

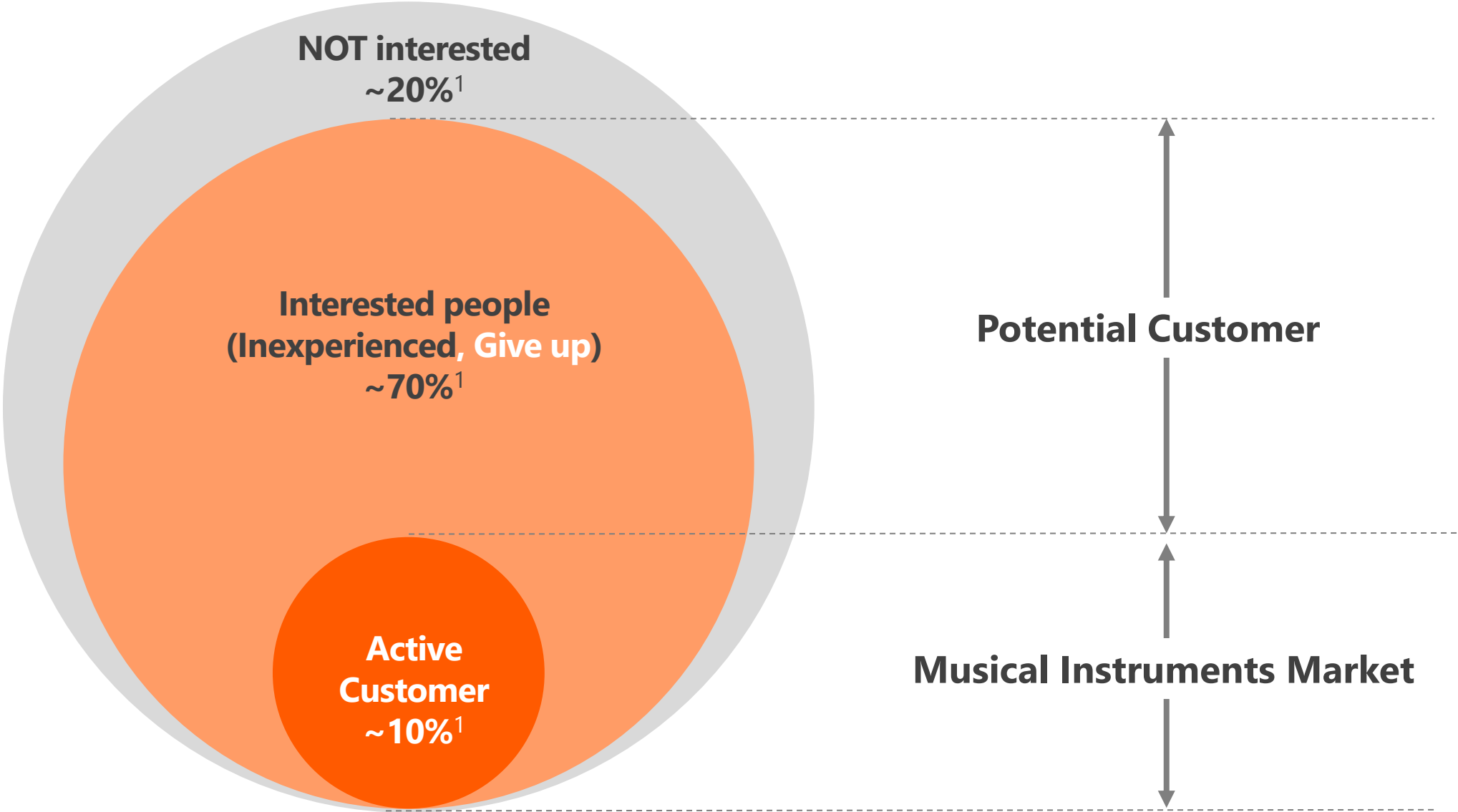
Roland Cloud Vision



What is Roland Cloud ?

Roland Cloud provides integrated cloud solutions for enjoying music and musical instruments.

