

# Yamaha Evolve Day 2026

**Evolving to Create the Future**

**March 19, 2026**

# Yamaha Evolve Day 2026

Executive Officer, Executive General Manager of Corporate Management Unit  
Yamaha Corporation

**Jun Nishimura**



## Creating a future where individuality shines through the power of sound and music

Enhance corporate value through the co-creation of social value

### ■ The Power of Sound and Music

Pursuing the possibility of new value creation in the area of sound and music, where Yamaha's strengths and uniqueness can be fully utilized

### ■ A Future Where People's Individuality Shines Through

Consistently providing products and services encouraging self-expression and the diverse individualities of people around the world

### ■ Co-Creating Social Value

Proactively collaborating with diverse stakeholders to create new value together that contributes resolve social issues

Creating **new value** by resolving social issues through sound and music



#### New Business

Providing new value adding abundance to life and spirit

**Experiential value** that expands the enjoyment of sound and music



#### Adjacent Business

Providing enjoyment and convenience through the integration of hardware and services

Refining **intrinsic product value** by fusing technology and sensibilities



#### Core Business

Providing value through hardware such as musical instruments and audio equipment

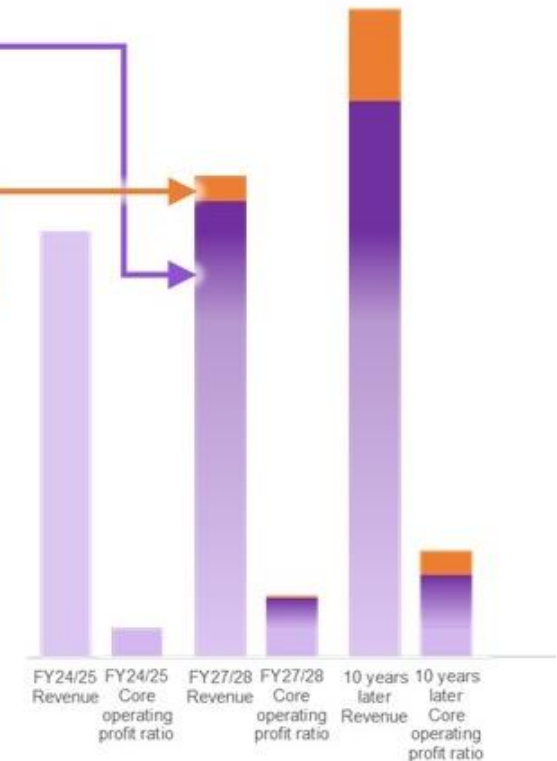
# Excerpt from the Mid-Term Management Plan (announced in May 2025)/ Key Issues and Outline of the Strategies for the New Medium-Term Management Plan



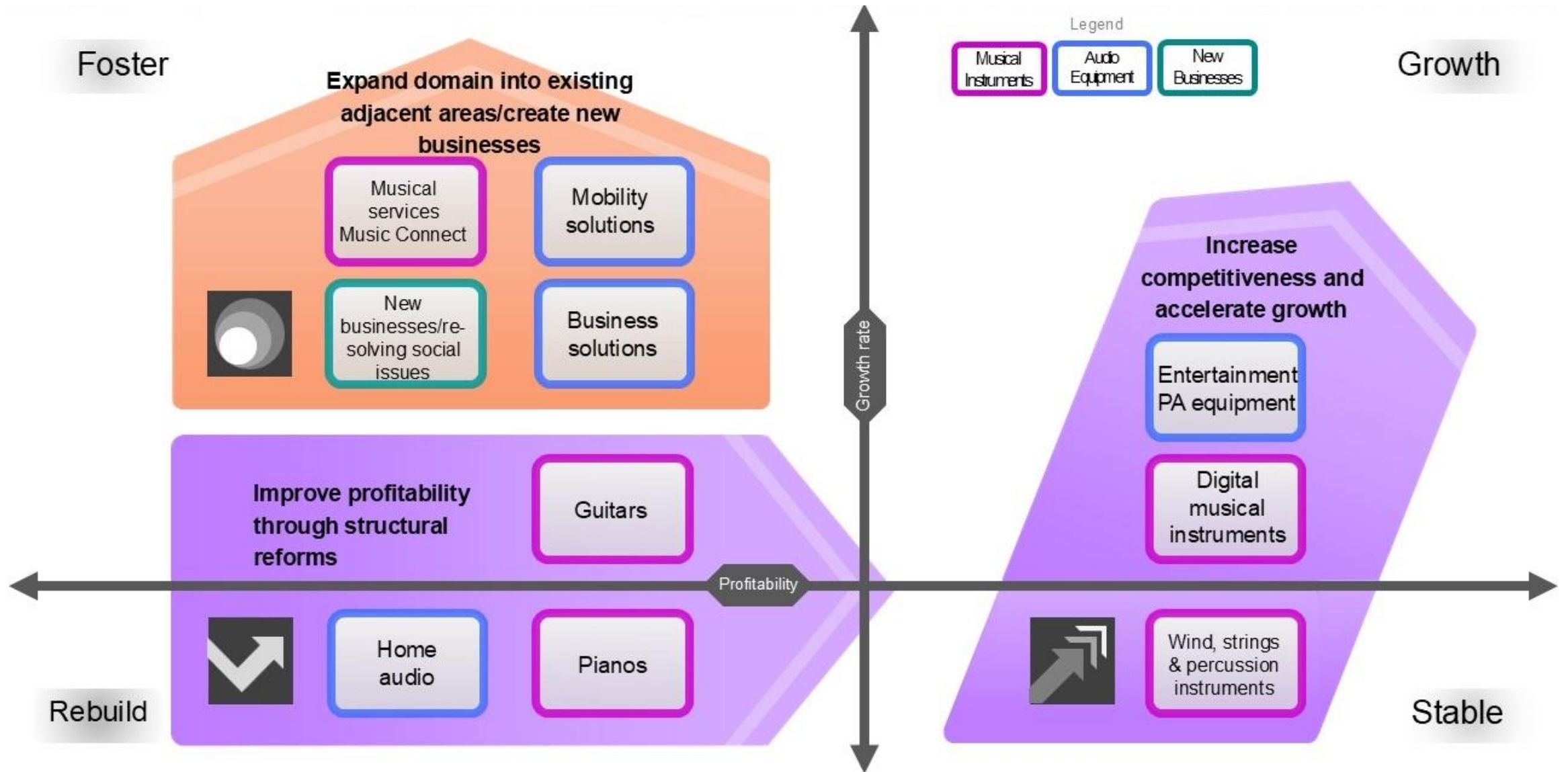
Title of the medium-term management plan

# Rebuild & Evolve

## Strategies in the New Medium-Term Management Plan

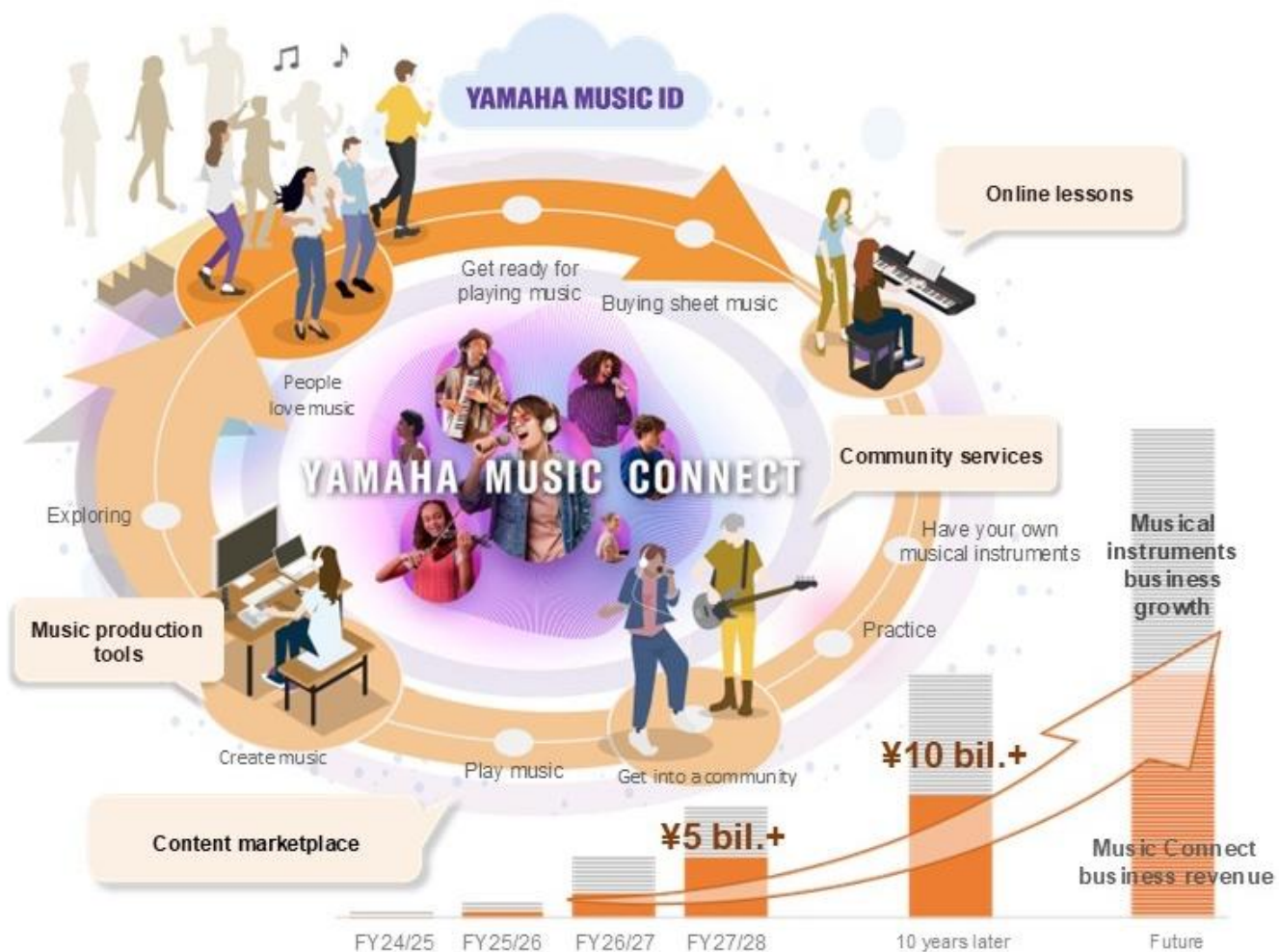


# Excerpt from the Mid-Term Management Plan (announced in May 2025)/ Business Portfolio



# Excerpt from the Mid-Term Management Plan (announced in May 2025)/ Evolving to Create the Future

## “Be one with music” Music Connect drives business growth



### Music Connect business

#### Use the power of technology to expand the potential of people and music

Expanding the number of people who enjoy music by improving and supporting the playing experience of each and every customer

#### Value added by Music Connect

#### Services

Rich music-playing experience with digital tools and lesson content

Online lessons  
Music production tools

More enjoyable music-playing experience through integration of hardware and software services

Content marketplace services

Connecting beyond time and place with online lessons, livestreaming, etc.

