of a circular economy into consideration.	<ul style="list-style-type: none"> <li>Reducing Scope 1 &amp; 2 GHG emissions</li> <li>Promoting supplier engagement</li> <li>Reducing effective power consumption through the improved added value (productivity) of products</li> </ul>
Society	Promotion of Human Capital Management through which We Can Link the Activities of Diverse Individuals to Innovation	In addition to promoting the reinforcement of human capital on a global basis, we will promote management that is mindful of diversity and human rights.	<ul style="list-style-type: none"> <li>Securing and developing human capital that enhances the capability to execute strategy</li> <li>Realizing an optimum diversity balance</li> <li>Formulating human rights policy and implementing human rights due diligence</li> </ul>
Governance	Reinforcement of a Governance Structure that Helps Improve Corporate Value and Underpins Sustainability Management	To improve our mid- to long-term corporate value, we will erect mechanisms to conduct transparent, impartial, quick, and decisive decision-making based on the position of our shareholders, investors, and other stakeholders.	<ul style="list-style-type: none"> <li>Improving the effectiveness of corporate governance</li> <li>Improving the diversity and effectiveness of the Board of Directors, developing a next-generation management team, and formulating succession plans</li> <li>Establishing a company-wide risk management structure and enhancing internal controls</li> </ul>



## Corporate Governance (As of July 1, 2025)

### Summary of corporate governance structure 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. 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.

The Company Group places the corporate philosophy stated on page 3 at the root of its management, making it the starting point for all corporate activities.

We have also set forth our Code of Conduct as shown below in order to carry out business activities in line with our corporate philosophy.

### 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 toward 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.

### Information on corporate institutions

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

#### • Board of Directors

The Board of Directors consists of five Directors and meets at least once every month to make decisions on crucial operational matters and oversee the execution of Directors' duties.

#### • Management Meeting

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

#### • Compensation Committee

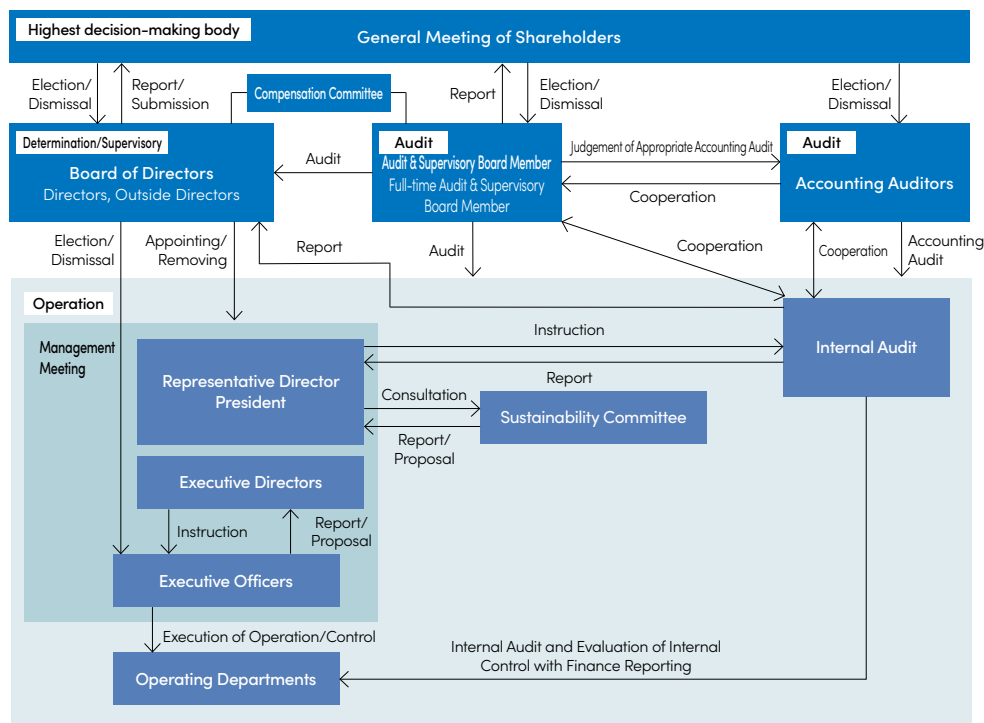
The Compensation Committee is composed of three Directors, including two Outside Directors. As an advisory body to the Board of Directors, it aims to enhance the fairness, transparency, and objectivity of procedures related to Directors' compensation, thereby strengthening the corporate governance of the Company.