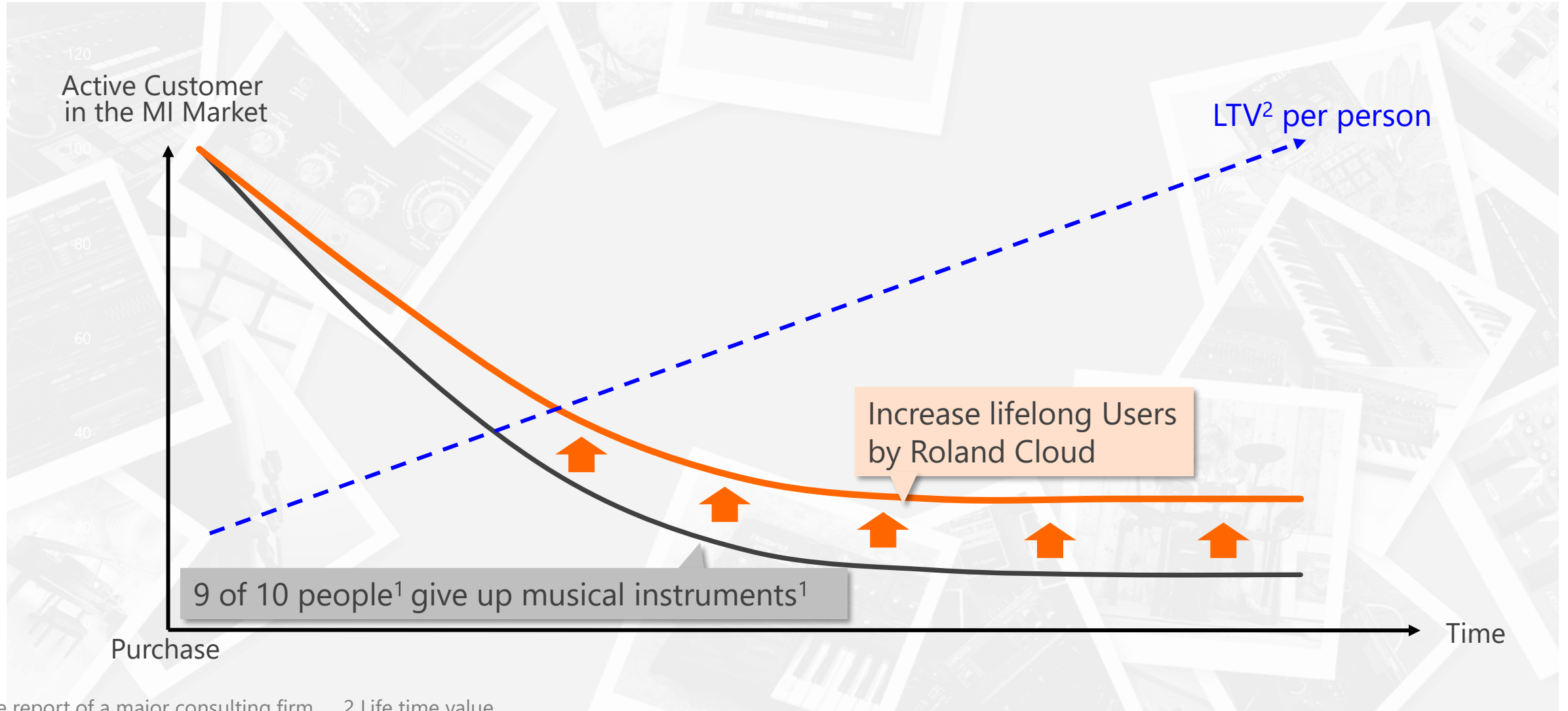
There is a **potential to expand** the Musical Instruments (MI) market