Community services

YAMAHA MUSIC ID

Designing services tailored to each individual based on YAMAHA MUSIC ID customer information infrastructure

# Excerpt from the Mid-Term Management Plan (announced in May 2025)/ Evolving to Create the Future

## Sales growth through proactive investment in priority markets



### India Further grow sales by expanding sales network and maximally leveraging local production model

3-yr sales growth CAGR  
**+13%**

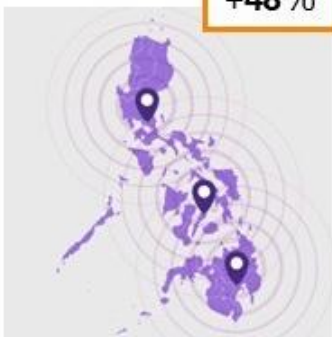
- Business environment
  - Market expansion due to population growth, economic development, and cultural maturity
  - Musical cultural background with particular preference toward entertainment and live performances.
- Actions
  - Musical instruments: Strengthening of sales of digital musical instruments and guitars through integrated manufacturing and sales structure, Expansion of sales network, with active introduction of local models and content
  - Audio equipment: Leveraging of strategic sales partners and expansion of speaker sales



### Philippines Make the Philippines an engine of growth in A SEAN regions; expand sales of mid- to high-end products through stronger communication of our value proposition

3-yr sales growth CAGR in Philippines  
**+48%**

- Business environment
  - Market expansion due to economic development and cultural maturity
  - The Philippines is shifting business models from distributors to direct business via sales subsidiary, and sales network development is progressing at an accelerated pace
- Actions
  - Expansion of the number of experience-focused stores such as "shops in shops" to enhance value communications.
  - Philippines as a potential market through strengthening the organizational structure of sales company.
  - Further expansion of sales channels/partners for sales growth



Plans to double sales offices mainly in urban areas

## Building of mechanisms for new business creation



### Explore new business areas and business development

- Collaboration between Yamaha Music Innovations, new business development organization and existing businesses
- Building of a mechanism to accelerate expansion into adjacent areas and new business development, including via outside knowledge and collaboration



# Excerpt from the Mid-Term Management Plan (announced in May 2025)/ Evolving to Create the Future



## Faith in the power of sound and music

Sound and music have a powerful influence on people. At Yamaha, we are fascinated by the power of sound and music, and we firmly believe that this power enriches people's hearts.



Yamaha Evolve Day 2026

# Evolving to Create the Future

Approach and direction for new business development

Operating Officer and Senior General Manager of New Business Development Division

**Masamitsu Kitase**

# Evolve

Evolving to Create the Future

**Music is a human necessity.**

We will continue to refine our evolving mechanisms to ensure that we remain a pioneering company dedicated to unlocking the potential of sound, enriching society and driving transformative change for future growth.

# Head of New Business Development Division



**Masamitsu Kitase**

- 1993 Joined NEC Corporation  
(sales and business development for universities market)
- 2008 Strategy Lead, Education and Science Market, NEC
- 2014 Head of Corporate Business Development Department, NEC
- 2018 Board Member of dotData, Inc.
- 2020 President and CEO of BIRD INITIATIVE
- 2023 Head of Healthcare and Life Science Division, NEC
- 2025 Operating Officer and Senior General Manager of New Business Development Division, Yamaha Corporation**

Carve-outs **9 companies** CVCs **¥20 billion**

Yamaha Corporation New Business Development Division

**Incubation / Innovation / CVC and M&A**

Create businesses  
Transform corporate culture

Deliver social  
value

Investment activities  
Acquire and dispose

## Core Value

### ✓ Chains of Technologies

Diversification from musical instrument manufacturing to mobility audio equipment

### ✓ The Pursuit of Sensory Engineering

A broad exploration of both science and KANSEI, human sensibility

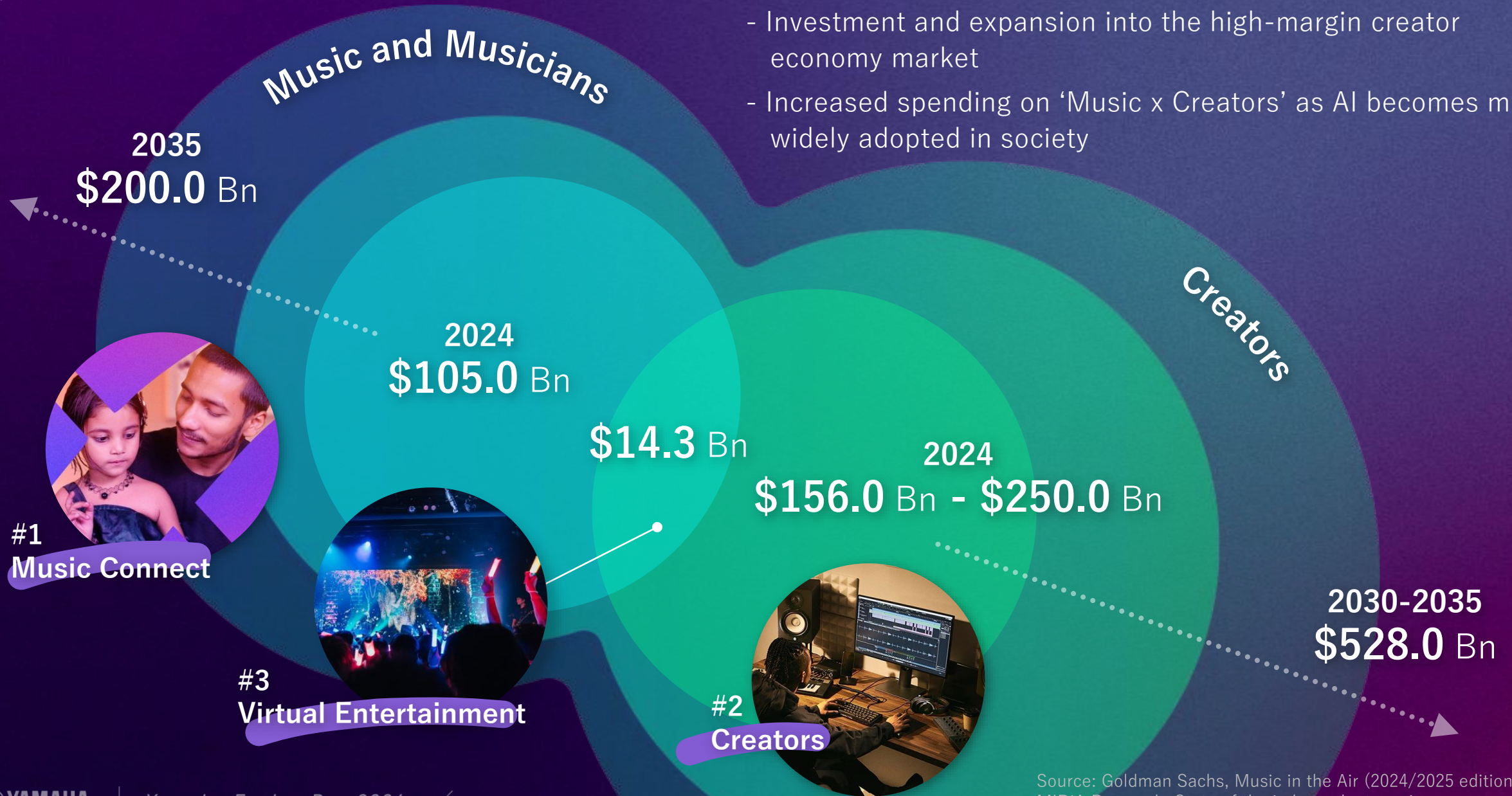
### ✓ Unquenchable curiosity

The invention of silent instruments, free from preconceptions, and the creation of the Vocaloid singing voice synthesis technology



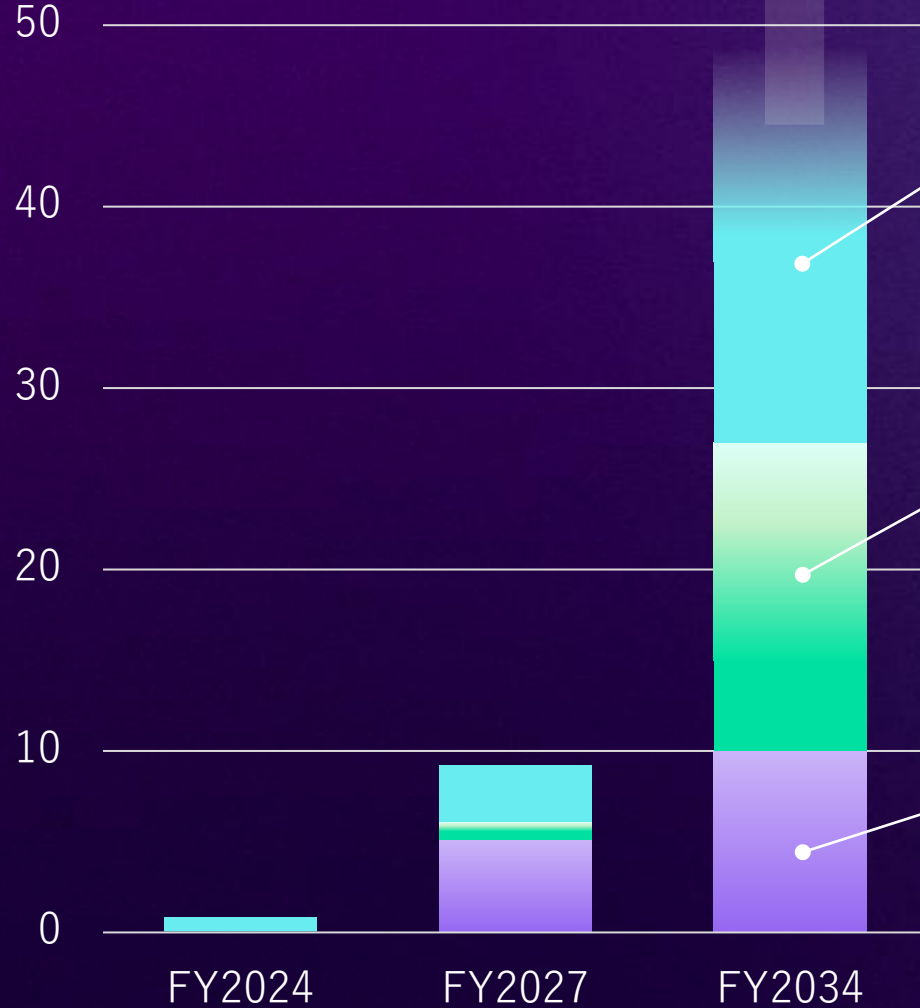
# Market Outlook

- The mass emergence of IP-driven small businesses
- Investment and expansion into the high-margin creator economy market
- Increased spending on 'Music x Creators' as AI becomes more widely adopted in society



# Sales Outlook on New Business Development

(¥ billion)



#3 Virtual Entertainment



#2 Creators



#1 Music Connect



These **three growth areas** will be achieved through organic and inorganic approaches.