#### • Audit & Supervisory Board Member

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

## Corporate Governance

## Corporate governance structure



## Other matters related to corporate governance

### • 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 philosophy at the foundation of our management, and use them as the starting point for all corporate activities. To ensure 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 for eliciting empathy from greater society, 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 ensure the appropriateness of operations of the Group, we have defined “Rules for Management of Affiliated Companies” and receive reports from subsidiaries on their management status. In addition, we supervise the management of key subsidiaries by seconding our Directors, etc., to them in accordance with their business activities and scale. We ensure the appropriateness of operations by placing management advisory bodies at key subsidiaries to deliberate on significant management matters. The Finance and Accounting Department assumes primary responsibility for defining the management procedures, organizational structure, and other systemic elements for the development, implementation, and evaluation of the internal control system. The efficacy of this system is determined through a comprehensive assessment process, which encompasses evaluations of the development and operational status across all departments, including subsidiaries, as well as independent evaluations conducted 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 Member; other systems for reporting to Audit & Supervisory Board Member; a structure regarding employees to assist the duties of Audit & Supervisory Board Member should they request assistance from such employees; and a structure to ensure that persons making reports to Audit & Supervisory Board Member 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



## Corporate Governance

principle of “taking a firm stance and having no relationships, and not conducting any transactions,” we strive to inculcate this to all officers and 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 problems, we have in place advisory contracts with multiple law firms with whom we consult and develop solutions to issues as needed.

- **The fixed number of Directors**

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

- **Requirements for resolution to appoint Directors**

The Articles of Incorporation stipulate that Directors are elected at the General Meeting of Shareholders and that such election resolutions shall not be made by cumulative votes.

- **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.

- **Requirements for resolutions at the General Meetings of Shareholders**

The Articles of Incorporation stipulate that resolutions at the General Meeting of Shareholders shall be made by the attendance of shareholders holding a majority of the voting rights that can be exercised, and by a majority of the voting rights of the attending shareholders.

- **Limited liability agreement with Non-executive Directors**

The Company may enter into contracts, pursuant to Article 427, Paragraph 1 of the Companies Act, with Non-executive Directors 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 Member, 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 Member and Internal Audit Department liaise on various matters, such as the development of audit plans, to improve the effectiveness and efficiency of audits. The status of audits by Audit & Supervisory Board Member is described in “Audit & Supervisory Board Member” presented in “Information on Corporate Institutions.” Audit & Supervisory Board Member receives explanations of the audit plan and reports of audit results from, and exchange views and information as necessary with, accounting auditors.

Audit & Supervisory Board Members are briefed on audit plans by and receive reports on audit results from the accounting auditor. Both engage in the mutual exchange of opinions and information if necessary.

Additionally, Audit & Supervisory Board Member and Internal Audit Department liaise on various matters, such as the development of audit plans, to improve the effectiveness and efficiency of audits.

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).

The Internal Audit Department, Audit & Supervisory Board Member, 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.



## List of Officers (As of July 1, 2025)



### Kohei Tanabe

CEO, Representative Director

April 2000 Joined Roland DG Corporation  
 April 2015 Executive Officer, Division Vice President of Easy Shape Business Development HQ  
 April 2017 President, Representative Director of DGSHAPE Corporation; General Manager of DGSHAPE Market Development Dept.  
 March 2018 Director, in charge of 3D Business  
 September 2018 In charge of DP Business, Division President of DP Business Division  
 March 2020 President, Representative Director, in charge of COTO Business and DGSHAPE Business  
 March 2022 President, Representative Director of the Company (current position)



### Hirowaka Murakami

Outside Director

April 2016 Joined Deutsche Securities Inc. of Deutsche Bank Group  
 October 2017 Joined Goldman Sachs Japan Co. Ltd.  
 August 2020 Chief Investment Officer of the Yamauchi No.10 Family Office (current position)  
 January 2022 Co-Chief Executive Officer of Taiyo Pacific Partners, L.P. (current position)  
 September 2024 Outside Director of the Company (current position)



### Andrew Oransky

Director, Managing Executive Officer, Chief Strategy Officer

March 1998 Joined Arkwright Inc. (currently Sihl USA)  
 January 2000 Joined ENCAD, Inc.  
 January 2008 Joined Roland DGA Corporation  
 August 2016 President of Roland DGA Corporation  
 January 2019 CEO of Roland DGA Corporation (current position)  
 March 2022 Managing Executive Officer, Director (current position) of the Company, in charge of Sales and Marketing (current position)



### Kazuaki Tsutsumi

Outside Director

April 1998 Joined Nissho Iwai Corporation (currently Sojitz Corporation)  
 December 2000 Joined Nissho Iwai America Corporation (currently Sojitz Corporation of America)  
 July 2009 Joined Taiyo Pacific Partners, L.P.  
 November 2012 Director of Taiyo Pacific Partners, L.P. (current position)  
 September 2024 Outside Director of the Company (current position)



### Brian K. Heywood

Outside Director

September 1991 Joined J. D. Power and Associates  
 August 1997 Director of Belron International  
 January 2001 CEO of Taiyo Pacific Partners L.P. (current position)  
 March 2020 Director of the Company (current position)  
 March 2022 Outside Director of Roland Corporation (current position)



### Tetsuro Tsuruta

Audit & Supervisory Board Member

April 1989 Joined Kyowa Bank, Ltd. (currently Resona Bank, Limited)  
 April 2000 Executive Officer of Resona Bank, Limited.  
 April 2021 Executive Officer of Kansai Mirai Financial Group, Inc.  
 April 2021 Managing Executive Officer of Kansai Mirai Bank, Limited  
 April 2021 Executive Officer of The Minato Bank, Ltd.  
 April 2024 Managing Executive Officer of The Minato Bank, Ltd.  
 April 2024 Executive Officer of Resona Holdings  
 April 2025 Joined the Company  
 July 2025 Audit & Supervisory Board Member of the Company (current position)



