



FY2026-FY2028 Mid-term Management Plan

February 13, 2026

Roland Corporation

Agenda



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Overview of Roland

2

Review of Previous MTP

3

New MTP (2026–2028)

1. Strategy Overview
2. Market Environment Recognition
3. Key Strategic Initiatives & KPIs
4. Sales & Profit Drivers
5. Capital Allocation / Shareholder Returns

4

Appendix

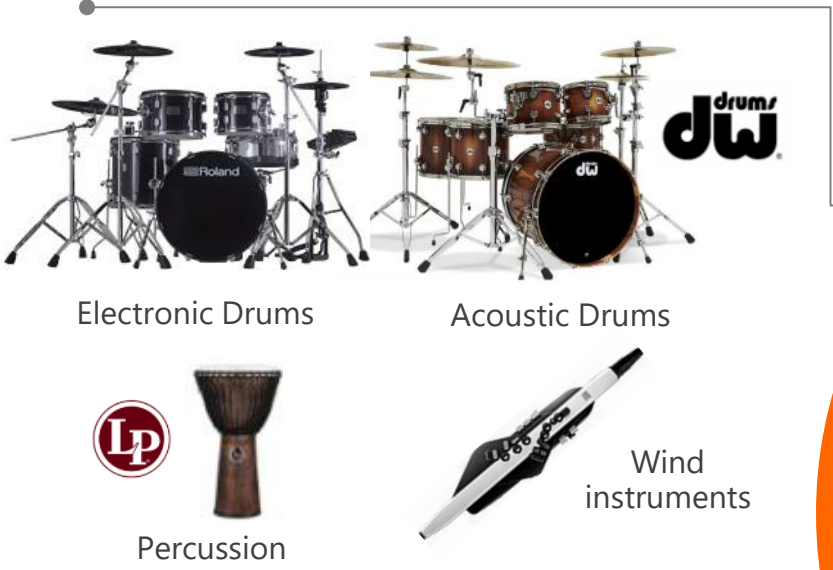
A photograph of a Roland store entrance at night. The store has a modern, glass-fronted facade. Above the entrance, the Roland logo is illuminated in white. To the left of the entrance, there is a set of stairs leading up to the store. The interior of the store is visible through the glass, showing various musical instruments and equipment. The overall lighting is a mix of the cool white light from the store's interior and the warmer, reddish-pink light from the exterior signage and ambient city lights.

Roland

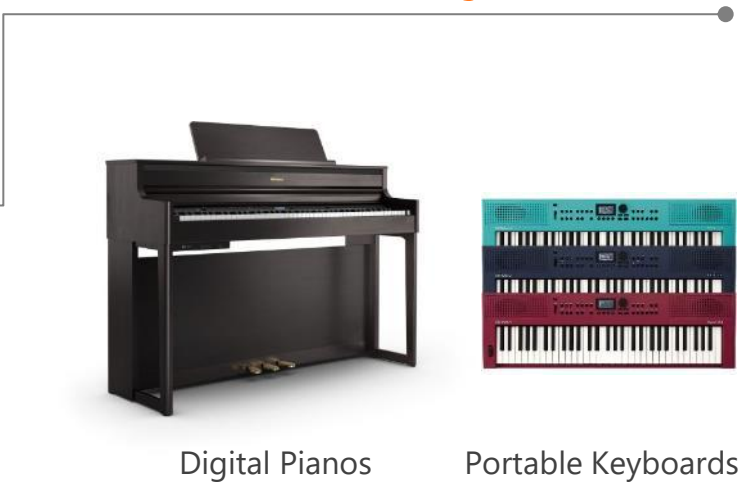
1. Overview of Roland

Electronic Instrument Company with a Broad Range of Products and Services

Percussion & Wind Instruments



Keyboards

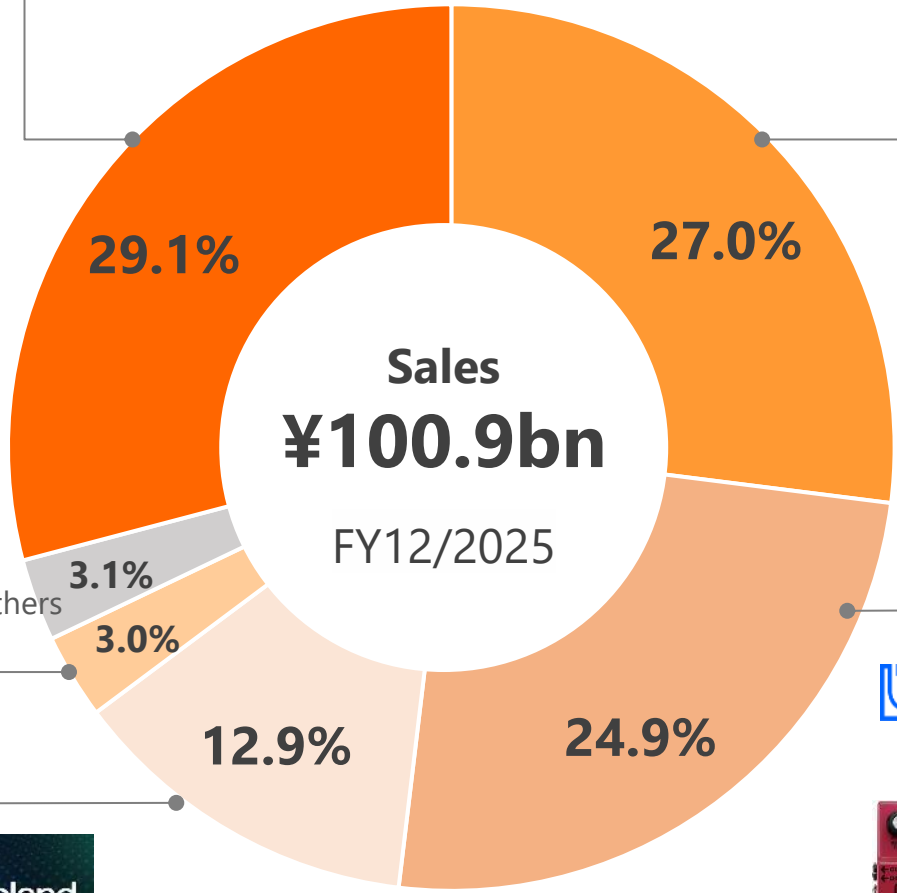


Guitar-related Products



Video & Professional Audio

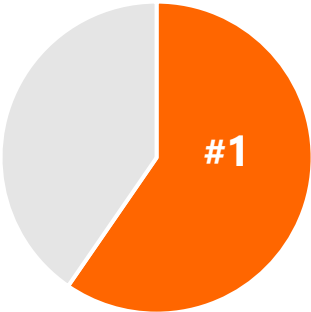
Creation-related Products & Services



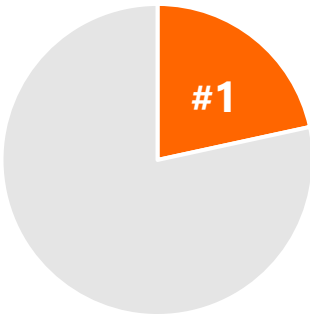
Strong Market Share Across Major Product Categories

Market Share in the U.S.

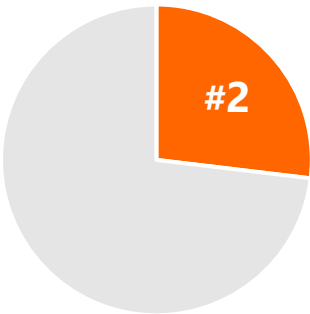
Electronic Drums



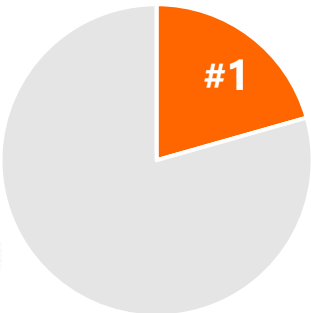
Guitar Effects



Electronic Pianos



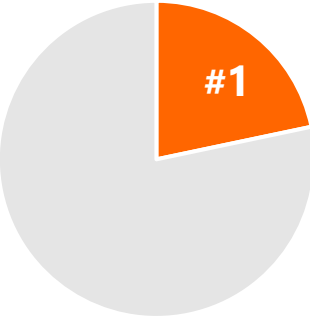
Acoustic Drums



Guitar Amps



Synthesizers

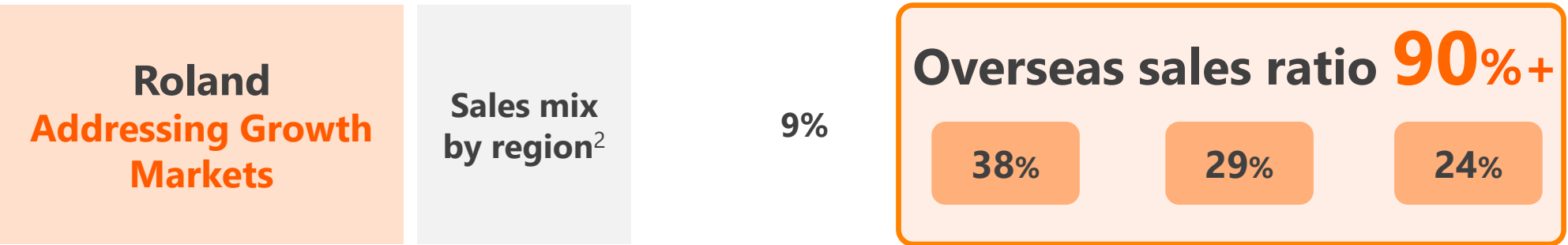
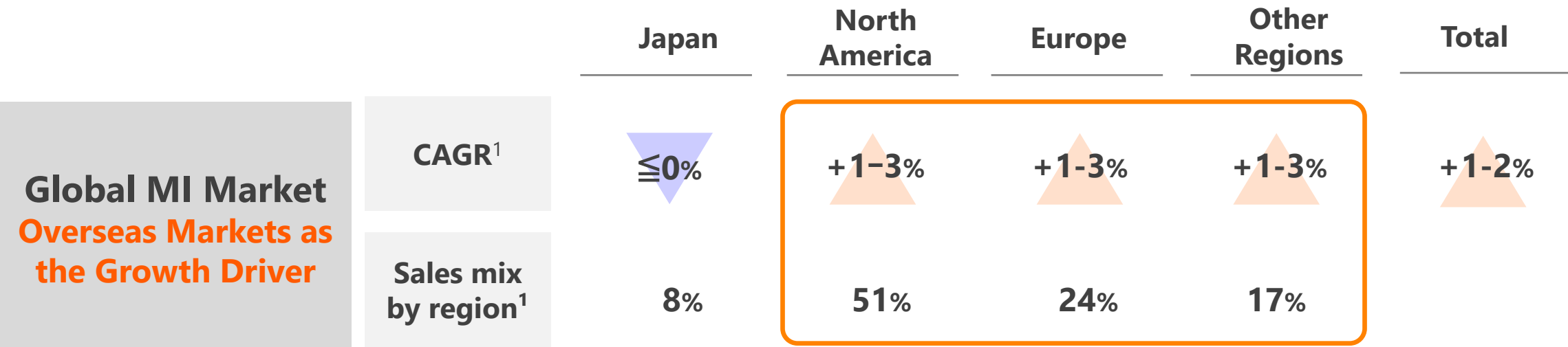


Based on our calculations using the U.S. MI Sales Trak Report (2024) and U.S. Music Trades magazine (2023).