¹ Estimated by the Company based on various surveys

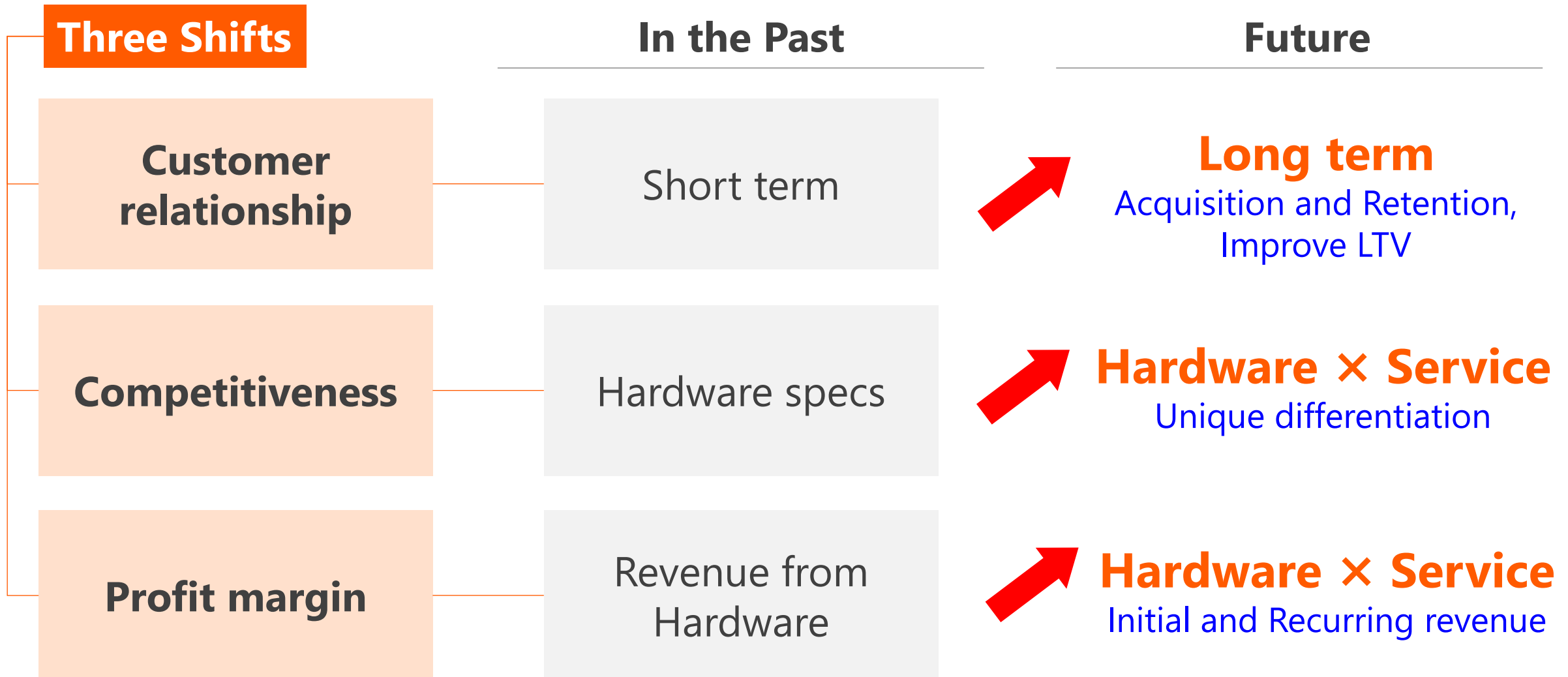
Big Promise: Fun with music for life

Roland Cloud makes music creation your lifelong hobby



Why is Roland Cloud so important to us?

- We will strengthen the business by investing in Roland Cloud



How to achieve the Goal?

1

Connectivity

Connect all Electronic Musical Instruments to on-line

2

Contents & Services

Provide Contents & Services on Roland Cloud

3

Alliance/M&A

Utilize 3rd parties for speeding up and expansion

How to achieve the Goal?