# Three Key Business Areas and Strategic Approaches



#1 Music Connect



#2 Creators




#3 Virtual Entertainment



#1 Open Innovation



#2 M&A



#3 Corporate Governance



# Three Key Business Areas and Strategic Approaches



#1 Music Connect



#2 Creators



#3 Virtual Entertainment

Expand into growth areas  
that leverage Yamaha's strengths

# #1 Music Connect

Music Connect

Creators

Virtual Entertainment



✓ Online Lessons



✓ Music Tools



✓ Marketplaces



✓ Community Services



Membership program

Support **90%** of players

master a musical instrument — a skill that often proves challenging to maintain for more than a year.

**Non-hardware** business

shifting from hardware business to experience-based business models.

Enhance **LTV**

Average purchase price × purchase frequency × retention period

**8 million ID**

Yamaha Music ID registration target 10 million ID (FY2028)

# Why is Yamaha entering the creators and virtual entertainment markets?

Music Connect

Creators

Virtual Entertainment

## Social Value

- Individual expertise creates value, which in turn endorses a variety of lifestyles.
- Delivering musicians' and creators' talents directly to the world is a value that Yamaha can achieve.

## Economic Value

- Leverage business synergies in adjacent areas of the music and audio equipment business.
- Expand the high-margin software and services business to 20%.

## Yamaha's Strength

- Global touchpoints as a comprehensive musical instrument manufacturer
- Technological capabilities born from KANSEI engineering
- Yamaha Music Innovations and its fund's blazing-fast results

#2  
Creators



New Domain



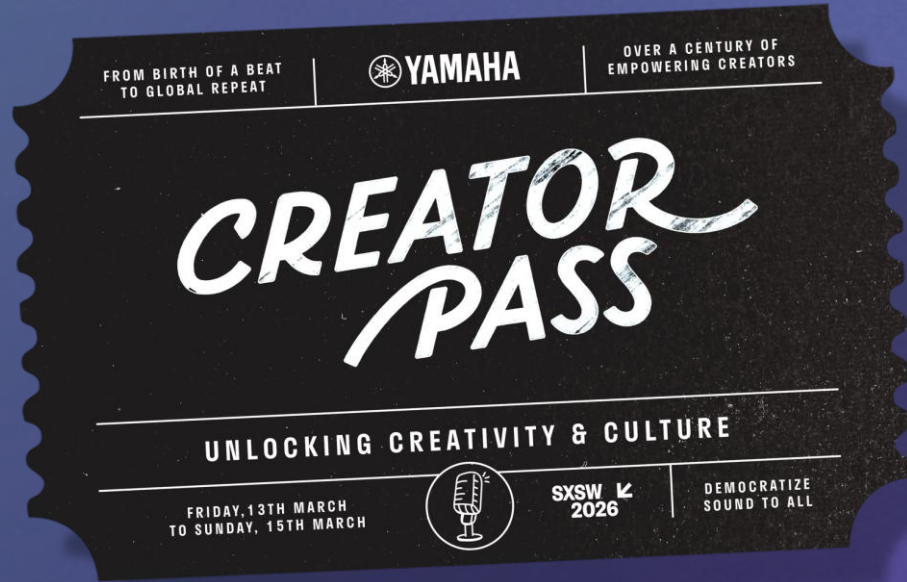
#3  
Virtual Entertainment

## #2 Creators x Yamaha Music Innovations (YMI)

Music Connect

Creators

Virtual Entertainment



**SXSW2026** in Austin on March 13

The world's largest music festival

**Yamaha Creator Pass**  
released

Covers the entire music production and distribution process with

**21 companies**

**3 types of PASS**

available for beginners, producers, and podcasters



# #3 Virtual Entertainment

## Accelerating business expansion through capital alliances

Announced on February 25, 2026



Yamaha's technical expertise combined with i-Pairs' production capabilities and sales channels

Fiscal2025 market size **¥126 billion**

Vtuber agency **CAGR 20-40%**

**OP margin 20-40%**

The company is expanding its operations in the development of 3DCG technology and video production, including virtual character live performances, virtual productions and motion capture.



Music Connect

Creators

Virtual Entertainment

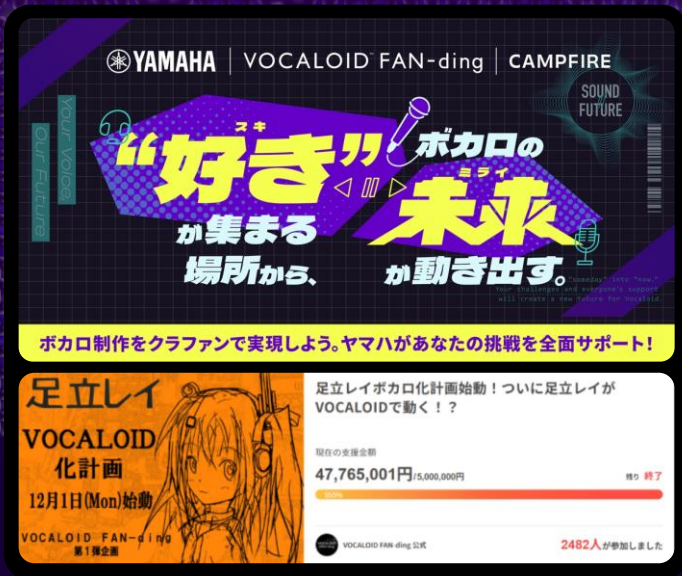
### #3 Virtual Entertainment x VOCALOID

# Inspire the World with VOCALOID

Virtual Entertainment | Creators | Music Connect



Omnivocal **37,000** overseas users achieved in 5 months



Shaping the future of VOCALOID  
VOCALOID FAN-ding

**2** crowdfunding achieved in 3 months

FY2027  
Growth rate **3x**  
(versus FY2024)

Collaborate with creators worldwide to jointly develop VOCALOID IP

Character IP



Collaboration



Virtual concerts

AI voice



# #3 Virtual Entertainment x Venues

Music Connect

Creators

Virtual Entertainment



## Virtual Entertainment



**A surge of new arena construction and renovations at approximately 80 facilities**

Arenas and stadiums are shifting towards urban development as experiential assets.



Increased focus on virtual entertainment as a valuable operational asset that **generates high customer spending**

## Synergy with the Audio Equipment Business

Yamaha Sound Systems Inc.

**State-of-the-art immersive experiences**

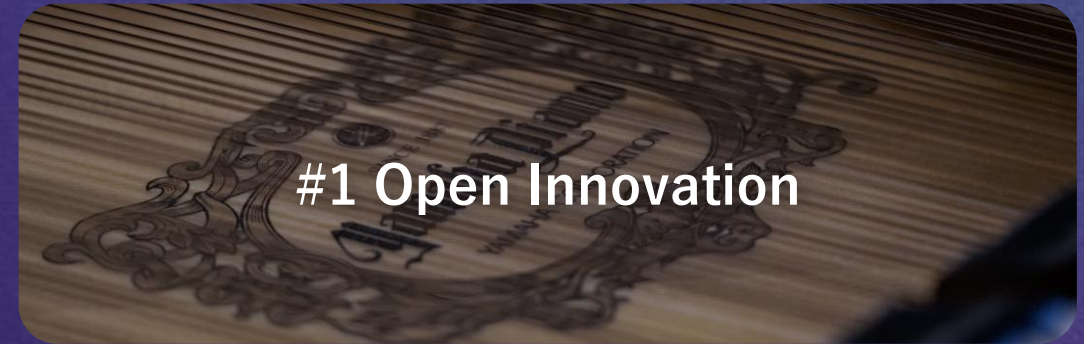


RIVAGE and DM7 digital mixers

**Undisputed trust and proven results**



## Transitioning from the in-house approach



# #1 Open Innovation

## Aim for speed, scale, and high return on investment

New Customers



Expand cross-selling

Startups  
New and adjacent domains of sound and music



Non-incremental growth

Existing Customers



Leverage existing businesses

Existing Products

Joint business development



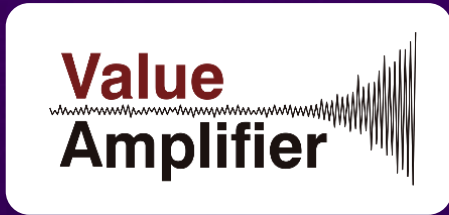
New-Domain Products

Open Innovation

M&A

Corporate Governance

# #1 Open Innovation / TRANSPOSE Innovation Challenge



FY2015 to FY2024  
**Internal Contest**  
 Human resource development  
 with the in-house approach



FY2025 onwards  
**External and Internal Contest**  
 Business development and  
 open innovation