Global × Electronic

Expanding our business globally
with a focus on electronic instruments

Global: Strong Presence in Overseas MI Markets



1 Roland estimates based on U.S. Music Trades magazine.
2 FY12/2025 results

Electronic: Focus on the Electronic MI Market

			Electronic	Acoustic
Electronic Instruments Are a Growth Segment	US market sales CAGR (2014-2024)	Pianos ¹	+2.8%	≤0%
		Drums ²	+6.5%	

Roland Targets Growth Markets

Electronic MI Sales Mix: 90%+

1 Electronic: Digital pianos and player pianos; Acoustic: Grand and upright pianos.
2 Electronic: Electronic drums; Acoustic: Acoustic drum sets, related instruments, hand percussion, etc.
Source: U.S. Music Trades magazine
3 FY12/2025 results

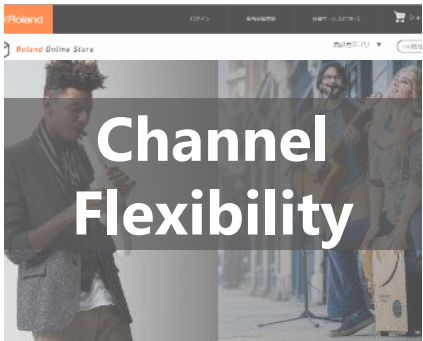
Electronic: Why Electronic Instruments Can Grow



Solve pain points of acoustic instruments (size, weight, and volume)



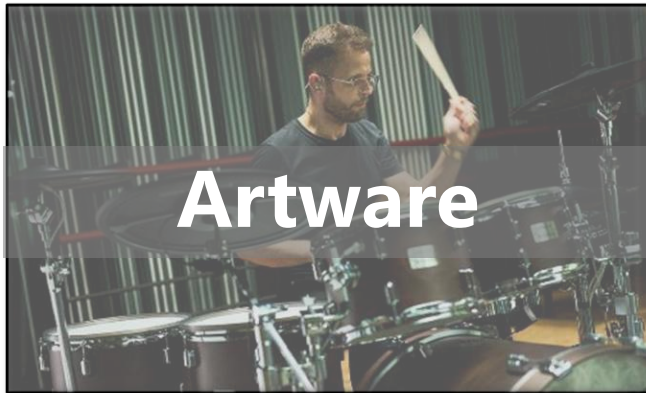
Easily incorporates new technologies and **enables new features and services**



Consistent quality and easy handling make electronic instruments **highly compatible with online sales**

Roland's Strengths: High Reliability × Emotional Value

Emotional Value



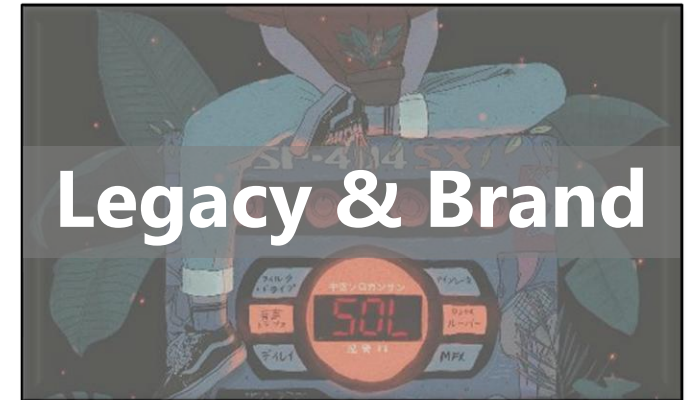
Artware

Feel, playability,
responsiveness, and tactile
expression that connect
deeply with musicians



Game Changer

Game-changer DNA that
creates new musical
experiences



Legacy & Brand

A brand image, worldview,
and connection built through
continuous innovation

Pro-level Performance & Reliability

2. Review of Previous MTP (2023–2025)



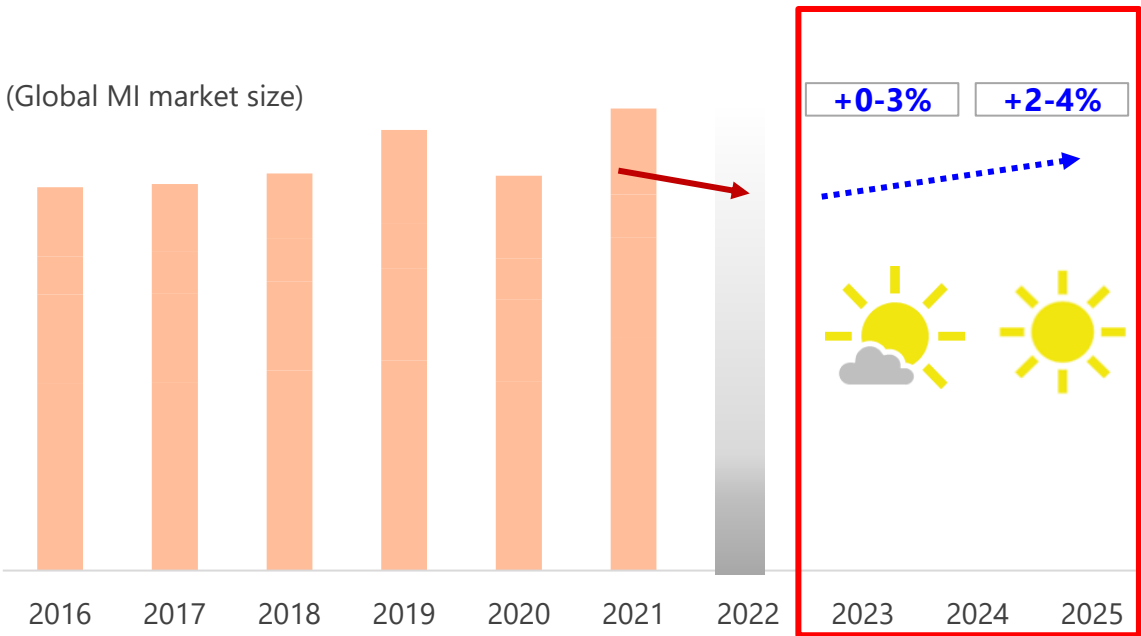
New Headquarters "Roland Inspiration Hub"
Completion in Nov. 2025

Business Environment During Previous MTP (2023-2025)

- Market recovery after COVID-19 was slower than expected
 - ✓ Post-COVID demand decline due to oversupply and dealer inventory adjustments
 - ✓ China's formerly high-growth market contracted due to policy shifts and a slowing macroeconomy.
- In 2025, anticipated recovery was disrupted by major changes in U.S. tariff policy