1

Connectivity

Connect all Electronic Musical Instruments to on-line

Connected CE products have become commonplace

- Most electronic devices are now cloud-connected directly or via smart devices

Cloud Services

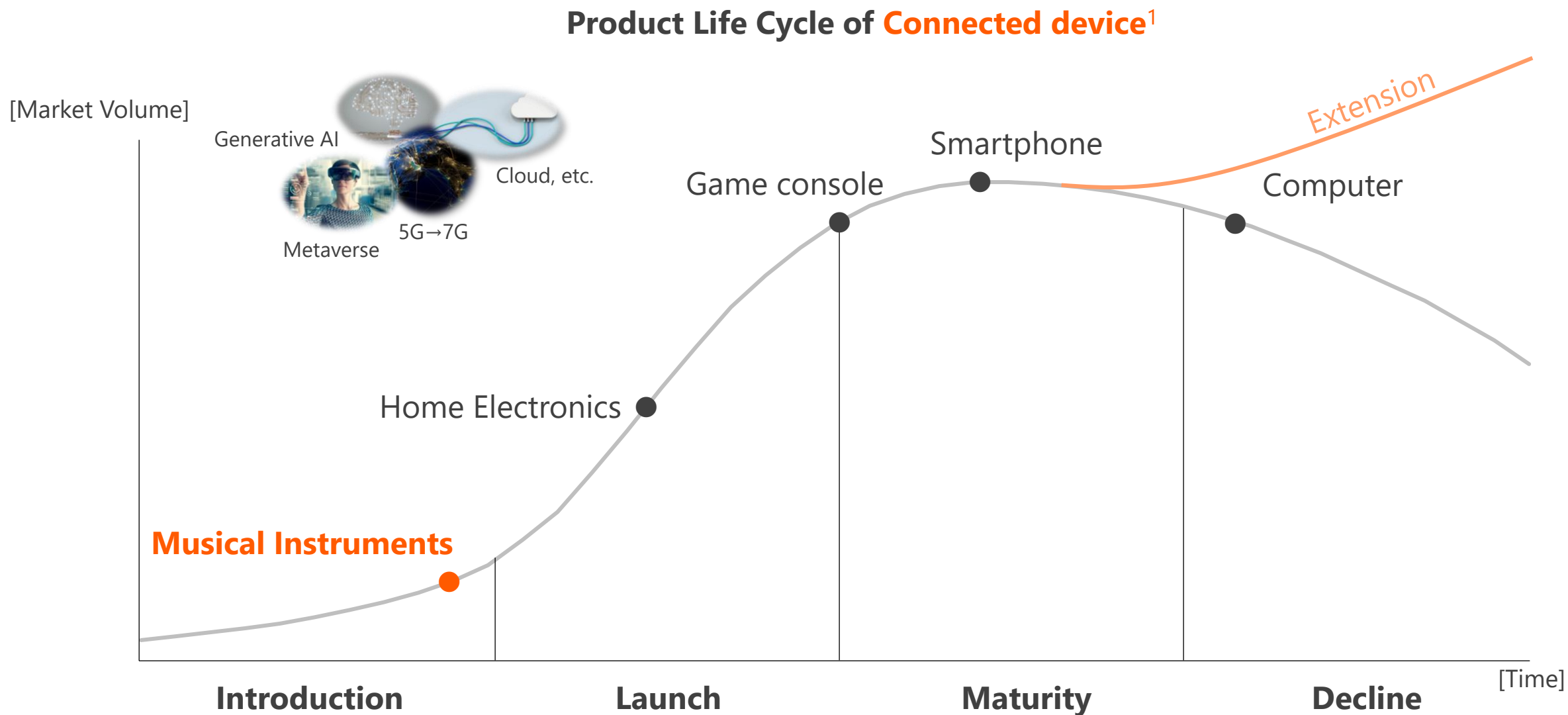


Customer's "Key Buying Factor" has been changed

Shift in interest from "Products" to **"Experiences"**

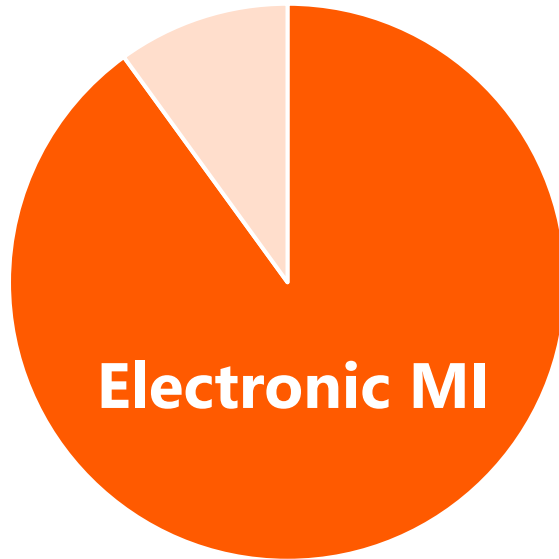


The musical instrument industry is in the early stages of “Connectivity”