Open Innovation

Theme

Applicant Results



Sound



Place



Well-being



Creative

**12** Partners **63** countries **314** cases

M&A

Result



**Grand Prix**  
 Moodsonic / London

**YMI Award**  
 Ear screen / Japan

**Yamaha Award**  
 Rap Tech Studios Ltd / London

**YMI Fund Award**  
 Eupnoos / London



**Promote joint business development from  
 FY2026 onwards**

Corporate Governance

# Actively pursuing M&A to refine portfolio management and achieve non-incremental growth

#1 Musical Instruments



Adjacent Services

#2 Creator Pass



Software and Customer Base Expansion

#3 Virtual Entertainment



Character IP and Global Operations

# #3 Corporate Governance



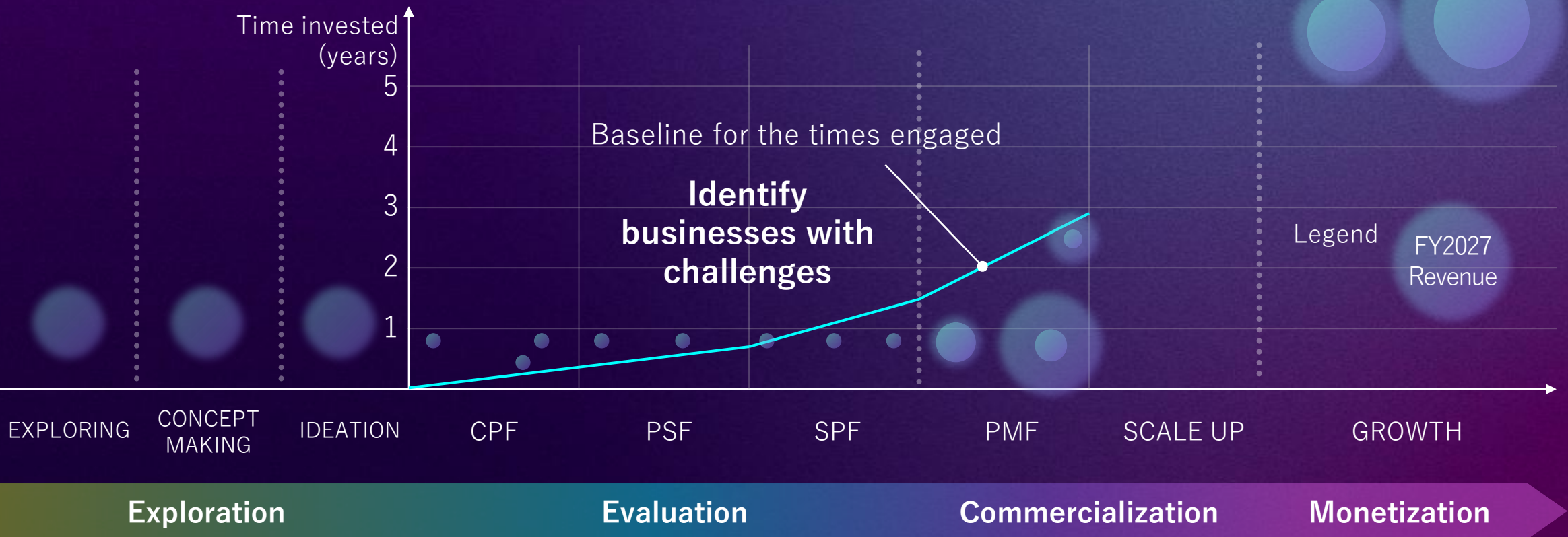
Formulate business theories that align with potential risks



Ensure transparency in business development investment.



Conduct an evaluation appropriate to each investment phase



Open Innovation

M&A

Corporate Governance

# Evolve

Evolving to Create the Future

**Music is a human necessity.**

We will continue to refine our evolving mechanisms to ensure that we remain a pioneering company dedicated to unlocking the potential of sound, enriching society and driving transformative change for future growth.



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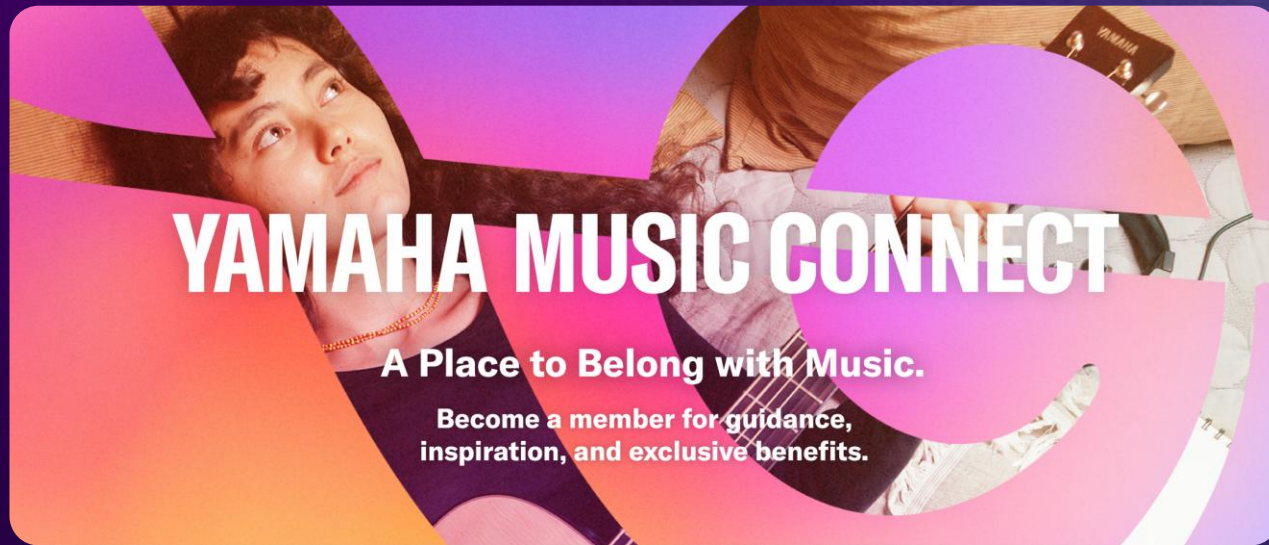
# YAMAHA MUSIC CONNECT

Evolving to Create the Future: Be One with Music

Senior General Manager of Music Connect Division

Shoji Mita

# #1 Music Connect



#1 Online Lessons



#2 Music Tools



#3 Marketplaces



#4 Community Services



Membership program

Support **90%** of players

master a musical instrument — a skill that often proves challenging to maintain for more than a year.

**Non-hardware** business

shifting from hardware business to experience-based business models.

Enhance **LTV**

Average purchase price × purchase frequency × retention period

**8 million ID**

Yamaha Music ID registration target  
10 million ID (FY2028)

Through the power of technology, the possibilities for people and music are expanding without limits.

Grow the music-loving population by enhancing and supporting the individual performance experience of each customer



Yamaha Music ID

## Develop four service businesses and offer membership programs

A rich musical experience with digital tools and lessons

### #1 Online Lessons

### #2 Music Tools

### #3 Contents Marketplaces

Combine hardware and software for a better playing experience

### #4 Community Services

Connect anytime, anywhere with online sessions, live streaming and more

**Yamaha Music ID**

## Service Businesses

### Customer Value

Yamaha delivers the joy and excitement of music anytime, anywhere, through innovative services and hardware integration

### Mid-Term Plan Initiatives

Develop **four service businesses** that provide music players with new ways to enjoy sound and music using Yamaha assets

## Membership Program

### Customer Value

Yamaha understands my preferences and makes music-related suggestions, which makes it enjoyable to continue playing music.

### Mid-Term Plan Initiatives

Provide personalized music experiences through the **Yamaha Music ID** membership program

# Service Businesses: Four new services launching soon

## #1 Online Lessons

(starting in March 2026)

Instructors with teaching skills with an online system create opportunities to acquire new adult customers



**Expand lesson businesses**

(starting in spring 2027)

## #3 Content Marketplaces

Launch a marketplace that connects content creators and players from around the world.



**Sells both Yamaha and User Generated Contents**

(introduced to the market and expanding)

## #2 Music Tools

Introduce a suite of **essential small-scale performance apps** to the market and expand the YM-ID user base

**Expand customer touchpoints**



(starting in summer 2026)

## #4 Community Services

Build a highly engaged customer base through a synchronous/asynchronous music collaboration service

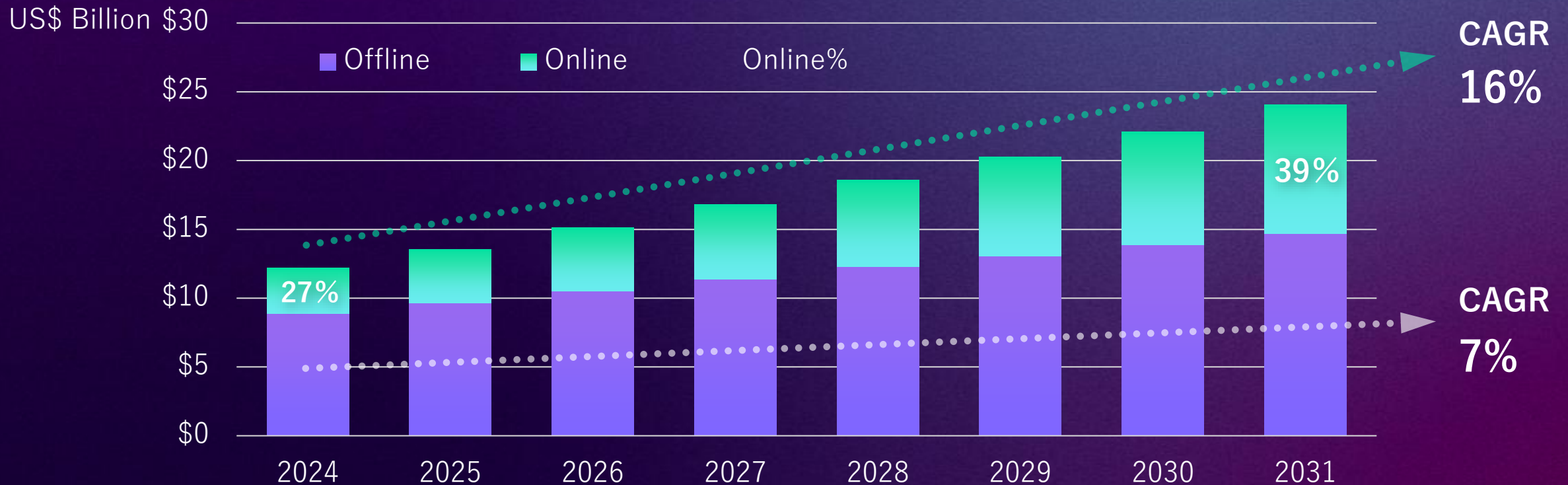


**Attracts royal customers**



# Global market for online lessons

Online music education has become well established and continues to grow even after the pandemic



# Service Businesses: Online Lessons

## Two main forms of online lessons

### Self-Study

Pros: Easy to start at any time  
Cons: Lack of interaction, limited scope for improvement

### Live Lessons

Pros: Effective, maintains high motivation  
Cons: High entry barrier, time constraints

## Yamaha Music School Online

### Self-Study

### Chat Lessons

### Live Lessons

 YAMAHA MUSIC SCHOOL ONLINE

We offer chat-based tutoring lessons for those who want to learn at their own pace while enjoying the benefits of live lessons maintaining a connection with their instructor.