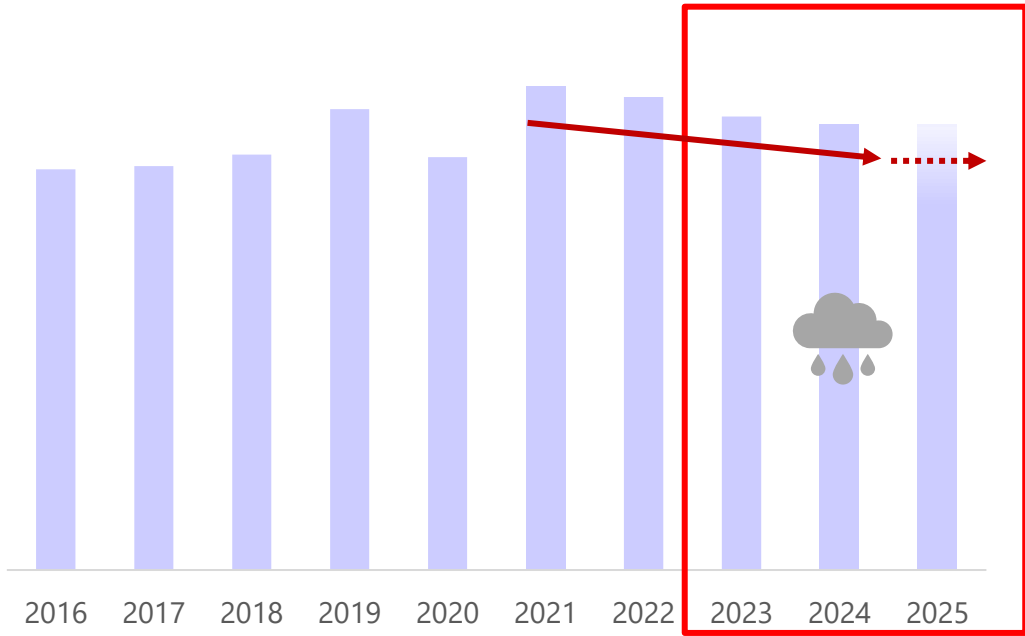
Assumptions at planning

Expected return to steady growth from 2023



Actual market trend

Negative growth continued in 2023–2025

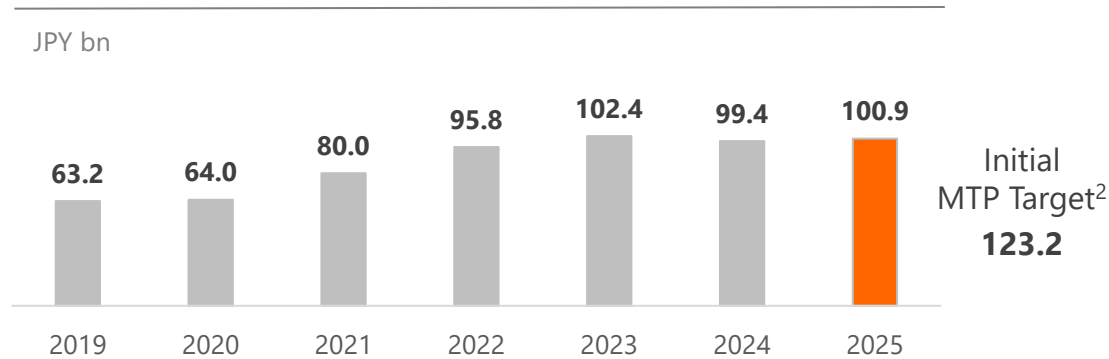


1 Roland estimates based on U.S. Music Trades magazine.

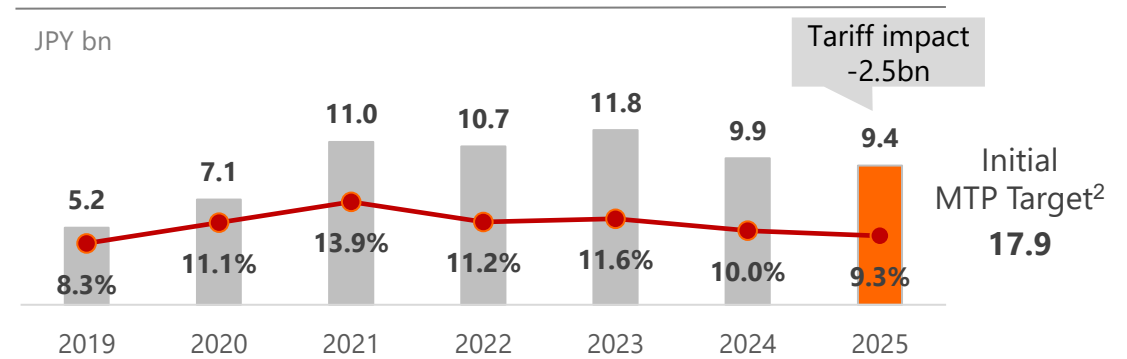
Financial Performance Review

- Shifted to a defensive stance and selective investments from the first year of MTP to respond to environmental changes.
- While sales and operating profit fell short of initial targets, the impact of external changes was kept to a minimum, and performance remained solid relative to the industry.
- In FY2025, Drum Workshop (DW) recorded an impairment loss after its performance fell far short of the original acquisition plan, exacerbated by the impact of U.S. tariff policy.

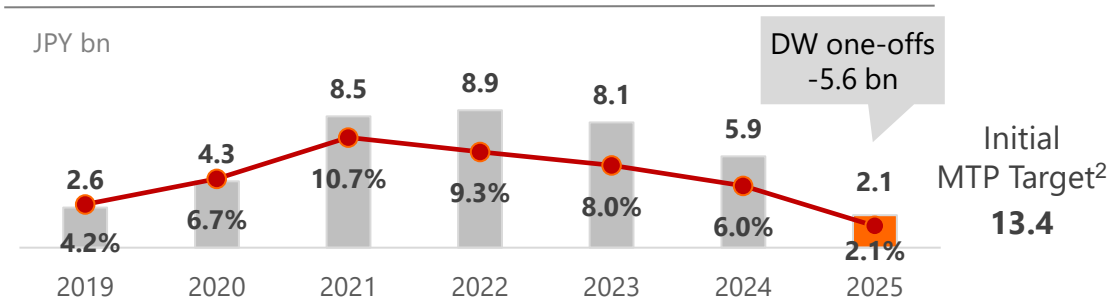
Sales



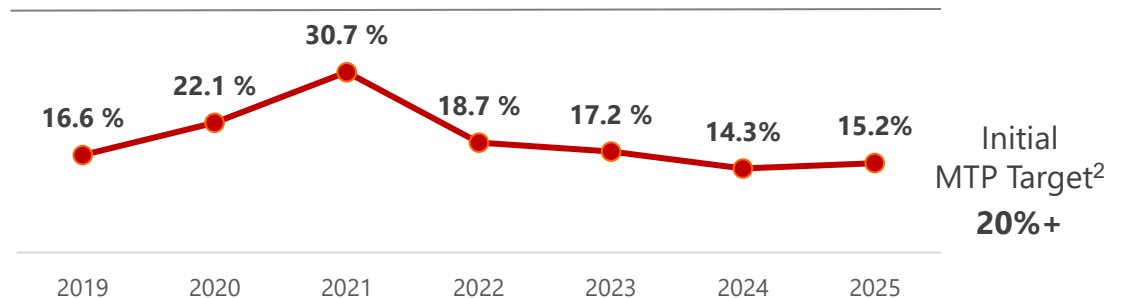
Operating Profit



Net Profit (Attributable to Owners of Parent)



ROIC



1 DW; consolidated since Oct. 2022

2 As of February 13, 2023

Strategic Review 1

- The new-product sales ratio fell short due to roadmap revisions to enhance competitiveness
- Share expansion was delayed as stronger cost controls slowed progress in Roland Retail

1. Demand Creation

New products sales ratio¹



2022	2025	2025 Target
~18%	~21%	25%+



New V-Drums designed for ultra-quiet playing

V-Drums Quiet Design

1 Sales ratio of products launched within the past 12 months as a share of total sales
2 Sales through direct stores, store-in-store locations, D2C web, and online third-party platforms
3 As of February 13, 2023

2. Expanding Market Share

Re-entry into the portable keyboard market



vs 2022 Sales	+28%
---------------	------

Roland Retail sales² ratio



2022	2025	2025 Target
10.4%	13%	20%

Expanding sales in emerging markets

China

India



vs 2022
-26%



vs 2022
+30%

Indonesia

Latin America



vs 2022
+28%



vs 2022
+32%

Strategic Review 2

- While cloud-ready products ratio increased, service-side expansion lagged
- Foundation strengthening for mid- to long-term growth is on track

3 . Increase LTV¹

● Cloud-ready Products² ratio



2016	2025	2025 Target
0%	~57%	50%+



Wi-Fi direct connect to Roland Cloud

1 Lifetime value
2 Products that can use any Roland Cloud services
3 Cumulative number of Roland Cloud service users
4 Year-end subscription subscribers plus one-time purchasers within the year
5 Change vs. 2022 (2022 = 100), based on Gallup's engagement survey

● Customer Relationships



	2022	2025	2025 Target
<i>Roland Account</i>	2.3M	3.6M	3.4M
<i>R. Cloud User³</i>	0.8M	2.2M	2.0M
<i>Paid User⁴</i>	88K	186K	200K
<i>Subscriber</i>	23.5K ⁵	35K ⁵	50K

4 . Strengthen Foundation

● New Headquarters (R&D Center)



● Production Management System



● ERP Update



● Engagement⁵



2022	2025	2025 Target
100	102.7	104.1

A black grand piano and a matching stool are positioned in a room with large glass windows. The windows offer a view of a forest with bare trees, suggesting an autumn or winter setting. The piano is a Steinway & Sons model, and the stool is also a Steinway & Sons bench. The room has a polished wooden floor that reflects the piano and the light from the windows. The text "3. New Mid-term Management Plan (2026-2028)" is overlaid on the image in a white, bold font.

3. New Mid-term Management Plan (2026-2028)

Contents

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Strategy Overview

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Market Environment Recognition

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Key Strategic Initiatives & KPIs

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Sales & Profit Driver

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Capital Allocation & Shareholder Returns

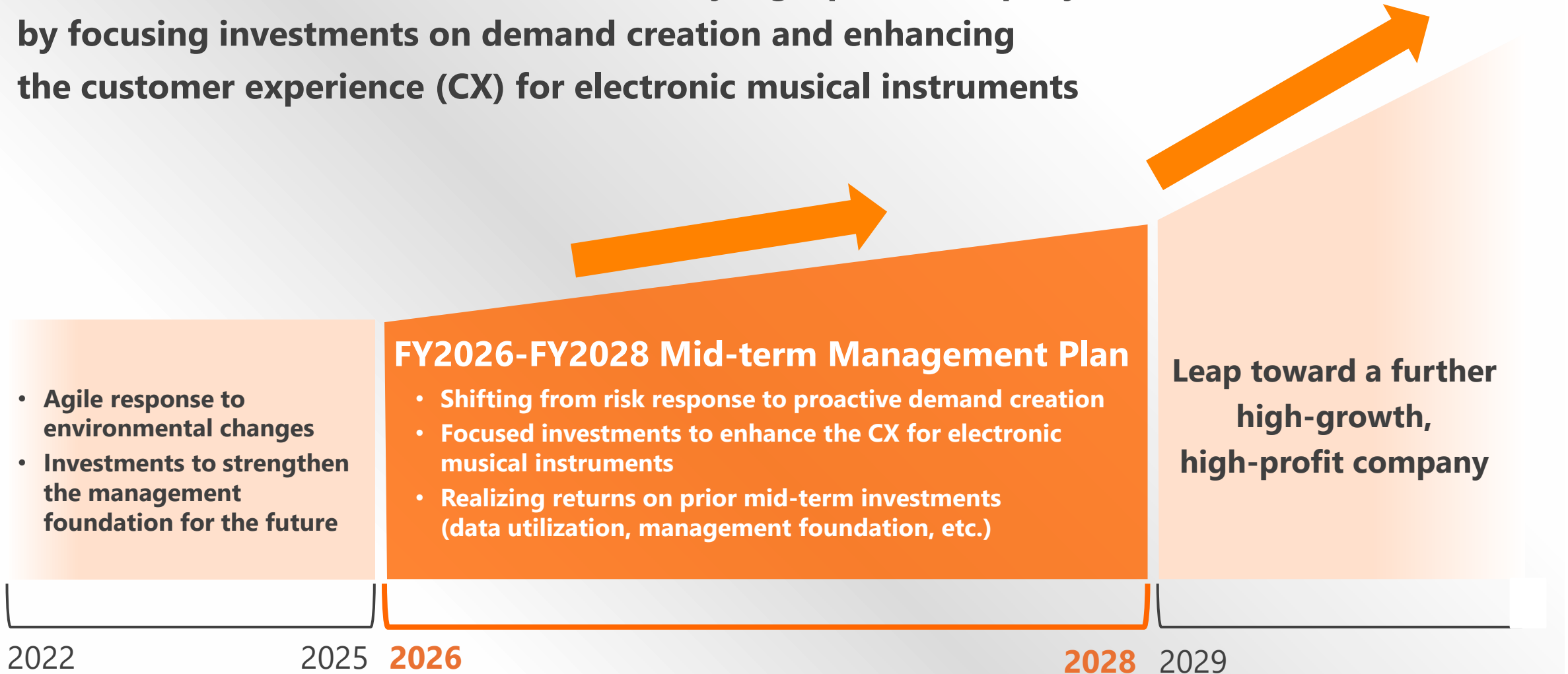
The Future Roland Envisions

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



Positioning of the Mid-term Plan: Accelerating Future-focused Initiatives Beyond the Risk-response Phase