We have the advantages of taking this opportunity

1. Focus on Electronic



90%
of our sales

2. Multiple Categories with a high market share¹

E. Drums



E. Piano



Synthesizer



Guitar Amp



Guitar Effect



3. Cloud System

Continuous evolution
since 2017



**Consolidated
User Account**



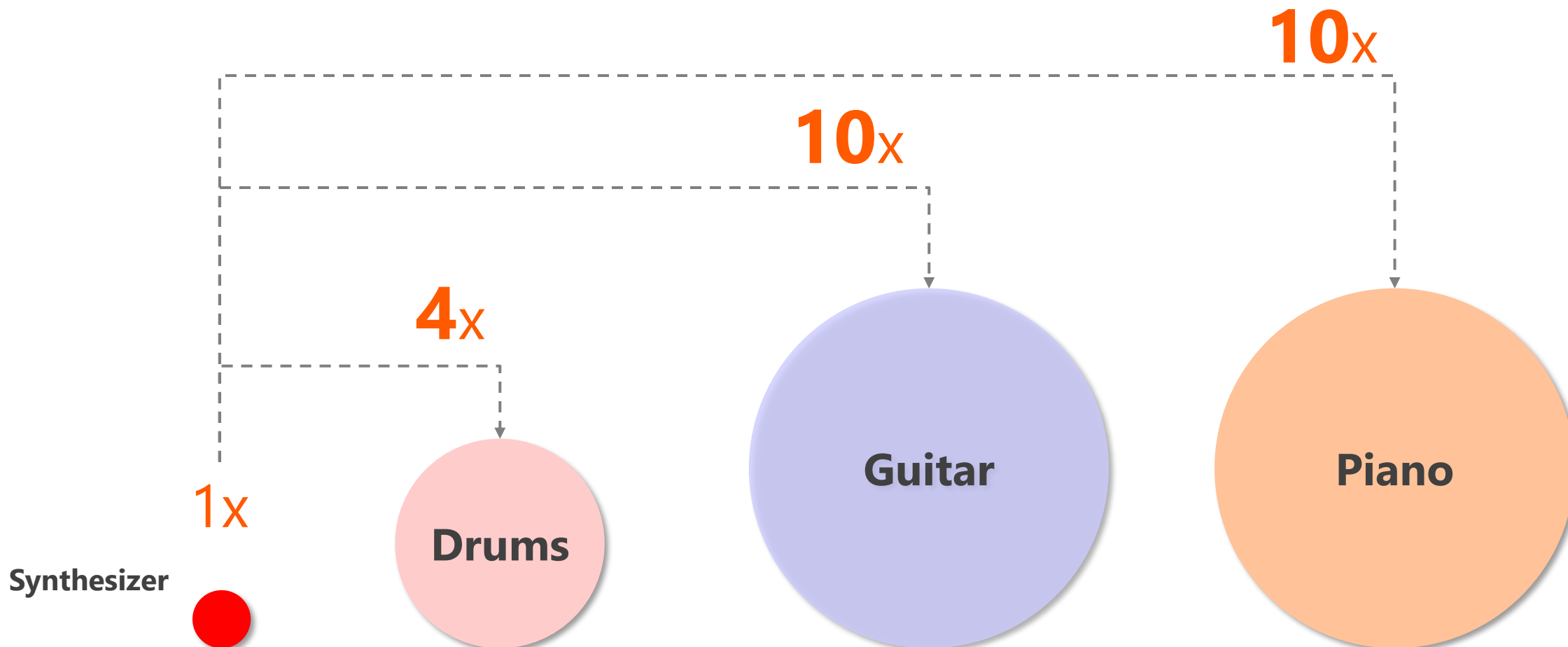
**Integrated
Platform**



**Scalable,
Expandable**

Significant Connectivity opportunities in our largest categories

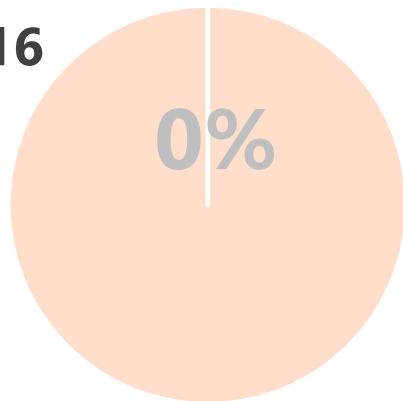
[MI Market size¹]



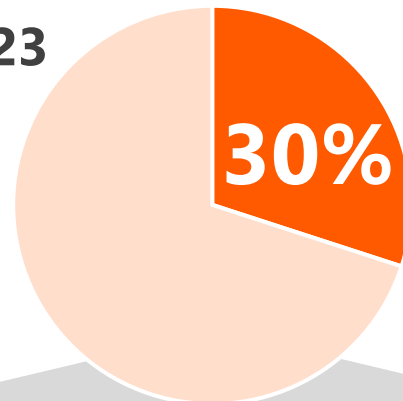
Expansion of Cloud-Ready Products share of business

Progressive scaling and expansion across our categories.

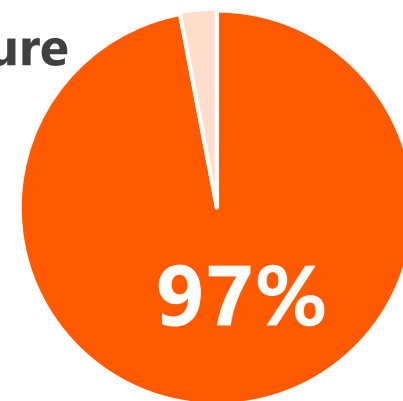
2016



2023



Future



Synthesizer sounds, Expansions and OS Upgrades

Expand supported models and the quantity, variety, & value of Cloud contents.



GP series & Mobile App

Provide utility and "edutainment" for pianists via Cloud-connected apps.



DWe & soundworks

Build bridges between acoustic and electronic with Roland Cloud.

How to achieve the Goal?



2

Contents & Services

Provide Contents & Services on Roland Cloud

Core value of Roland Cloud

Musicians universally pursue **4 basic desires**.
Roland Cloud allows us to powerfully address these desires.

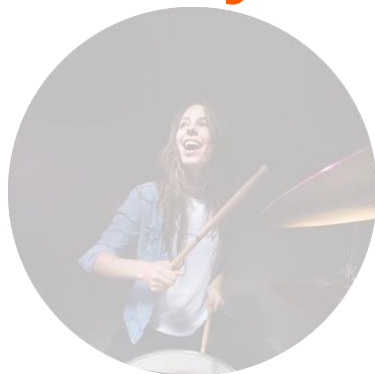
Roland Cloud

Grow



All musicians want to improve their skills.

Play



Playing and performing music is uniquely pleasurable.