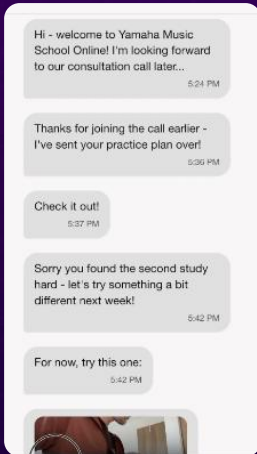
# Service Businesses: Online Lessons

 YAMAHA MUSIC SCHOOL ONLINE

**Chat Lessons**

**Live Lessons**

Two forms of online lessons



I want to take music lessons but can't commit to a fixed time.



Instructors can create personalized learning plans and offer feedback via chat and video reviews.



Practice at your own pace  
¥6,000/mo.

**BASIC PLAN**



I'd like to know how I should practice playing this song.



Live one-on-one lessons via video call



**PLUS PLAN**

Practice and interact with an instructor  
Starting at ¥12,000/mo.

# Service Businesses: Online Lessons



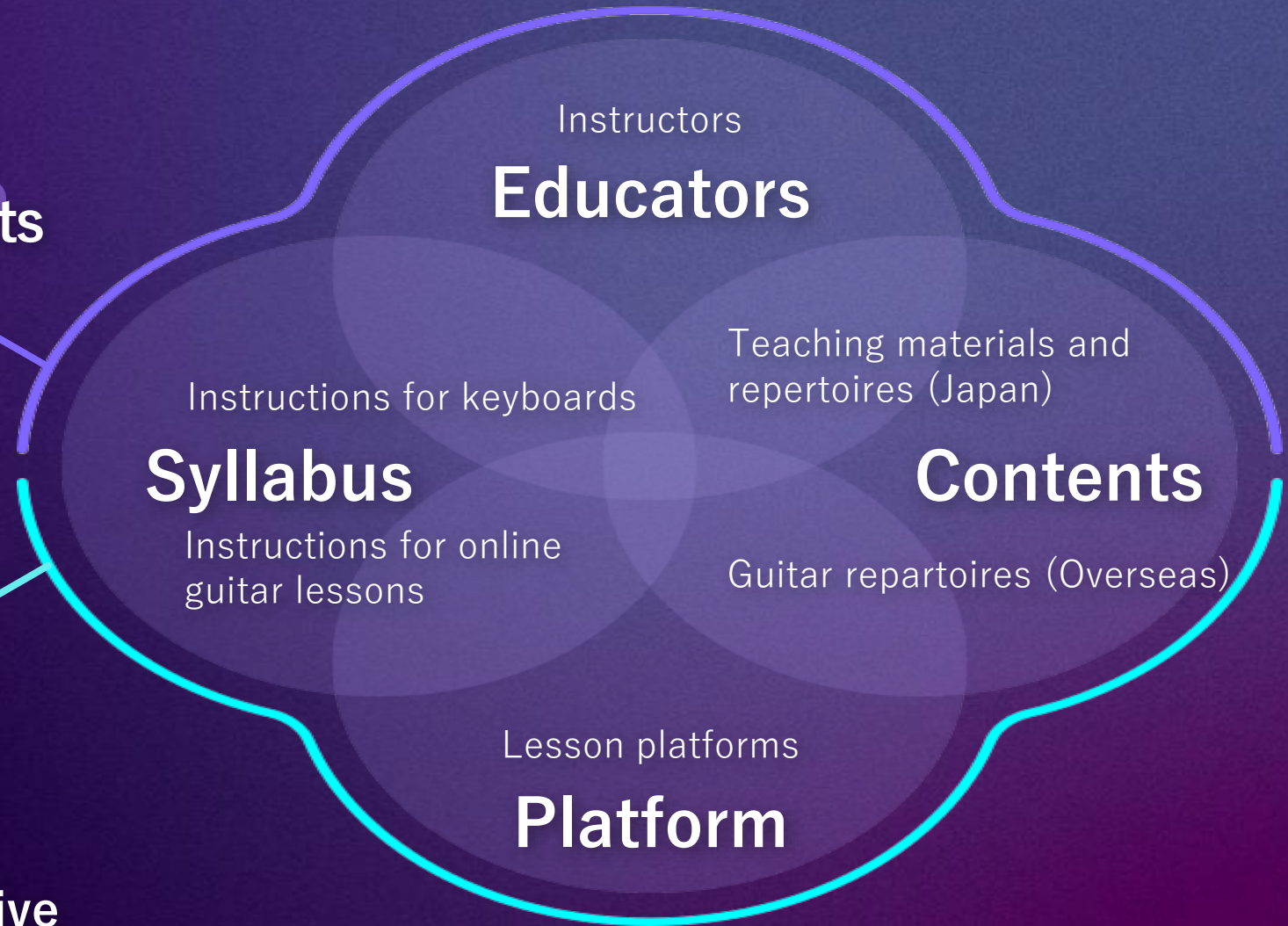
In-house assets



Collaboration partner assets



We provide the best, most effective lessons by combining these assets.



YAMAHA MUSIC SCHOOL ONLINE

Service launch  
scheduled for late  
March 2026





Offer a wide range of essential apps for musicians to **stay connected**

Proven track record in  
efficient member acquisition

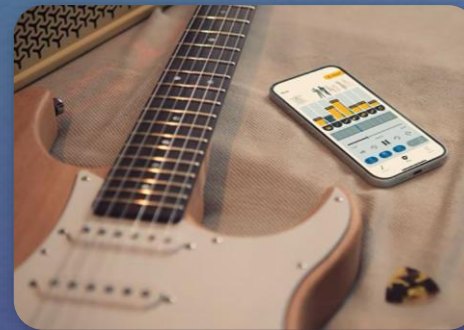
**15** thousands/mo.  
New members

**2** thousands/mo.  
Yamaha Music ID  
registrants



**METRONOME** app track record of  
acquiring new users, initially  
launched in Japan

Expand and upgrade the Music Tool lineup



Extract



METRONOME



Tuner for  
Guitar

Launch music tools that are used daily and continuously  
build customer relationships to drive mutual referrals and  
hardware purchases.

Aim to attract **over 300** thousands new **YM-ID registrants** a year through our collection of music apps

## Tuner for Guitar Released in March 2026

Free



A fast, easy-to-read, and perfectly in-tune guitar tuner app that you can use anytime, anywhere

- Ready to tune anytime, anywhere, the moment you launch it
- User-friendly UI design that's easy to see in both bright and dim lighting
- Precise yet smooth tuning progression with a responsive, intuitive feel



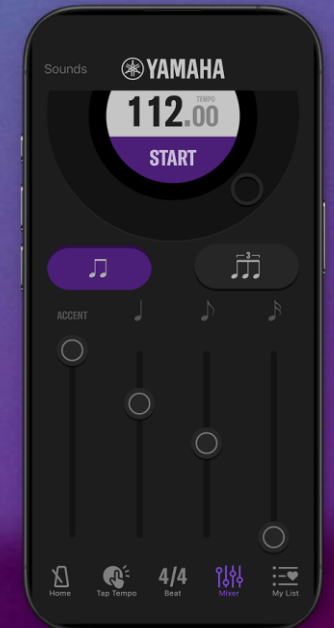
## Metronome Released in March 2026 overseas

Free

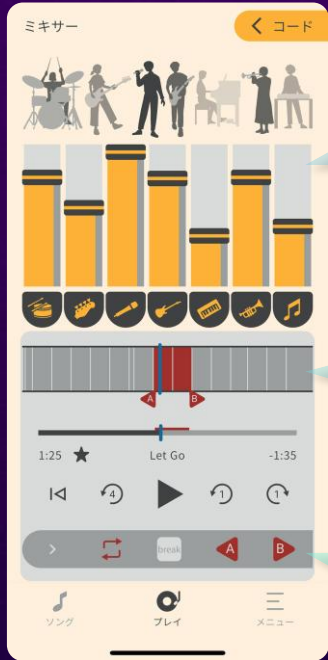


A simple, reliable, and essential app used by musicians worldwide

- Quickly set the tempo with the dial
- Easy-to-use, large tap tempo control
- Adjust the sound and volume beat by beat
- Save your favorite settings



# Service Businesses: Music Tools/Extract



## Split instruments

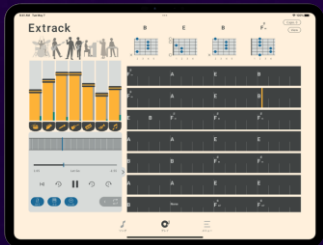
Freely adjust the volume of each instrument

## Analyze chords

Learn the chords and fingerings

## Perfect for training

Simple speed control and repeat functions



Tablet version released (December 2025)



Extract Pass: \$5.99 (JPY900)/mo.  
\$39.99 (JPY7,000)/year  
Basic features for free