Drive the transformation into a sustainably high-profit company by focusing investments on demand creation and enhancing the customer experience (CX) for electronic musical instruments



Strategy Overview

Opportunities

- Huge potential audience
- Advances in technology
- Further digitalization of MIs
- Growing demand in emerging markets

Three Strategic Pillars

1. Direct Connect
2. Innovation
3. Expansion in Emerging Markets

Strategic Outcomes

- Sales growth above industry levels
- Higher profitability
- Evolving into an CX-driven company

Financial Targets (FY2028)

Aim to achieve record-high sales and operating profit during the new MTP period

JPY	FY2025	FY2028	CAGR	FY25 vs FY28
Sales	100.9 bn	120.0 bn	+5.9%	+18.9%
Operating Profit	9.4 bn	14.4 bn	+15.2%	+53.0%
OP Margin	9.3%	12.0%	–	+2.7pt
Net Profit (Attr. to Owners of Parent)	2.1 bn	10.2 bn	+67.6% [+9.2%]¹	+370.5% [+30.2%]¹
ROIC	15.2%	18.0%+		
ROE	5.0%	20.0%+		
Exchange Rates	USD/JPY: 150 EUR/JPY: 169 EUR/USD: 1.13	USD/JPY: 148 EUR/JPY: 170 EUR/USD: 1.15		

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

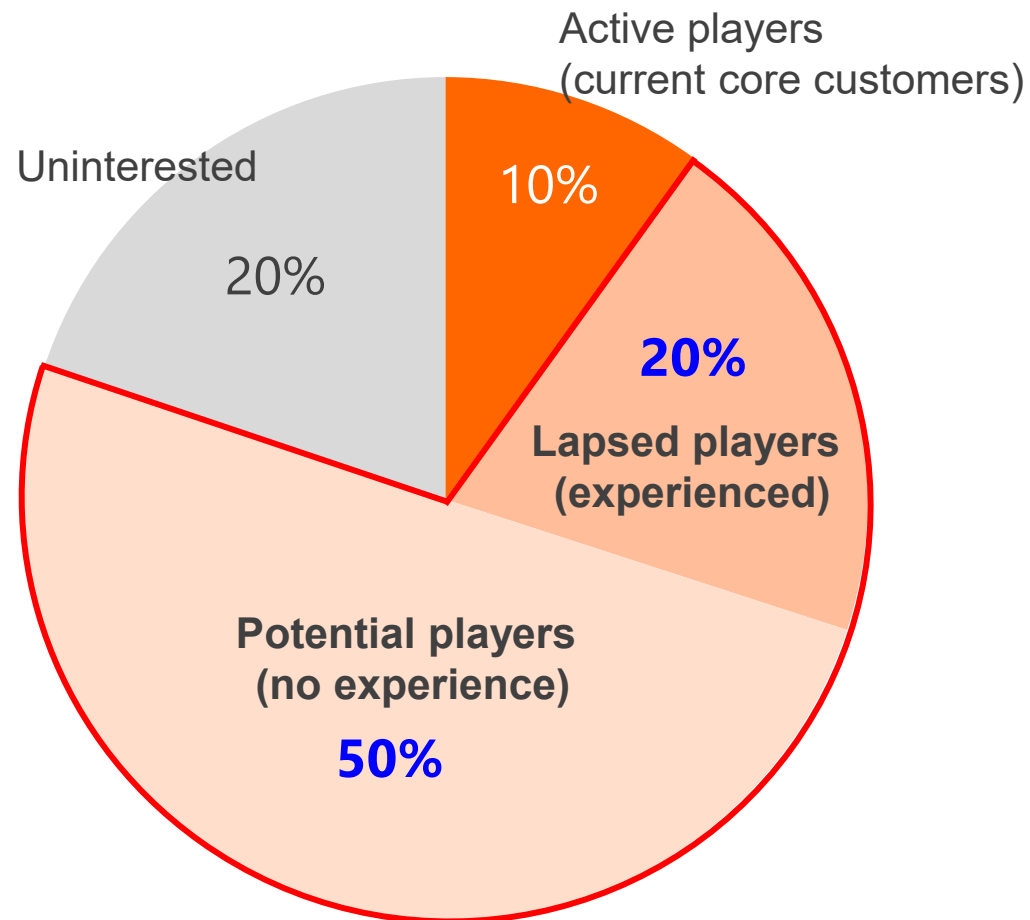
3-2. Market Environment Recognition



Business Environment (Growth Potential) 1

Developed Markets

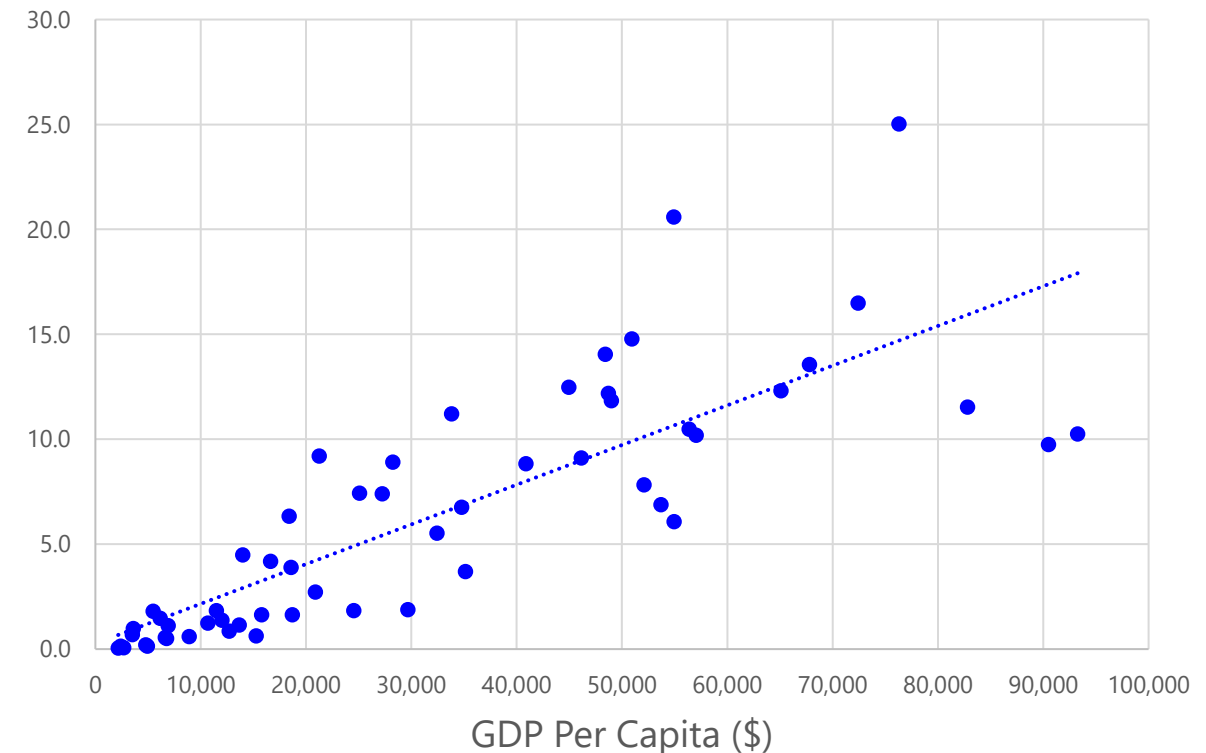
- Stable growth in line with GDP trends
- A massive untapped customer base¹



Emerging Markets

- Rapid economic growth driving expansion of instrument-buying consumers¹
- More people taking up instrument playing as a hobby