Create



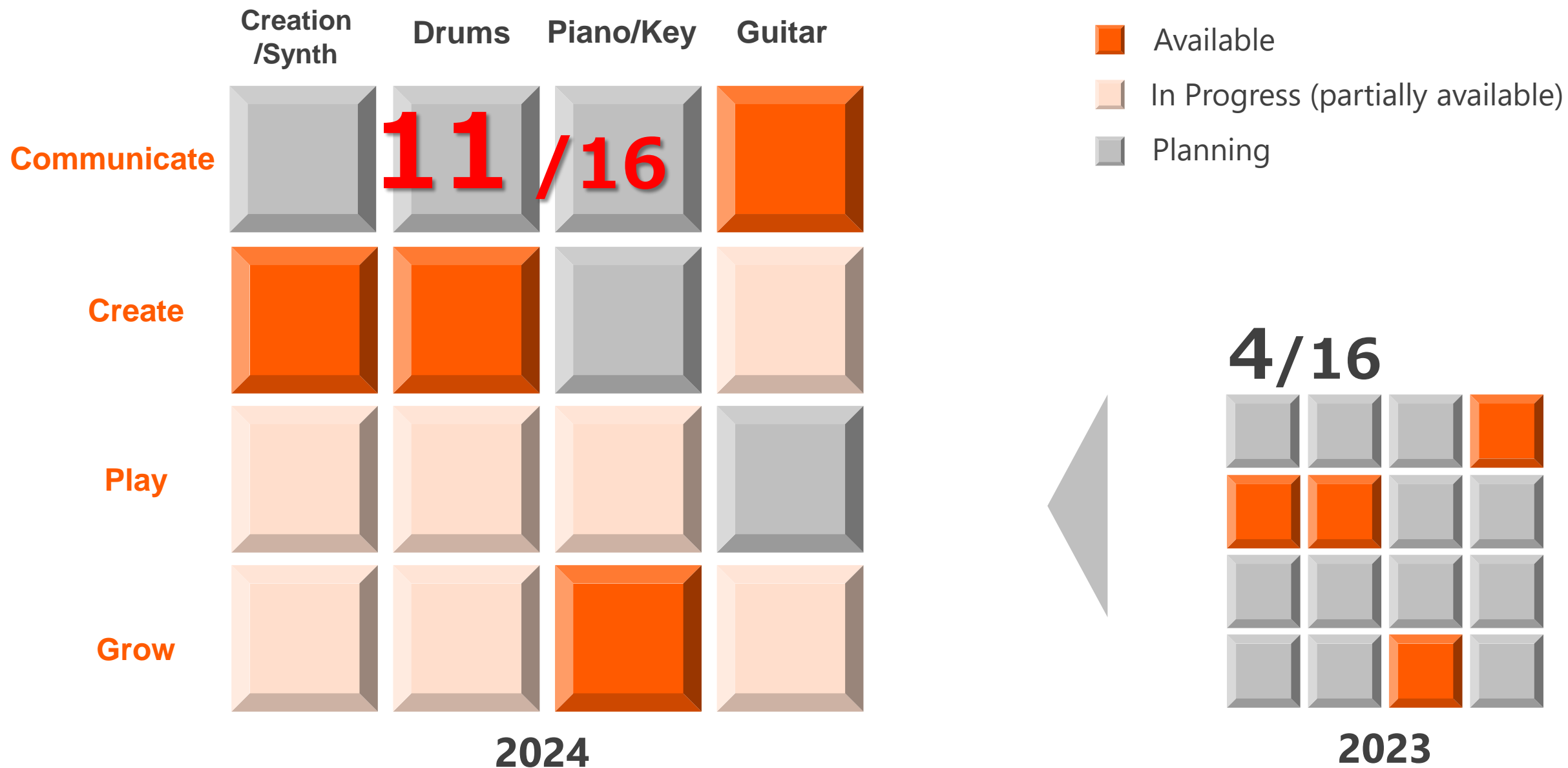
Every music lover has the desire to create.