## List of Officers

**Hisashi Bito**

Managing Executive Officer  
Chief Technology Officer (CTO)

**Kazuhiro Ogawa**

Managing Executive Officer  
Chief Business Officer (CBO)

**Yuji Kurata**

Executive Officer  
Division President of Production Division

**Takafumi Shigenoya**

Executive Officer  
In charge of New Market Development, Deputy Division  
President of DP Business Division

**Junichi Toyama**

Executive Officer  
President and Representative Director of DGSHAPE  
Corporation

**Ryugo Nimura**

Executive Officer  
Division President of Global Sales & Marketing Division



## Non-Financial Summary

	Unit	FY2021	FY2022	FY2023	FY2024
<b>Social</b>					
Number of employees (non-consolidated) <sup>1</sup>					
Male full-time employees (general and management position)	Persons	363	364	374	<b>391</b>
Female full-time employees (general and management position)	Persons	108	120	130	<b>144</b>
Difference in average length of service by gender					
Male full-time employees (general and management position)	Years	15.0	14.9	14.6	<b>15.5</b>
Female full-time employees (general and management position)	Years	10.9	11.4	11.1	<b>13.9</b>
Number of new graduates and experienced hires by gender, and competitive ratio for recruitment <sup>1</sup>					
Male full-time employees (general and management position)	Persons	13	21	31	<b>31</b>
Female full-time employees (general and management position)	Persons	6	4	5	<b>11</b>
Male full-time employees (general and management position)	Times	15.4	12.1	11.9	<b>11.5</b>
Female full-time employees (general and management position)	Times	17.1	12.0	11.6	<b>8.4</b>
Number and percentage of women in management positions <sup>1</sup>					
Number of women in management positions	Persons	6	6	8	<b>7</b>
Percentage of women in management positions	%	5.7	6.7	9.1	<b>8.4</b>
Number and percentage of employment of persons with disabilities <sup>1</sup>					
Number of persons with disabilities	Persons	11	12	12	<b>10</b>
Percentage of employment of persons with disabilities	%	2.15	2.28	2.85	<b>2.59</b>
Number of foreign nationals <sup>1,2</sup>	Persons	10	10	12	<b>12</b>
Average overtime hours of general position	Hours	14.3	15.4	16.7	<b>13.3</b>
Average rate of paid leave taken	%	67.6	79.5	83.8	<b>83.0</b>
Rate of return from maternity and childcare leave	%	100	100	100	<b>100</b>
Rate of utilization of childcare leave by male employees	%	12.5	30.8	50.0	<b>75.0</b>

	Unit	FY2021	FY2022	FY2023
<b>Environment</b>				
Total GHG emissions				
Scope 1	t-CO <sub>2</sub>	75,538	87,640	110,634
Scope 2	t-CO <sub>2</sub>	647	674	627
Scope 3	t-CO <sub>2</sub>	2,467	2,444	2,400
Electricity usage (consolidated)				
	1,000 kWh	72,424	84,522	107,607
		5,741	5,672	5,696

<sup>1</sup> Number as of December 31 each year

<sup>2</sup> Total number of full-time and temporary employees working at Roland DG (non-consolidated) and DGSHAPE Corporation's Japan offices.

### Participation in ESG-related initiatives and external evaluations

#### CDP

The Carbon Disclosure Project (CDP) is an international non-profit organization that manages a system for information disclosures on environmental initiatives and impacts, and evaluates companies and other entities based on the information thus disclosed using a globally standardized benchmark. Roland DG has undertaken the necessary procedures for the climate change category and undergoes annual evaluations. In 2024, the Company received a "B" rating.



#### Eruboshi

Roland DG obtained the highest certification "Eruboshi Level 3" which is awarded to companies with outstanding initiatives for the promotion of the active participation of women in the workforce. 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."



# Corporate Information (As of July 1, 2025)

## Corporate profile

Company name ..... Roland DG Corporation  
 Founded ..... May 1, 1981  
 Incorporated ..... January 19, 2024  
 Headquarters ..... 1-1-2 Shinmiyakoda, Hamana-ku, Hamamatsu City, Shizuoka Prefecture, 431-2103 Japan  
 TEL:+81-53-484-1200  
 FAX:+81-53-484-1227  
 Representatives ..... Kohei Tanabe, CEO, Representative Director  
 Paid in capital ..... JPY 10,000,000  
 Main banks ..... Risona Bank, Limited, MUFG Bank Ltd., The Shizuoka Bank Ltd.  
 Business description .. Manufacture and sale of computer peripherals

## WEB information

Corporate information  
<https://www.rolanddg.com/en>



Facebook  
<https://www.facebook.com/RolandDGj>



Product information  
<https://www.rolanddg.co.jp/>



YouTube  
<https://www.youtube.com/user/RolandDGjapan>



X  
[https://x.com/RolandDG\\_PR](https://x.com/RolandDG_PR)



## Group companies

