

Translation

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(Securities Code: 7944; TSE Prime)
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Notice of Mid-term Management Plan

Roland Corporation hereby announces that it has formulated a three-year Mid-term Management Plan covering the period from the fiscal year ending December 31, 2026, to the fiscal year ending December 31, 2028, as follows.

1. Financial Targets

	FY12/2025 (Actual)	FY12/2028 (Target)	CAGR
Sales	JPY 100.9 bn	JPY 120.0 bn	+5.9%
Operating Profit	JPY 9.4 bn	JPY 14.4 bn	+15.2%
Profit attributable to owners of parent	JPY 2.1 bn	JPY 10.2 bn	+67.6% [+9.2%] ¹
ROE	5.0% [16.8%] ¹	20%+	-
ROIC	15.2%	18%+	-

¹ Excluding one-off expenses related to Drum Workshop (DW) recorded in FY2025.

2. The Future Roland Envisions

Together with the next generation users, we create new musical cultures to shape the future of music

3. Positioning of the Mid-term Plan

Accelerating Future-focused Initiatives Beyond the Risk-response Phase

4. Opportunities

(1) Huge Potential Audience

In developed markets, there is a large population of lapsed players and potential

musical-instrument players.

(2) Advances in Technology

Advances in technologies such as AI and IoT are unlocking new possibilities for electronic musical instruments.

(3) Further Digitalization of Musical Instruments

The shift toward electronic instruments in the musical instrument market continues.

(4) Growing Demand in Emerging Markets

As GDP per capita grows, the base of musical-instrument buyers is expanding.

5. Strategic Pillars

(1) Direct Connect

✓ Strengthen Direct Connect through the organic integration of Connected Instruments, Roland Retail, Roland Cloud, and the Roland App (working title).

(2) Innovation

✓ Promote the shift toward electronic instruments while pioneering new forms of electronic instrument innovation.
✓ Actively leverage alliances and joint research and development.

(3) Expansion in Emerging Markets

✓ Develop the Chinese Hobby Market.
✓ Strengthen sales in India and Latin America while building operational capabilities in the Middle East.

For details, please refer to our website (<https://ir.roland.com/en/ir/management/midterm.html>).

Note: The financial result forecasts contained in this document are prepared based on the information currently available.

Actual results may differ significantly from these forecasts due to a variety of factors going forward.