# MUSIC CONNECT Membership Program

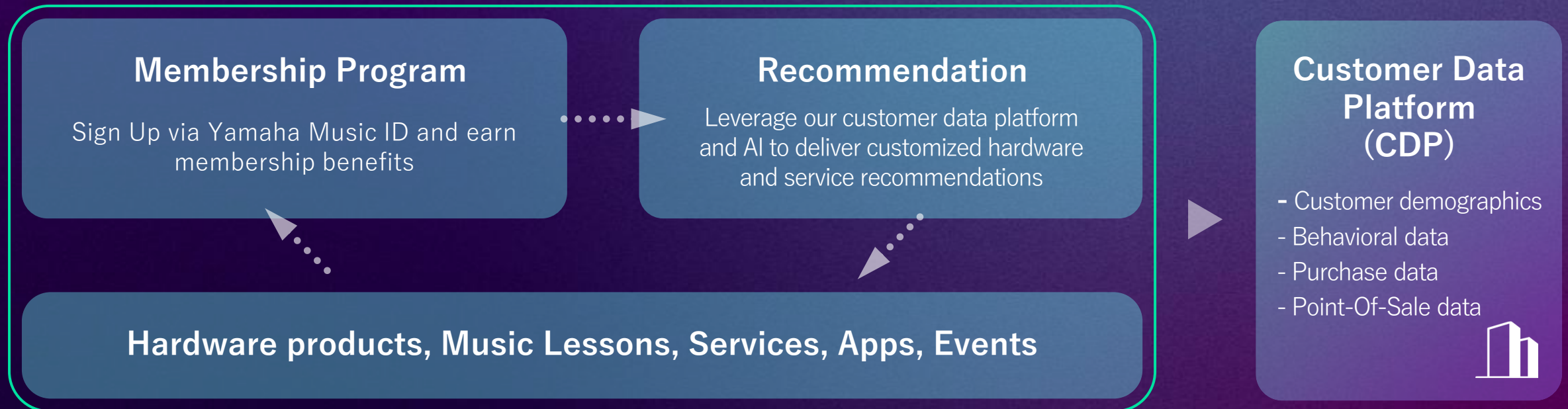
Our goal is to **expand our musical instrument and service businesses** further by providing each customer with **personalized hardware and service recommendations.**

Previously

Customer interactions limited to the point of purchase; a one-time transaction model



Purchase products



Use Yamaha Music ID to create customer touchpoints, build lasting relationships, and increase lifetime value (LTV)

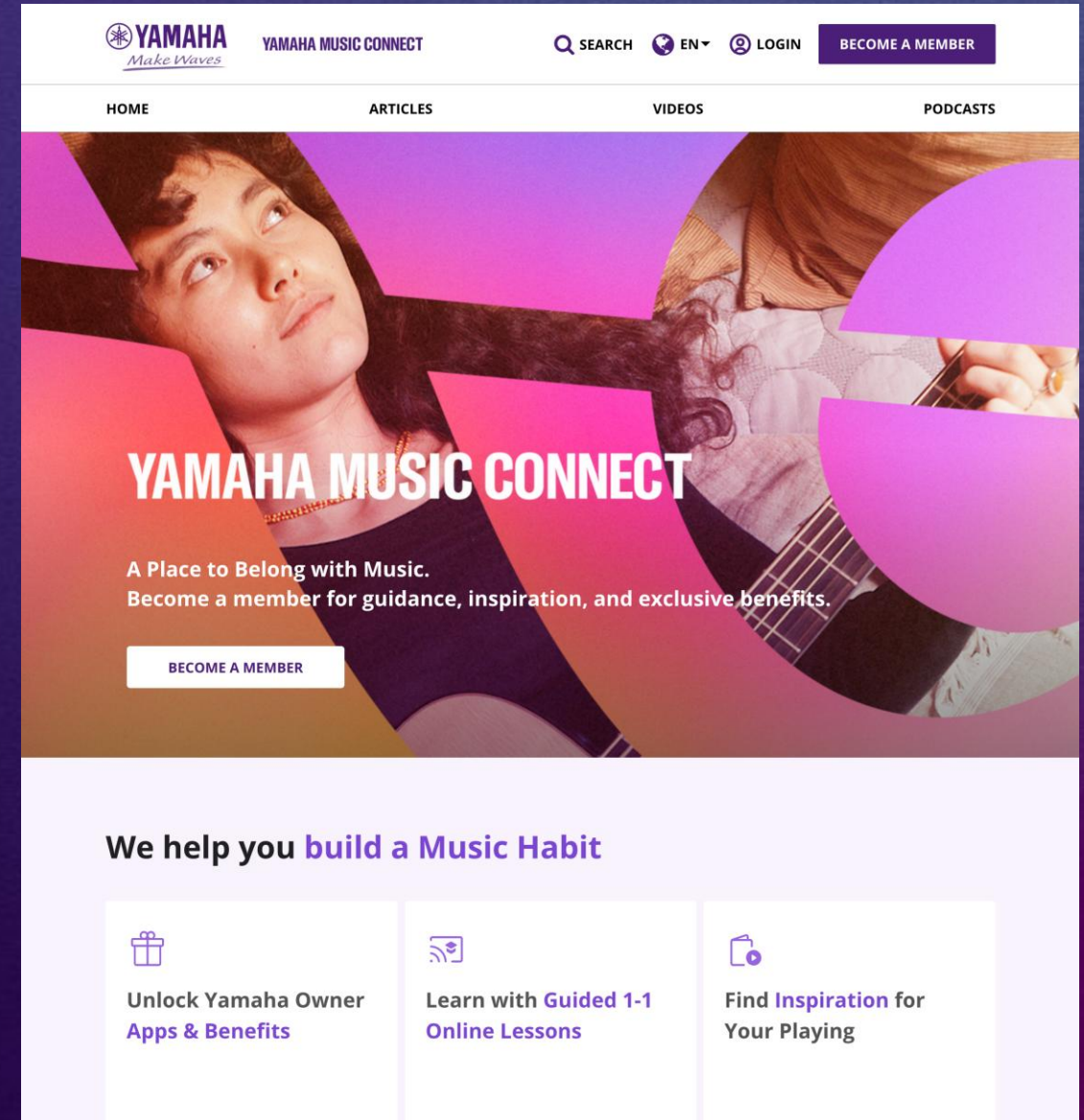
# MUSIC CONNECT Membership Program

## Key Features

- Music Connect membership registration
- Product registration and extended warranty
- Performance support content
- Rewards program and event registration
- Introduction to partner services

## Launch Schedule

- February 2026: Europe (released)
- Q1 2026: Japan
- Q2 2026: United States



# MUSIC CONNECT: Business Partners

**We collaborate with leading global service providers who deliver personalized services to our customers**



**Piano learning app**

*Seeing Yamaha musicians become some of our most engaged learners proves how powerful it is when leading instruments and innovative digital services come together. Music Connect is the natural next step in deepening that connection, making Yamaha a lifelong partner for musicians.*

*Jonas Gößling, Co-Founder & CEO, Flowkey (Germany)*



**Band & Orchestra players learning app**

*Partnering with Yamaha over the past years has been incredibly exciting, and we look forward to bringing Yamaha's outstanding instruments and Tomplay's Interactive Sheet Music even closer together to further transform how musicians learn and play music.*

*Alexis Steinmann, CEO & Co-founder, tomplay (Switzerland)*



**Electronic drum learning app**

*Melodics is proud to partner with Yamaha in advancing our shared vision of helping more people play music, more often. Music Connect strongly aligns with our belief in a musically connected world, where instruments, technology and players come together to share the joy of music.*

*Sam Gribben, CEO, Melodics (New Zealand)*



# MUSIC CONNECT: Business Partners



**Guitar lesson service and platform provider**

*Music Connect is about bringing the music world closer together in a meaningful way. At TrueFire Studios, our mission is to make world-class music instruction accessible to anyone who wants to learn, grow and express themselves. Partnering with Music Connect is a natural extension of that mission, empowering even more musicians stay inspired, connected and to keep playing.*

*Matt Annerino, CEO, TrueFire (USA)*

The logo for ROLI, featuring the word "ROLI" in a bold, uppercase, sans-serif font inside a white rounded rectangle.

**ROLI**

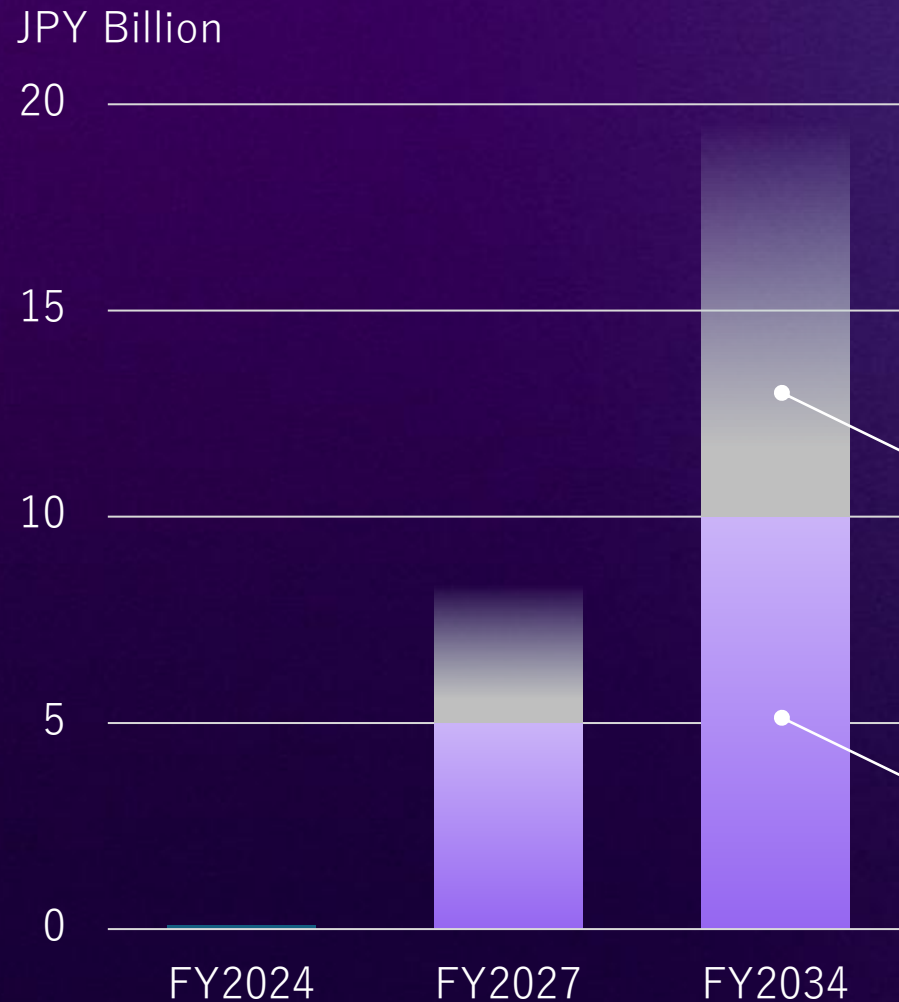
**Music tech company**

*At ROLI, we are truly excited to be partnering with Yamaha Music Connect. By bringing together ROLI's advanced technologies and Yamaha's world-class instruments, we can deliver a connected end-to-end experience for customers and open up new creative and learning journeys. Having played Yamaha instruments since childhood, I'm thrilled to collaborate with YMC in shaping what's next for music education in our rapidly changing technological world.*

*Roland Lamb, Co-Founder & CEO, Luminary ROLI (UK)*



# MUSIC CONNECT: Sales Outlook



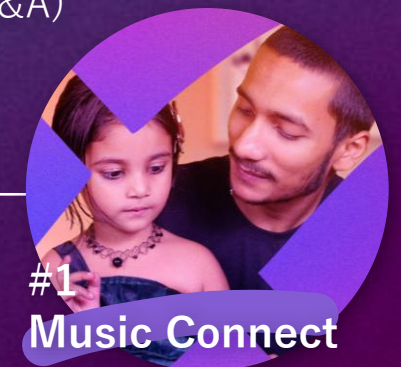
We aim to expand the Music Connect business by enhancing and supporting the musical experience of each and every customer, while also driving the growth of our hardware business by increasing the number of music-playing population.