Communicate

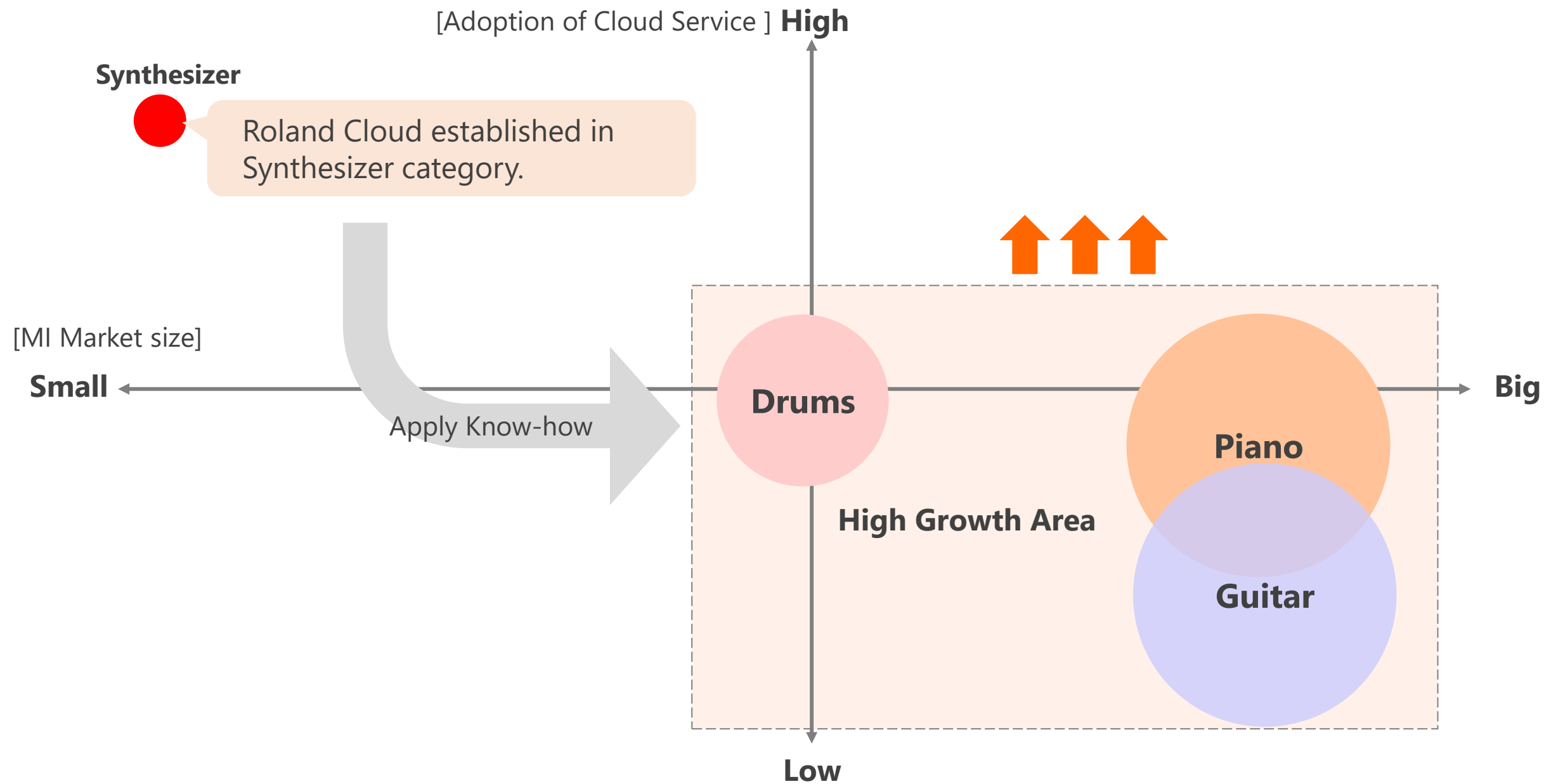


Connection, sharing, and collaboration is deeply satisfying.

Progress of Solution Provide



Realize the growth by enhancing the category coverage



How to achieve the Goal?



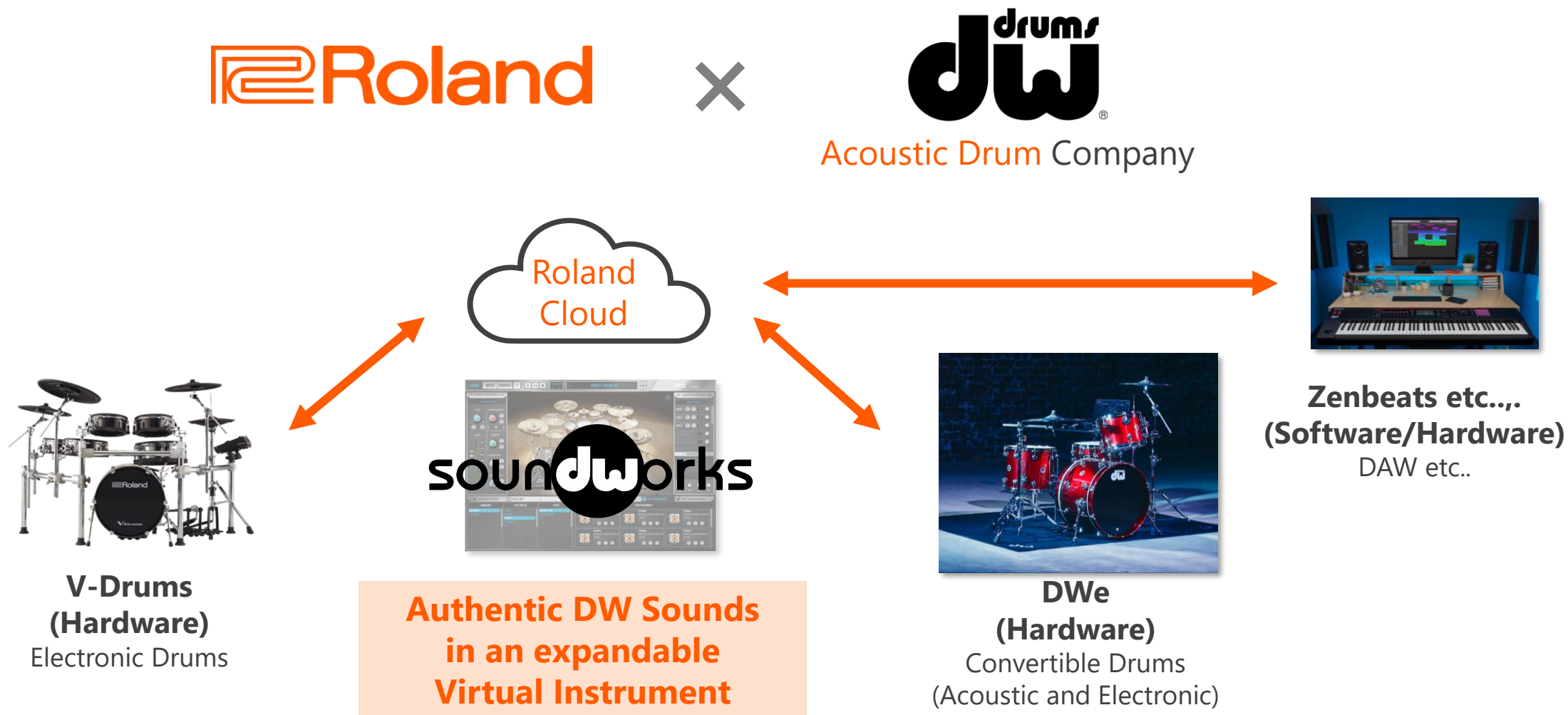
3

Alliance / M&A

Utilize 3rd party for speed up and expansion

Accelerate service additions by leveraging Alliances / M&A

Inhouse Development ► Inhouse / Alliance / **M&A**



Accelerate service additions by leveraging Alliances / M&A

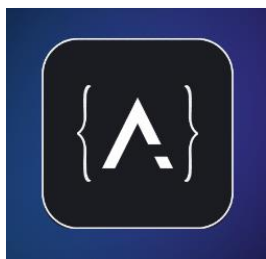
Inhouse Development ► Inhouse / **Alliance** / M&A