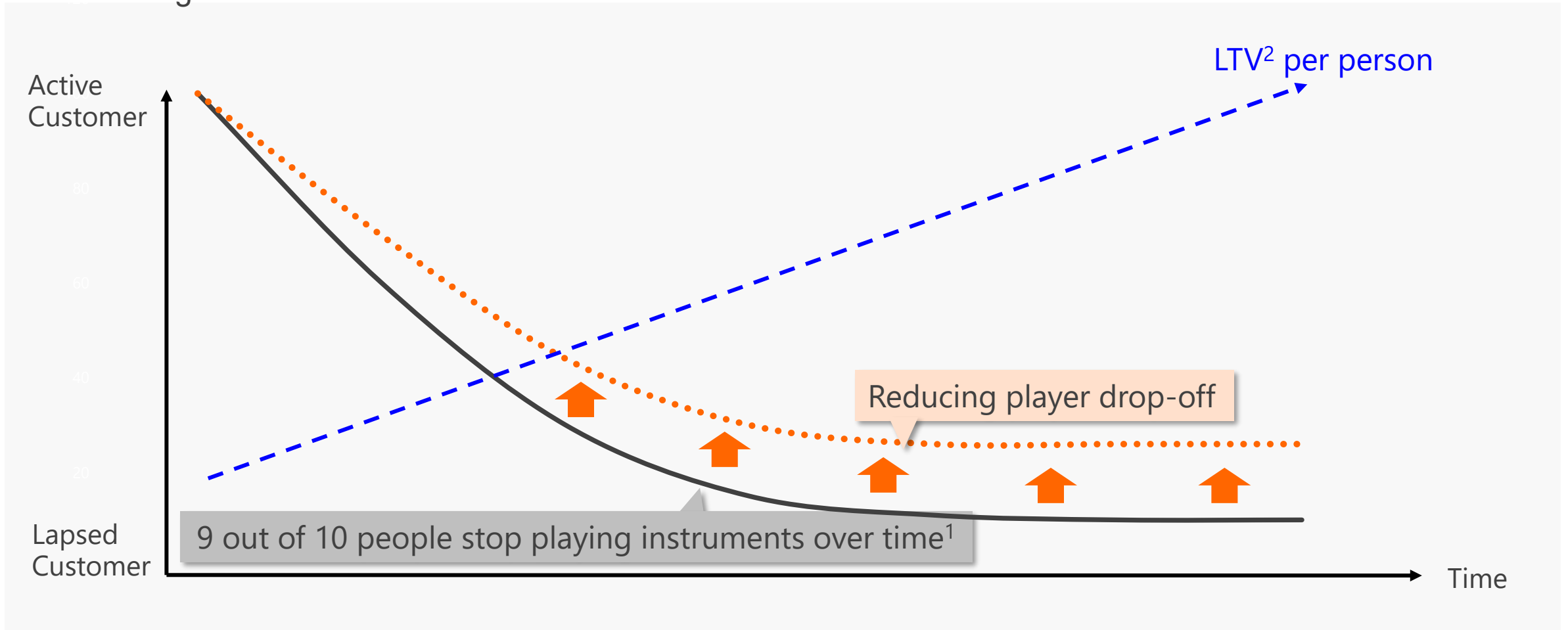
MI Sales Per Capita (\$)



¹ Roland estimates based on various industry reports.

Business Environment (Growth Potential) 2

- Low continuity in musical instrument playing
- Opportunity to unlock demand by addressing the different pain points that lead customers to drop out at each stage



1 Roland estimates based on various industry reports 2 Lifetime Value

Business Environment (Growth Potential) 3

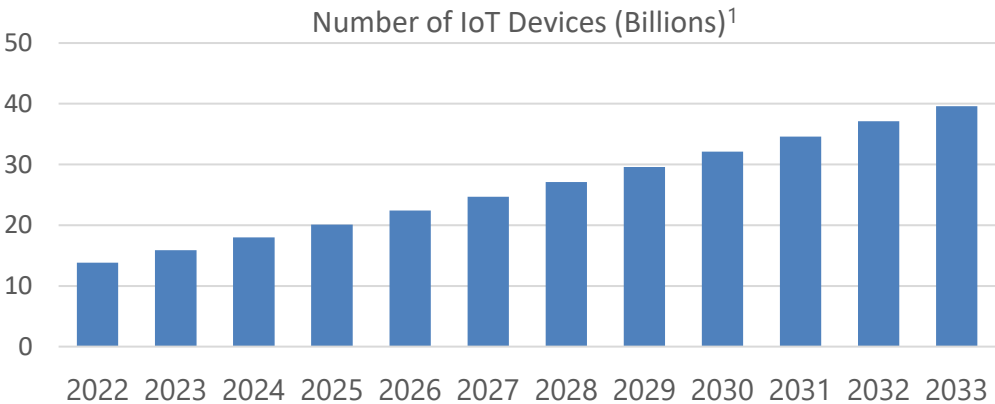
Market Trend / Technology

- AI is making it easier to learn, practice, and continue playing musical instruments and producing music.



- Practice support
- Higher motivation
- Enhanced creativity

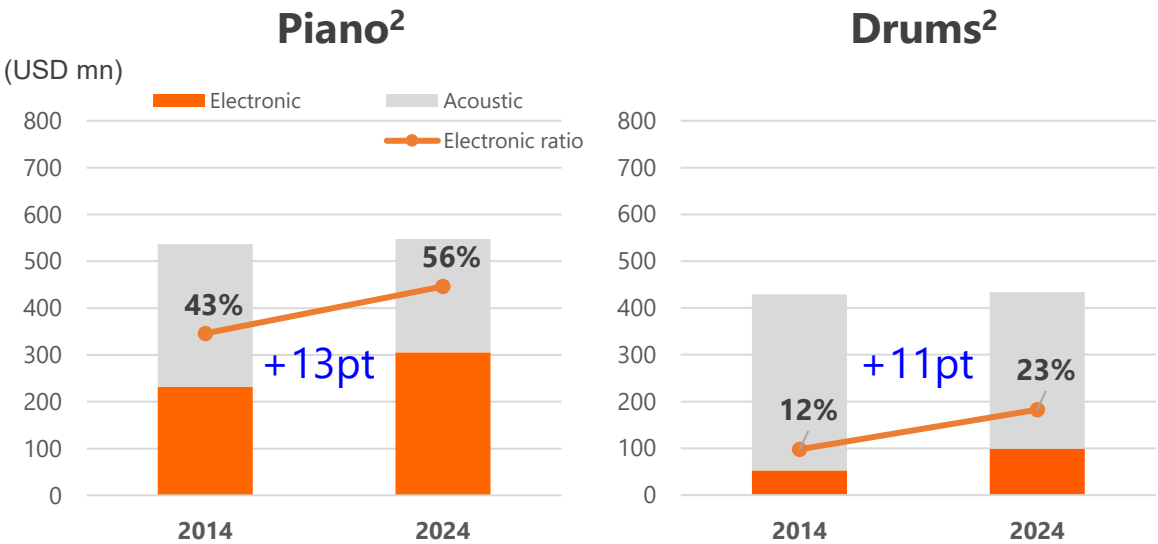
- IoT advances boost the electronic instrument market.



¹ Roland estimates based on various industry reports ² U.S. retail market (source: Music Trades magazine)

Digitalization

- Electronic ratio in pianos and drums are rising by ~1 ppt/year.



- High potential for digitalized wind instruments.
(Strengthening R&D and continuously launching new products)



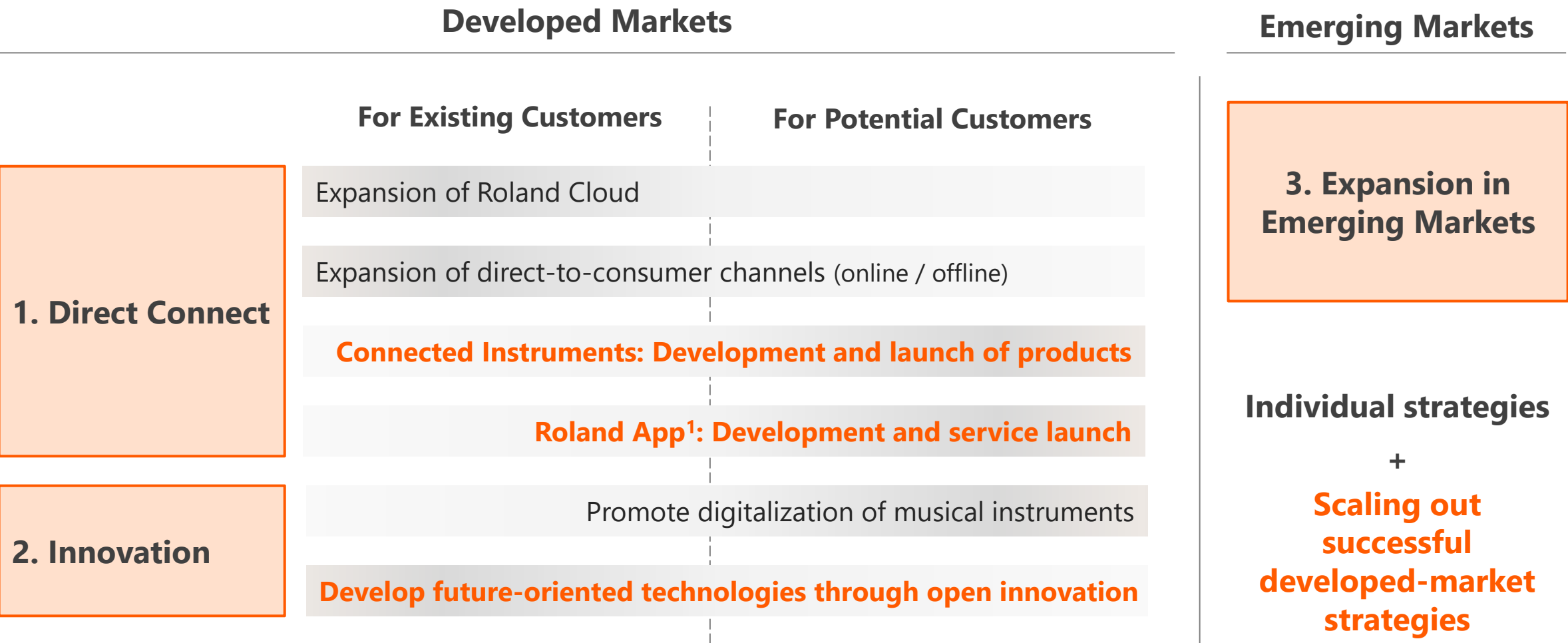
- Market size¹: Winds > Pianos
- Electronic %¹: <1%

A photograph of a large crowd at a concert or festival. The crowd is seen from behind, with many hands raised in the air. In the background, there are bright stage lights and a hazy atmosphere. A semi-transparent dark band across the middle of the image contains the text.

3-3. Key Strategic Initiatives & KPIs

Three Strategic Pillars and Key Initiatives

- Accelerate initiatives from the previous MTP and add new efforts



¹ Roland App is a working title.