Expand Musical Instruments Business (hardware)

Music Connect Business (including M&A)

**FY2027: ¥5 billion and more**

**FY2034: ¥10 billion and more**





Yamaha Evolve Day 2026

# YAMAHA MUSIC INNOVATIONS

Evolving to Create the Future:  
Accelerating EVOLVE through external partnerships

President and CEO of Yamaha Music Innovations, LLC

**Scott Sugino**



In our first two years, we have achieved collaboration with 12 startups.



Completed five investments and selected as one of Billboard magazine's Top 50 Investors.



The challenge of launching a new business from our overseas offices (Announced at SXSW2026)

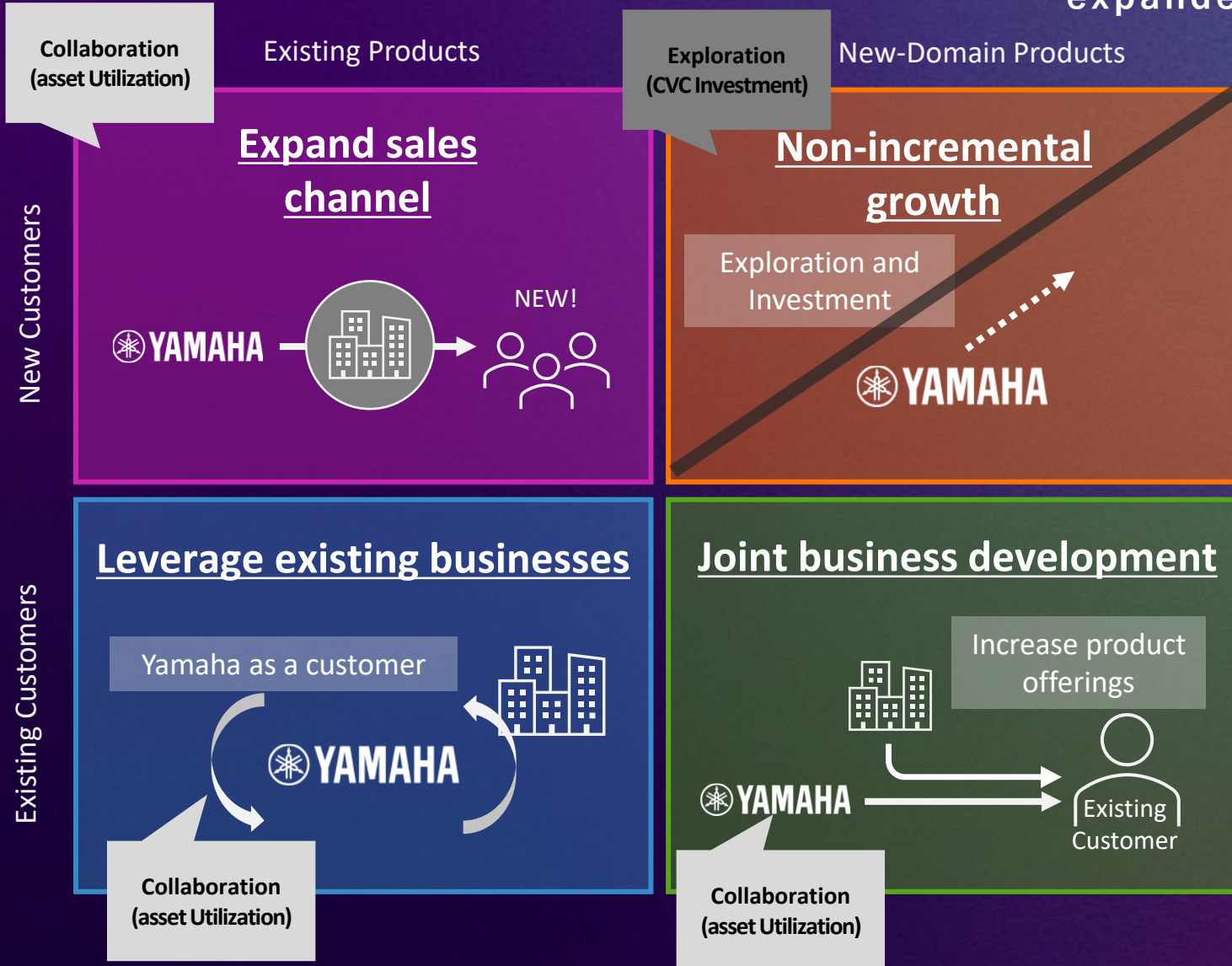
# 01 Collaboration with the Startups

## Performance measurements:

- Cost reduction (short term)
- Increased customer base and expanded product lineup (medium term)

CVC Investment Business Launch

Collaboration with the Startups



# 01 Collaboration with the Startups

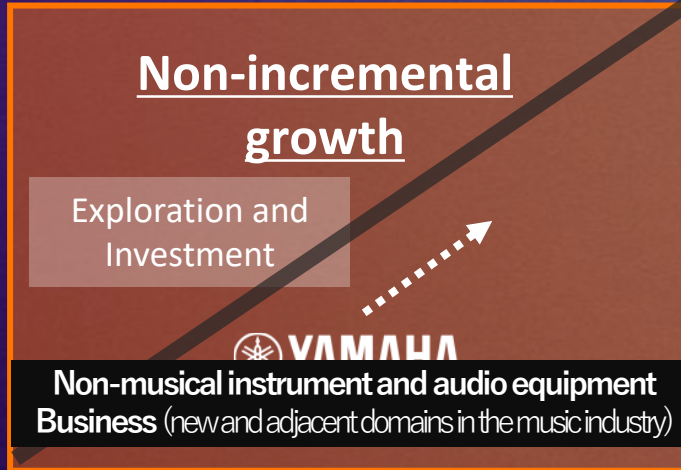
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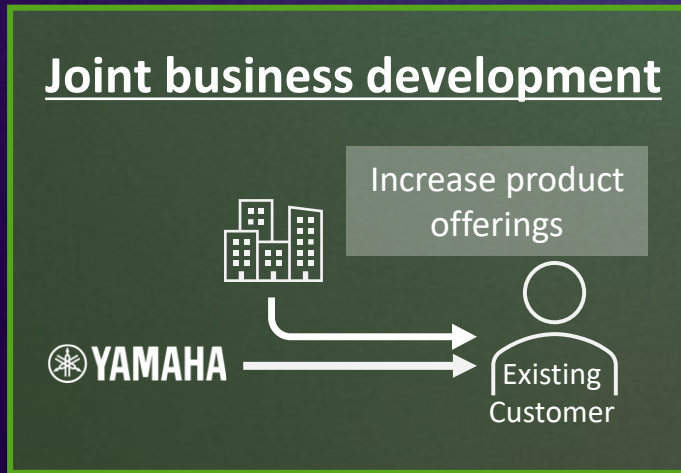
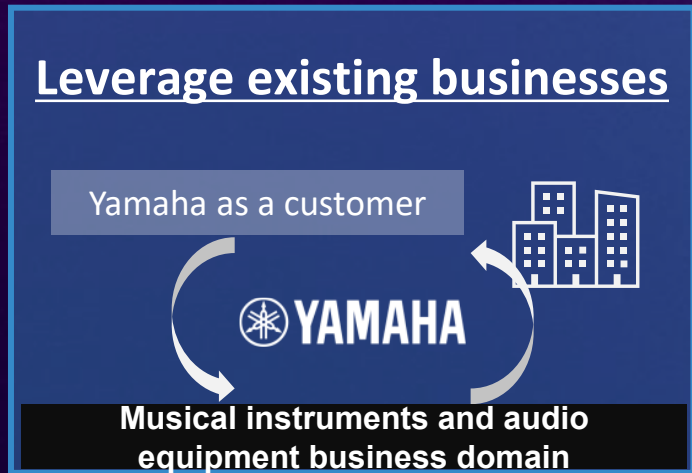
Existing Products

New-Domain Products

New Customers



Existing Customers



### Leverage existing businesses

#### AI Camera App

1. Increase store traffic (London flagship store)

#### AI automation and digital technology

2. Regulatory investigations (Quality Assurance, Intellectual Property Division)
3. Drop test simulation (Digital musical instruments)
4. AI camera for surface inspection (Manufacturing)
5. AI legal document review (Legal Affairs)
6. AI circuit design

#### Improved development efficiency

- 7-8. Content production (digital musical instrument development and R&D)

### Expand sales channel

9. African 100 million market
10. Southeast Asia 200 million market
11. Brazilian creators



### Joint business development

12. Generative AI audio sample generation

CVC Investment Business Launch

Collaboration with the Startups

# 01 Collaboration with the Startups

Business Launch

CVC Investment

Collaboration with the Startups

杉野 Scott 祐介  
Yamaha Music Innovations, President & CEO

シリコンバレーで成果を出す  
日本企業CVC実践論

# ACTION FIRST

アクションファースト

米国の  
音楽業界誌  
Billboard  
2026 Finance  
50 listに  
選出

## 世界基準の 圧倒的「行動力」!

参入わずか1年半で10件以上の  
スタートアップ協業を成立させた著者による

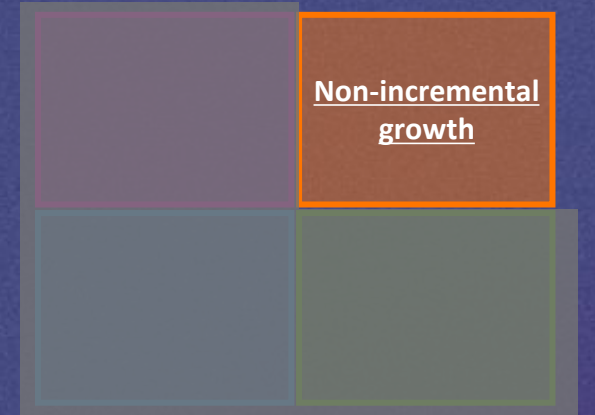
YAMAHA流 CVC成功の絶対条件

日本企業向け  
50万円以上 定額0000円(半額0000円+税10%)



(in Japanese only)

# Agenda



In our first two years, we have achieved collaboration with 12 startups.