 Roland



 AMADEUS CODE

Music generative AI development company



Royalty-free BGM
made by
music-generative AI



Subscription



BRIDGE CAST/BGM CAST
(Hardware + App)
Gaming Audio Mixer

We are planning to expand Alliance activity in the next year



AI Tech Company



Video Lesson Company

Newly signed licenses
In **2024**



Music Data Company



Education App Company

Roland's Long-Term Vision



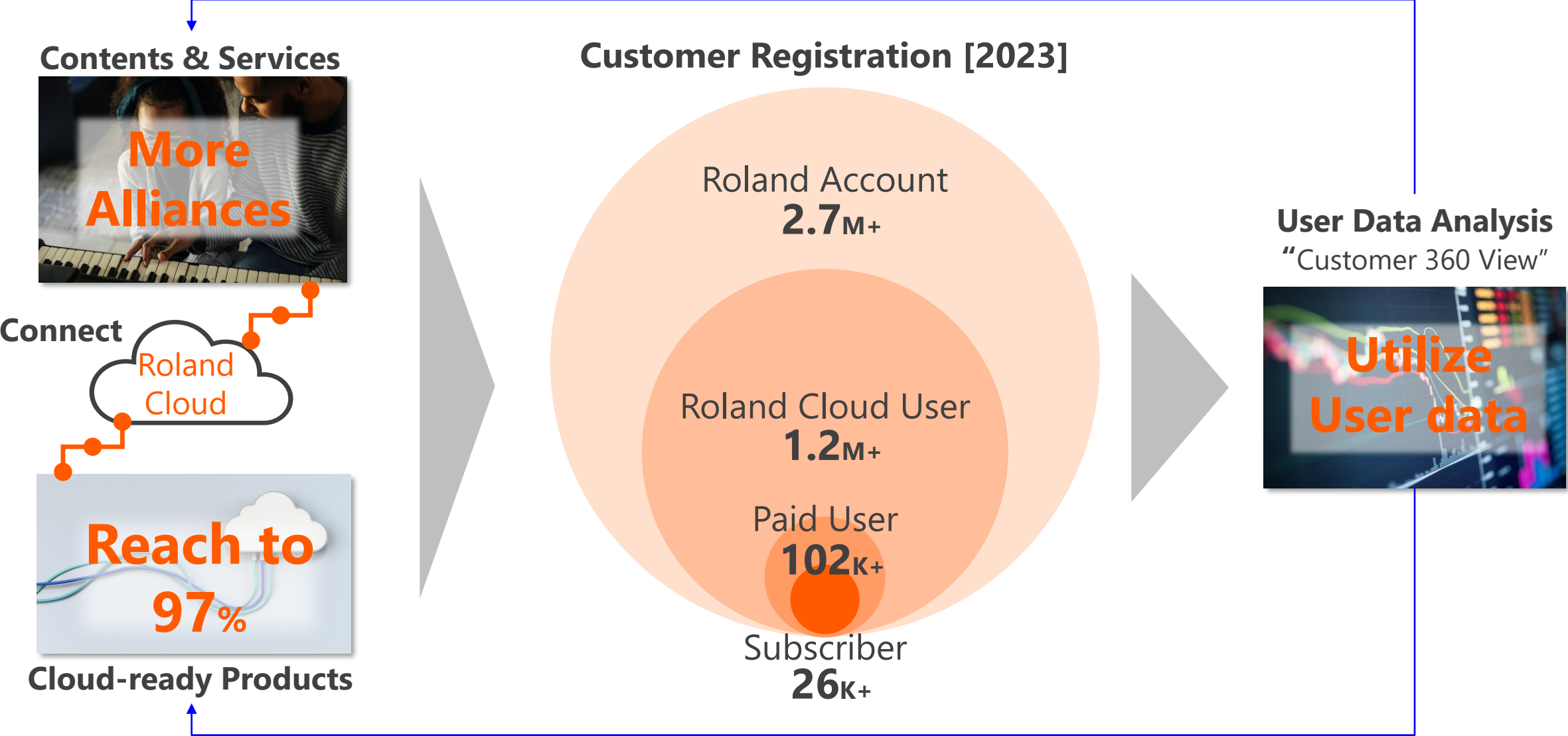
ROLAND WILL BE THE WORLD
LEADER IN MUSIC CREATION¹

WE WILL ACHIEVE THIS BY

INSPIRING THE **HEARTS AND MINDS**
OF MUSIC LOVERS AND CREATORS
EVERYWHERE

¹ Music Creation includes not only music production, but also singing, performing, and transmitting music, etc.

Roland Cloud strategy will read us to “The World Leader in Music Creation”



From Hardware Manufacturer to Experiences Provider



**Connect with people from
around the world**

Long-Term Vision

Sales: Greater than JPY200bn
OPM: 15%-20%