Translation

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the Japanese original shall prevail.

13 February 2023

Company: Roland Corporation
Representative: Gordon Raison, CEO & Representative Director
(Securities Code: 7944; TSE Prime)
Contact: Shunsuke Sugiura, CFO & Director
(Tel. +81-53-523-0230)

Notice of Medium-Term Management Plan

Roland Corporation hereby announces that we have formulated a three-year Medium-Term Management Plan covering the period from the fiscal year ending December 31, 2023, to the fiscal year ending December 31, 2025, as follows.

1. Long-Term Vision
   The World Leader in Music Creation

2. Target of Medium-Term Management Plan
   Create Fans For Life! – Become a Brand Loved by More Music Lovers –

3. Core Strategies of the Medium-Term Management Plan
   (1) Creating Demand
   Market Creation by Game Changer Products and Acquiring Potential Customers
   (2) Expanding Market Share
   Re-enter Portable keyboard markets and Expansion Sales in Emerging Countries
   Expand market share by Roland Retail
   (3) Increase Lifetime Value
   Create a mechanism for Lifelong Enjoyment of Music
   (4) Strengthen Foundation
   Energize Human Resource and Infrastructure Investment to achieve Long-Term Vision

4. Financial Targets

	FY12/2022 (Actual)	FY12/2025 (Target)
Sales	JPY 95.8bn	JPY 123.2bn
Operating Profit	JPY 10.7bn	JPY 17.9bn

Profit attributable to owners of parent	JPY 8.9bn	JPY 13.4bn
ROIC	18.7%	20% or more

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.