Key Initiative 1: Direct Connect

Enhance Direct Connect with customers through AI/IoT-enabled instruments, expanded direct sales channels, and enhanced data platforms (Roland Cloud / Roland App)

Connected Instruments

- Develop Wi-Fi-enabled electronic instruments
- Always-on connectivity enables user data collection, AI insights, and OTA updates

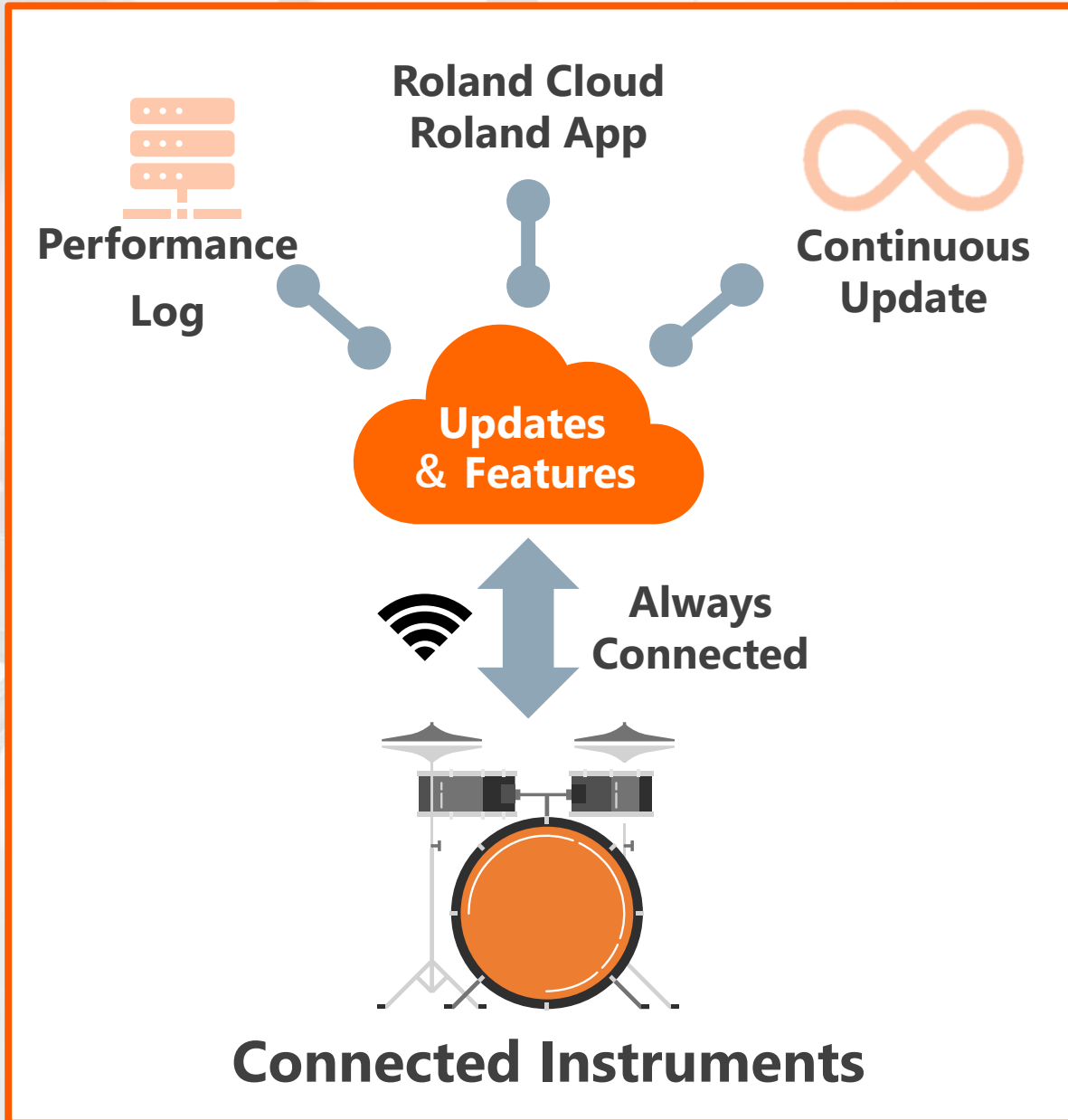
Roland Retail

- Add more direct stores and expand D2C e-commerce
- Stronger brand touchpoints through IP-driven products
- Direct store-exclusive, personalized purchasing experiences

Organically
Connected

Roland Cloud / Roland App

Data-driven platforms that accelerate CX value creation



Connected Instruments

Integrated with software and cloud to deliver new experience value

- With always-on Wi-Fi, instruments become Connected Instruments
- Easy OTA updates
- Seamless integration with Roland Cloud and Roland App
- Features and services powered by customer insights

KPI

- Connected Instruments sales mix: 25% (FY2028)
- Connected feature activation rate: 60%+ (FY2028)

1 Ratio of Connected Instruments users who downloaded the Connected online service.

Roland Cloud

Expanding software products and services to maximize customer LTV

- Continued development of proprietary virtual instruments by Roland and BOSS
- Expansion of sound content, including offerings for emerging markets
- Updates that enhance value for hardware products

KPI [Roland Cloud]

- Software business sales ratio: 1.5%+
- Roland Cloud Paid Users¹: 300K (FY2028; vs 180K in FY2025)

¹ Number of subscription subscribers at year-end plus one-time purchasers within the fiscal year

Roland App

A platform app that enables customers to maximize the value of Roland products and services

- Centralized management of performance data, and purchase history for each customer
- Mechanisms to support practice continuity and re-engagement
- AI-powered interactive communication to remove barriers in learning and performance
- Personalized recommendations based on each user's performance data

KPI [Roland App]

- App release planned for 1H 2027
- Service launch within 2027



Roland Retail

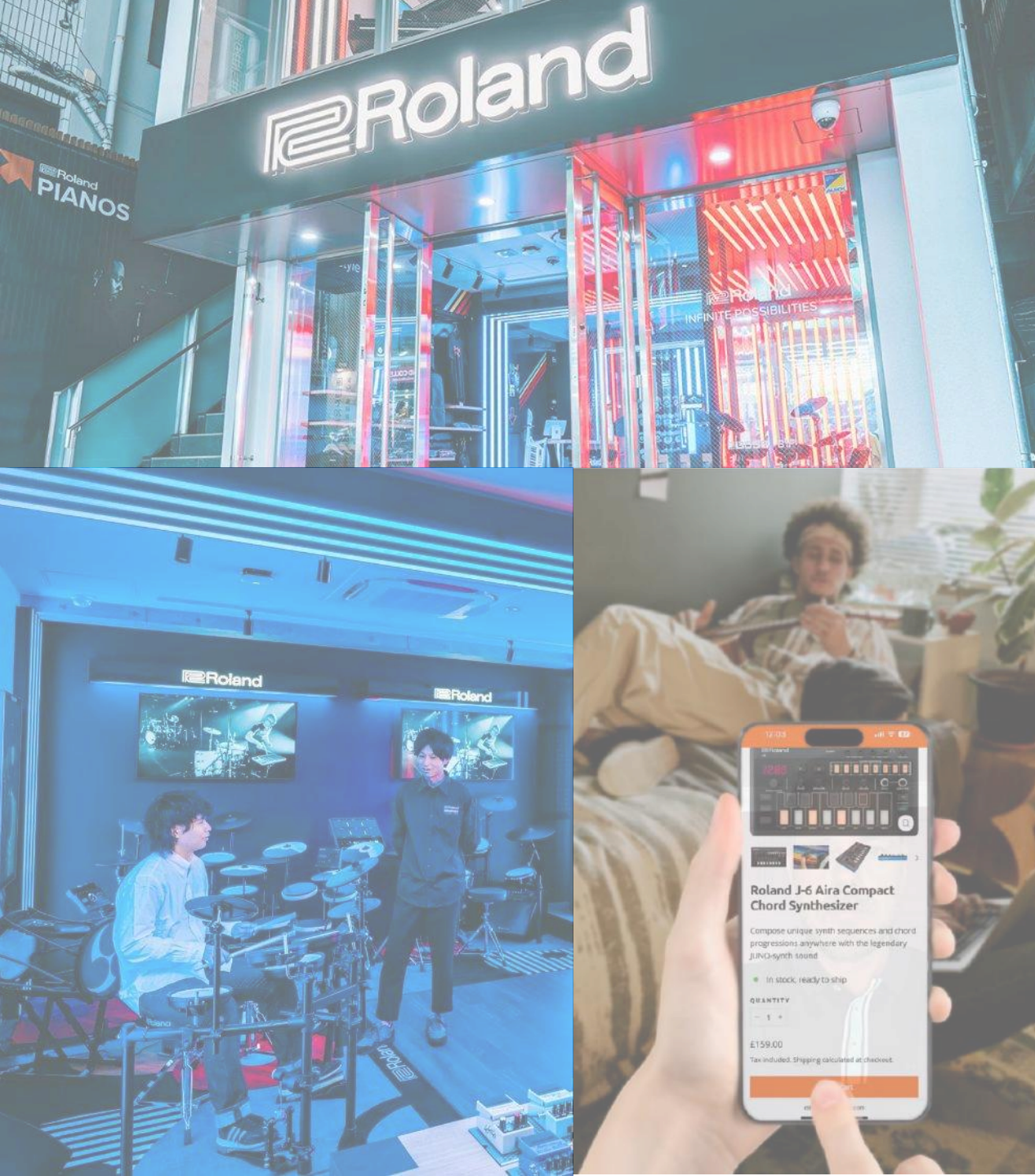
Direct channels that enhance brand value and customer satisfaction

- Expand Roland Stores in major global cities
- Roll out e-commerce operations centered on Roland Stores
- Trial introduction of user-friendly purchasing experiences unique to direct stores
- Strengthen branding and deploy IP-driven strategies

KPI

- Roland Stores: 8 stores
- Roland Store sales ratio: 3%+ (FY2028; vs 1% in FY2025)
(Direct-channel sales ratio: 5%¹)

¹ Ratio of sales generated directly from our own platforms, including Roland Stores and software business.



Key Initiative 2: Innovation

Develop new electronic instruments and reach new users through AI-powered tech and service co-creation

1. Digitalization

New Electronic Instruments

- Expand flute-type digital wind instruments and the Aerophone series
- Develop acoustic-instrument markets where user needs exist but digitalization is still low

2. Collaborative Development

Alliances and Joint R&D

- Co-develop products/services through the Roland Future Design Lab
- Collaborative R&D on cutting-edge technologies with corporates, research labs, and creators
- Cross-industry and cross-domain collaborations

AI-driven Development

Accelerate development with AI and co-create new AI-powered technologies for musical instruments

Key Initiative 3: Expansion in Emerging Markets

Strengthen emerging-market initiatives to build new growth pillars

KPI: Emerging-market sales CAGR (2026–2028): 12%

1. Develop the Chinese Hobby Market

- Although the education market is shrinking, hobby demand continues to grow
- Housing factors are driving sustained demand for electronic instruments

High growth potential for Roland in electronic instruments

- ✓ Launch China-exclusive models targeting casual users
- ✓ Expand sales channels beyond traditional instrument stores
- ✓ Broaden customer touchpoints (e.g., e-commerce, and pop-up stores)

2. India, Latin America, Middle East

- Faster market growth than in developed markets
- Expansion of unique music markets rooted in local culture

Expand reach in high-potential markets

- ✓ India and Latin America:
Country-specific models tailored to local music cultures and cloud-based sound expansion
- ✓ Middle East:
Strengthen logistics and sales operations through focused resource allocation

Strengthen the Management Foundation

Enhance profitability and efficiency through M&A business turnarounds and advanced production & SCM, while strengthening our commitment to shareholder value



Drum Workshop (DW) Accelerate Transformation for a Return to Growth

- Rebuild the management structure
- Expand sales channels
- Fundamental reorganization of production, logistics and procurement
- Improved productivity through shared business processes.

DW Operating Margin

-2.8%¹ (FY2025) → **6%+** (FY2028 target)



Further Advancement of Production & SCM

- Inventory optimization through full-sale rollout of the production management system
- Material cost reductions through proactive VA/VE activities
- Production automation for common units used across products

CCC (Cash Conversion Cycle)

180 days (FY2025) → **152 days** (FY2028 target)



Commitment to Enhancing Shareholder Value

- Deepening alignment of interests and risk-sharing with shareholders through a higher equity-compensation ratio for executives

Equity Compensation Ratio for Directors (Internal) and Executive Officers

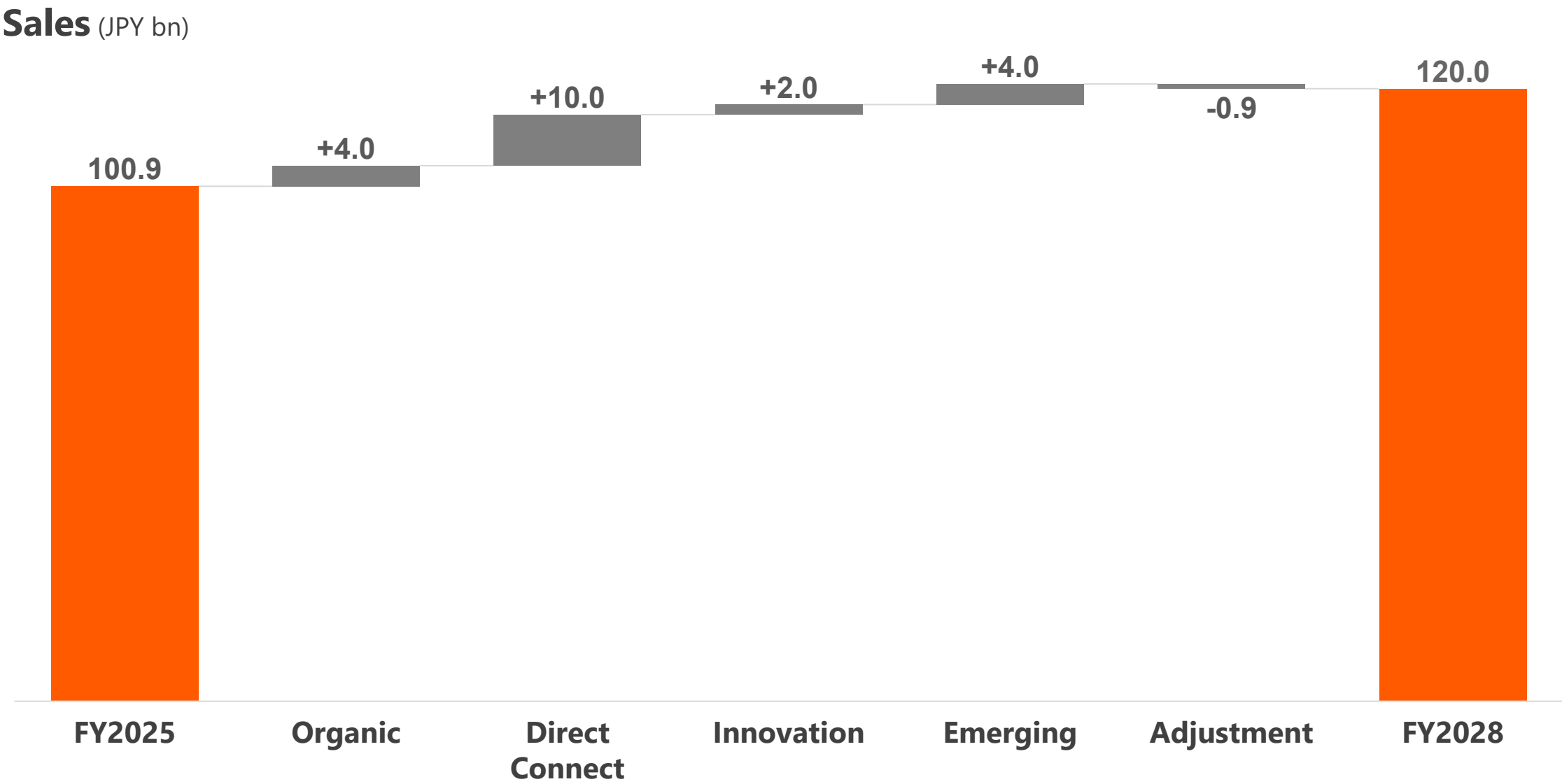
17% (Current) → **25-50%**² (FY2026 onward)

¹ Standalone basis excluding goodwill amortization. ² Equity-compensation ratios are set according to position and are planned to be proposed at the 54th Annual Shareholders' Meeting.

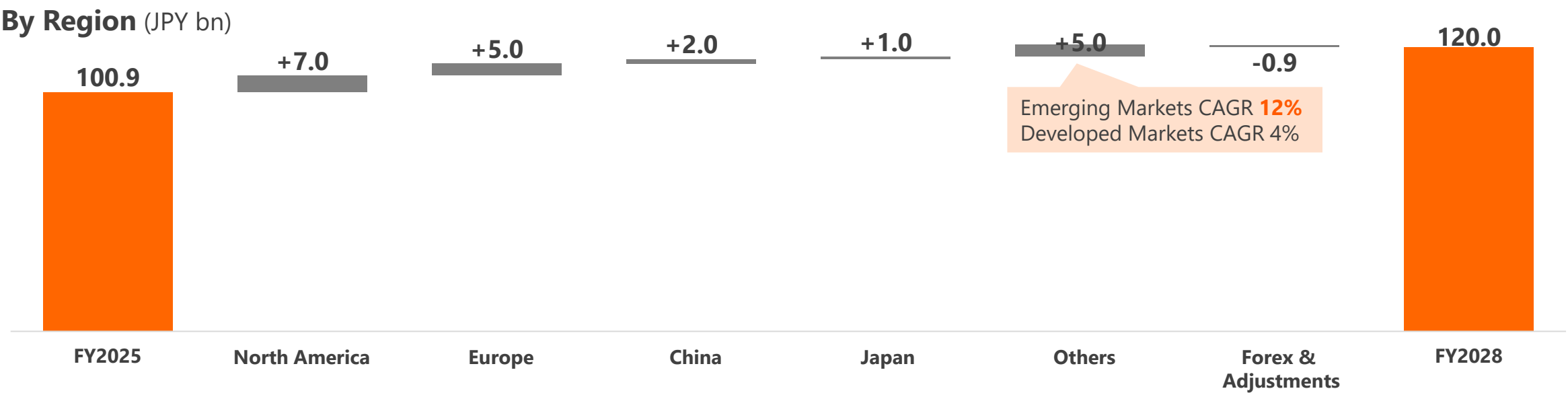
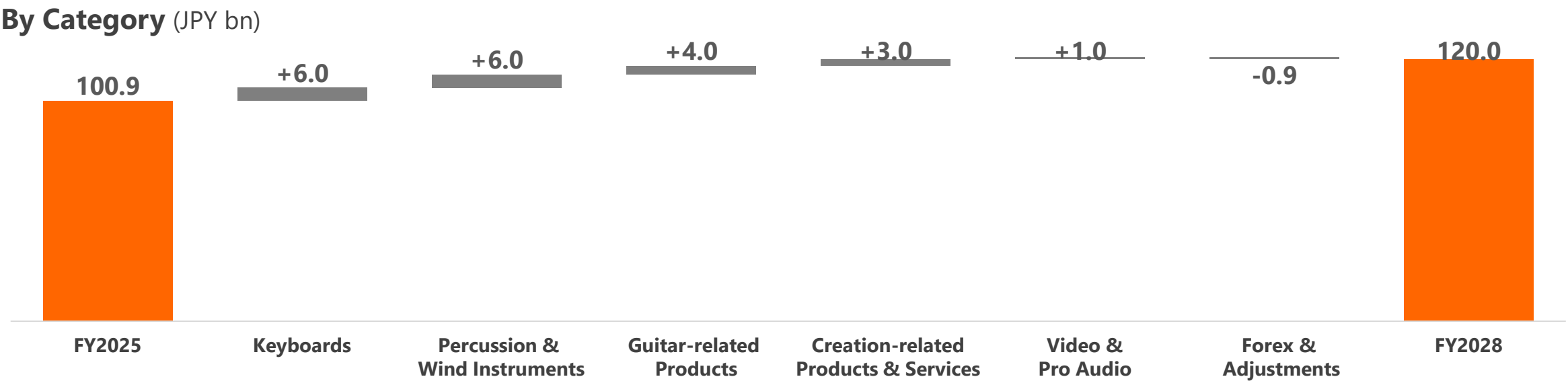


3-4. Sales & Profit Drivers

Sales Drivers: Sales Bridge by Key Strategic Initiatives



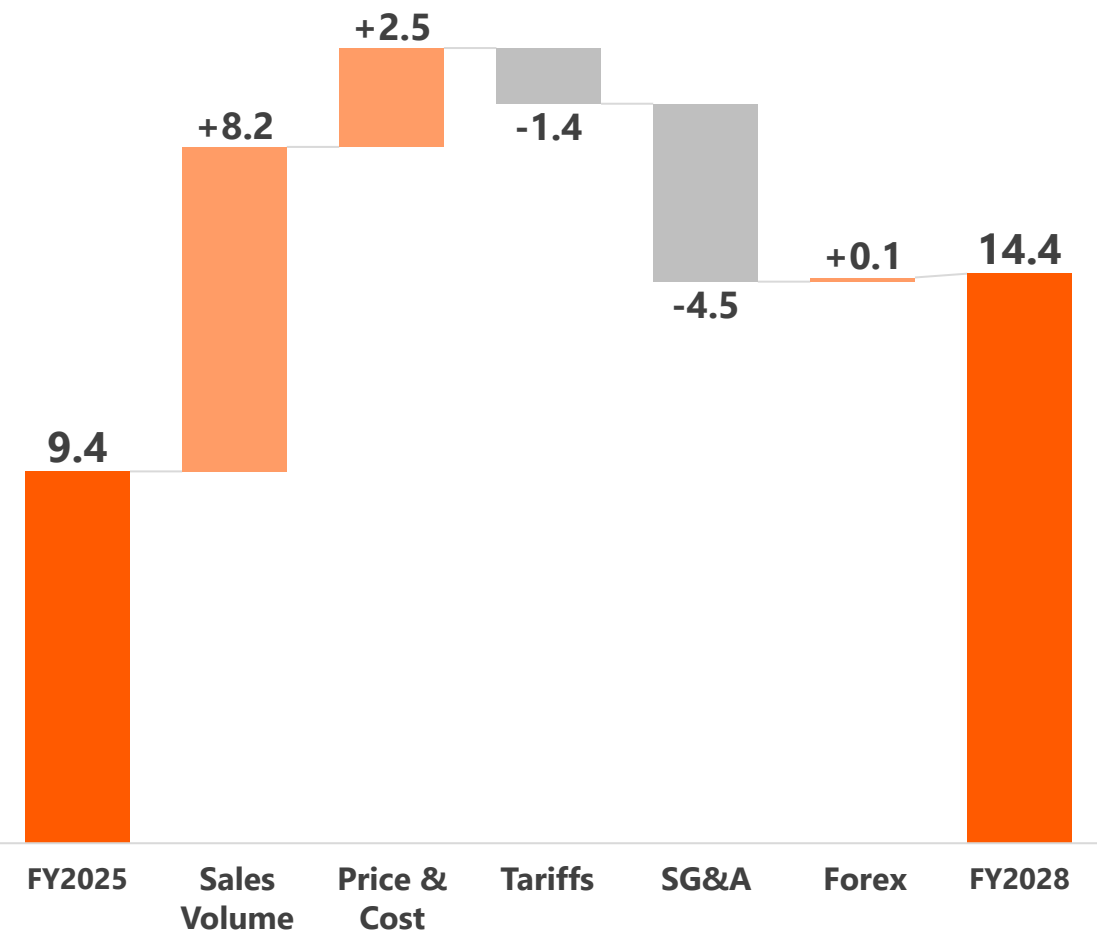
Sales Bridge by Category and Region



Operating Profit Bridge (FY2025 vs FY2028)

Breakdown of Changes (vs 2025)

JPY bn



Key Drivers (vs FY2025)

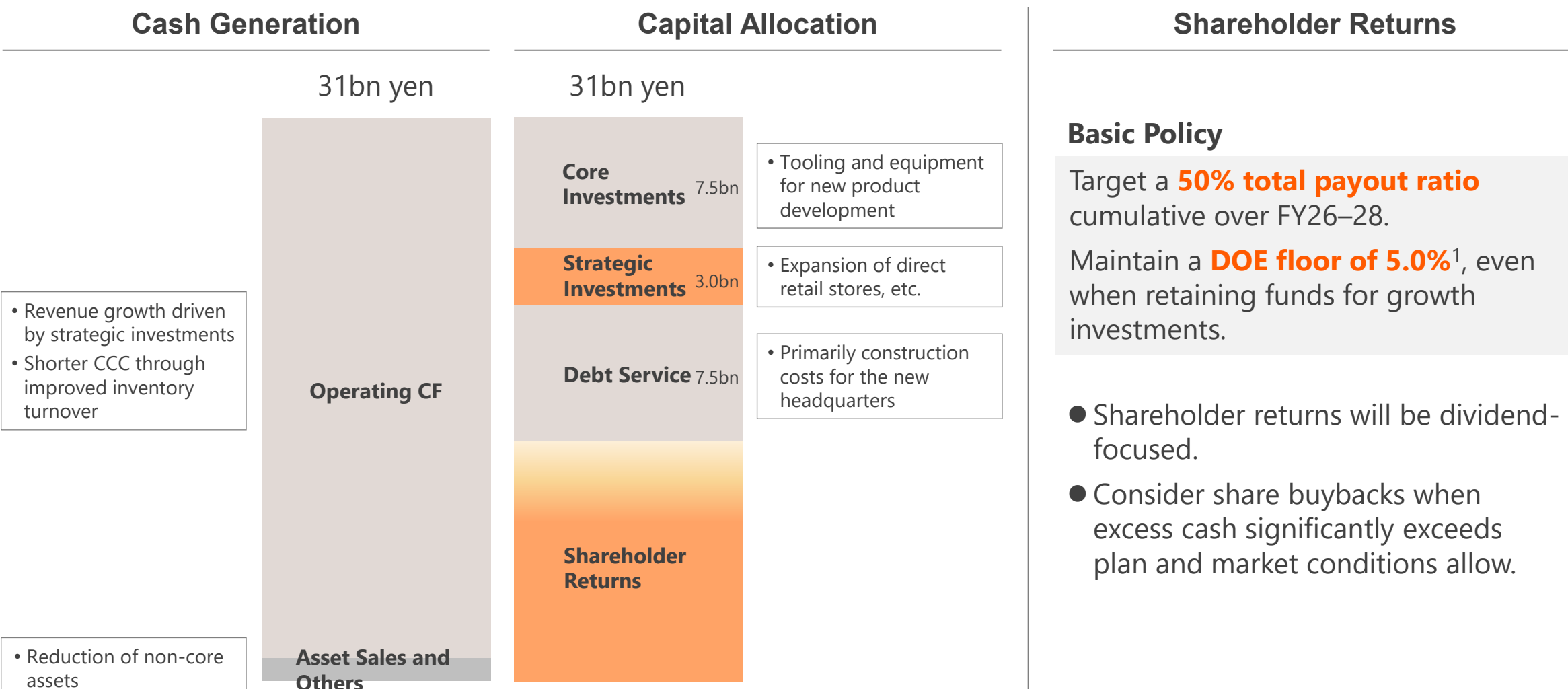
- **Sales Volume**
 - ✓ Market recovery
 - ✓ Increase driven by three key initiatives
- **Selling Price and Cost**
 - ✓ Benefits from price optimization
- **SG&A**
 - ✓ Investments in key initiatives
 - ✓ Increase in personnel and other expenses



3-5. Capital Allocation / Shareholder Returns

Capital Allocation (FY26-28 Cumulative)

Allocation centered on dividends and debt service, with flexibility for additional opportunities including M&A



4. Appendix

Sustainability 1

Identified materiality based on stakeholder and company impact Set themes and targets under the Sustainability Committee for group-wide action

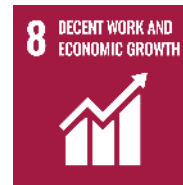
Materiality 1: Value Creation & Innovation

Focus Themes	Main Initiatives	Mid-term Plan Targets
<ul style="list-style-type: none">● Innovating user experience● Next-gen purchasing experience● Evaluate wellness with academia	<ul style="list-style-type: none">● Enhance experience via Roland App● Advancing direct & retail initiatives● Academic & industry collaboration	<ul style="list-style-type: none">● Roland Accounts: 5mn



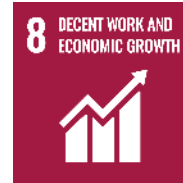
Materiality 2: Responsible Supply Chain

Focus Themes	Main Initiatives	Mid-term Plan Targets
<ul style="list-style-type: none">● Responsible sourcing● Global supply network strengthening● Data-driven supply optimization	<ul style="list-style-type: none">● Human rights due diligence● Optimize product mix & SKU count● Inventory & operations via DX	<ul style="list-style-type: none">● Due diligence for 30 key suppliers



Materiality 3: Healthy, Energizing Workplace

Focus Themes	Main Initiatives	Mid-term Plan Targets
<ul style="list-style-type: none">● Growth & challenge workplace● Occupational health & safety	<ul style="list-style-type: none">● Enhanced training programs● Stress check improvements	<ul style="list-style-type: none">● Engagement score¹: 3.80 (3.75 in 2025)



¹ Based on Gallup's engagement survey

Sustainability 2

Materiality 4: Supporting Music Culture & Society

Focus Themes	Main Initiatives	Mid-term Plan Targets
<ul style="list-style-type: none">● Cultural promotion & industry growth● Community contribution	<ul style="list-style-type: none">● Product donations to schools & NGOs● Support local events	<ul style="list-style-type: none">● Emerging countries 14 activities (10 activities in 2025)



Materiality 5: Environmental Conservation

Focus Themes	Main Initiatives	Mid-term Plan Targets
<ul style="list-style-type: none">● Resource savings & waste reduction● Climate action	<ul style="list-style-type: none">● Reduction of waste materials● CO2 reduction initiatives	<ul style="list-style-type: none">● SBTi¹ target achievement by 2030



Materiality 6: Governance & Disclosure

Focus Themes	Main Initiatives	Mid-term Plan Targets
<ul style="list-style-type: none">● Risk management & compliance● Information security enhancement● Enhanced non-financial disclosure● Board effectiveness improvement	<ul style="list-style-type: none">● Compliance training for employees● Strengthen global security measures● Improve web disclosure content● Conduct evaluation & improvements	<ul style="list-style-type: none">● 100% training completion



¹ SBTi = The Science Based Targets initiative

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