Completed five investments and selected as one of Billboard magazine's Top 50 Investors.



The challenge of launching a new business from our overseas offices (Announced at SXSW2026)

## 02 CVC Investment

Established a Yamaha-owned fund with an industry-leading general partner



# 02 CVC Investment

Collaboration with the Startups | CVC Investment | Business Launch

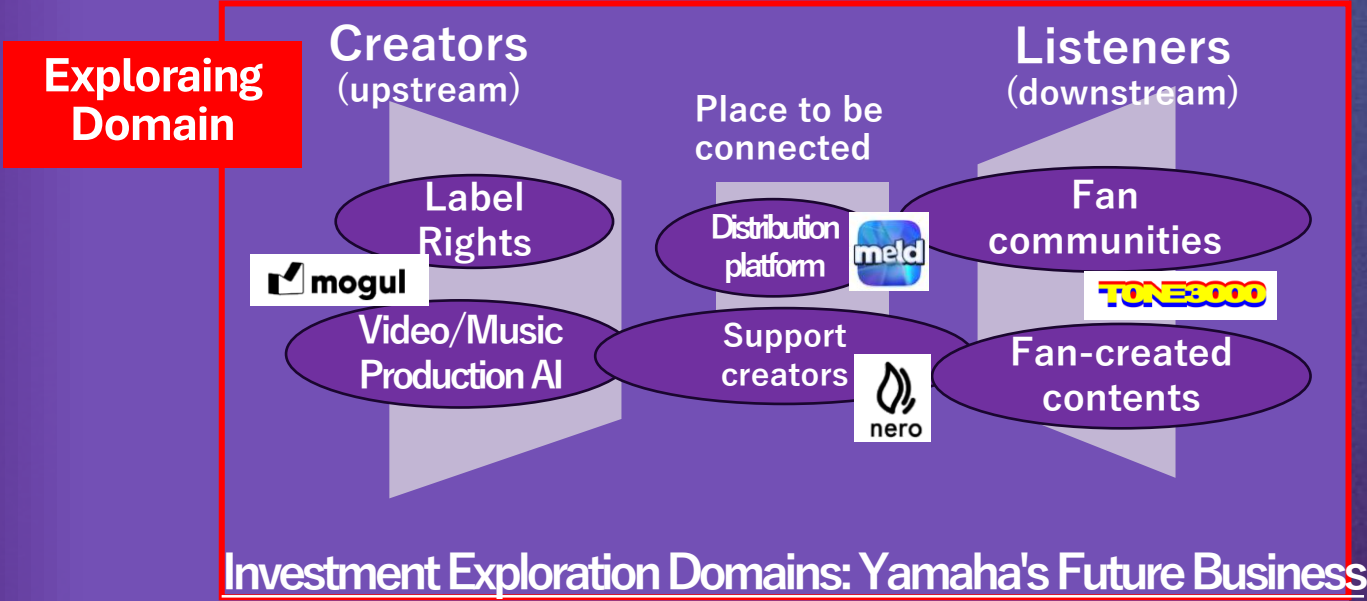
Yamaha's new and adjacent domains in the music industry

Existing domain

Musical Instruments and Audio Equipment

Short term

Medium term



## Fund Return Target

- 1) Extend insights into new markets through exploration: New market M&A pipeline
- 2) Expand business collaboration (see the following page for more information)

# Agenda



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The challenge of launching a new business from our overseas offices  
(Announced at SXSW2026)

# 03 Business Launch

Business Launch

CVC Investment

Collaboration with the Startups



# 03 Business Launch

Yamaha Creator Pass Takes Center Stage at SXSW 2026 with Surprise Visit from

festival's most engaging brand activations

@yamahacreatorpass is amazing

My Producers, if your not here. Your missing out on the future @yamahacreatorpass

im in luv with @yamahacreatorpass

Having fun with music @yamahacreatorpass

Wait this was so fun @yamahacreatorpass

Yamaha Creator Pass is a must see @SXSW

it was awesome to hear what I can create with music! @yamahacreatorpass #sxsw

Getting creative @yamahacreatorpass @sxsw

*“Yamaha is taking a big leap into subscription services with its new Creator Pass,” - The Verge*

*“My first reaction was: is this really Yamaha’s job? ... Perhaps I’m wrong, but this feels like the beginning of something bigger — especially if Yamaha starts weaving Creator Pass access into future hardware purchases.” - Audio News Room*

*“Whether Creator Pass becomes the default music production subscription depends on partner retention and price stability over the next 2 years.*

*Are you switching to Creator Pass or sticking with your current setup?”  
“The AI Musicpreneur ”*

Business Launch

CVC Investment

Collaboration with the Startups

## 03 Voices from SXSW2026 Visitors

Business Launch

CVC Investment

Collaboration with the Startups



# 03 Our Approach to Business Launches

Business Launch

CVC Investment

Collaboration with the Startups

## Musicians

People who play and enjoy musical instruments

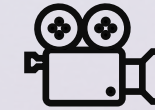


## Creators

People who create and distribute content



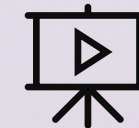
Music



Videos



Game Streaming



Live Streaming

# 03 Our Approach to Business Launches

Business Launch  
CVC Investment  
Collaboration with the Startups

## Creator Economy Market (projections in 2030)

**\$500Bn**

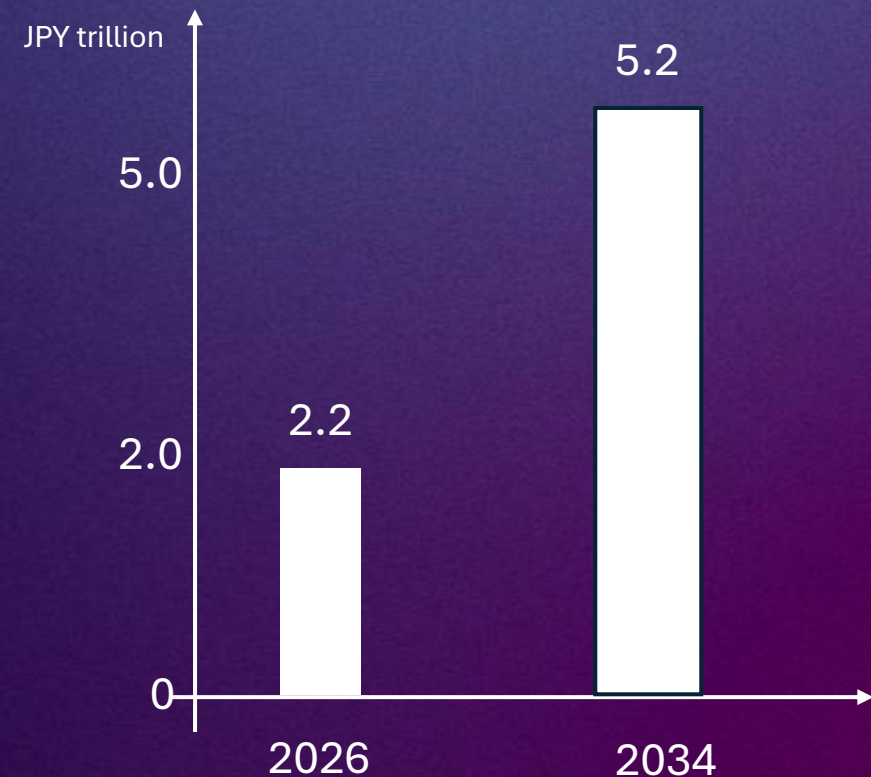
## Creator Market is growing rapidly

**10 - 15%**

CAGR

## Digital tools market for music creators

JPY2.2 trillion (2026) to JPY5.2 trillion (2032)



## 03 What are the musicians' needs? And why now?

Business Launch



I want to start creating and streaming content with my daughter, but I'm having trouble deciding which tool to use.

**Lori (no experience)**

**Technological advances have lowered the barriers to production significantly**

CVC Investment



I'm not sure which tool best meets my needs. Ideally, I would like an AI tool that blends creativity and efficiency.

**Trevor  
(beginner to intermediate skilled)**

**With the explosive growth of AI tools, users are becoming confused.**

Collaboration with the Startups



The distribution process is too complicated. I want to focus on production. Ideally, all services would be provided in one place.

**Marin (music producer)**

**The increasing demand to streamline production, distribution, and monetization processes**

Based on three quantitative surveys in Europe and the U.S. (1,400 respondents in the U.S. and 2,900 in Europe) and qualitative research involving over 20 participants, we have verified the challenges and needs (with half of the participants being active users and the other half being casual or inexperienced users).

# 03 Launching Creator Platform Business

Business Launch

CVC Investment

Collaboration with the Startups

Yamaha is transitioning into a **platform provider** that offers a comprehensive suite of creator tools through a direct-to-consumer subscription service.



Partnering with 21 companies to provide tools and benefits through the Yamaha Creator ID, all in one place.

# 03 Our 21 partners cover every stage of the creator journey

Business Launch

CVC Investment

Collaboration with the Startups

## Create

### OUTPUT

Audio effects and plugins trusted by Grammy-winning producers



Music production software (DAW)



Voice synthesis software



The World's Largest Guitar Tone UGC



All-in-one podcast software

## Refine



A music AI generation and mastering course with 5 million users



AI mixing: a rising tech gaining traction among professionals



Industry-standard audio track extraction

## Collaborate



The de facto tool for co-editing by renowned artists



A collaborative editing tool that resonates strongly with hip-hop fans and Gen Z



The de facto tool for managing music licensing for labels, publishers, and advertising agencies

## Monetize



The largest music streaming platform, with 130 million monthly active users



Copyright tracking service founded by a former SoundCloud VP



Creators to sell merchandise and receive design support with zero inventory risk

## Design



Adobe: Image design (e.g., album covers)



AI video generation using music data

## Promote



All-in-one distribution and management for major platforms like Spotify and Apple Music



Essential Infrastructure for Creators: Reach 70 million people instantly via social media links



Playlist promotion and music promotion support



Marketing support for creators



Engagement tools that help grow your fan base

# 03 Creator Platform Images

Business Launch

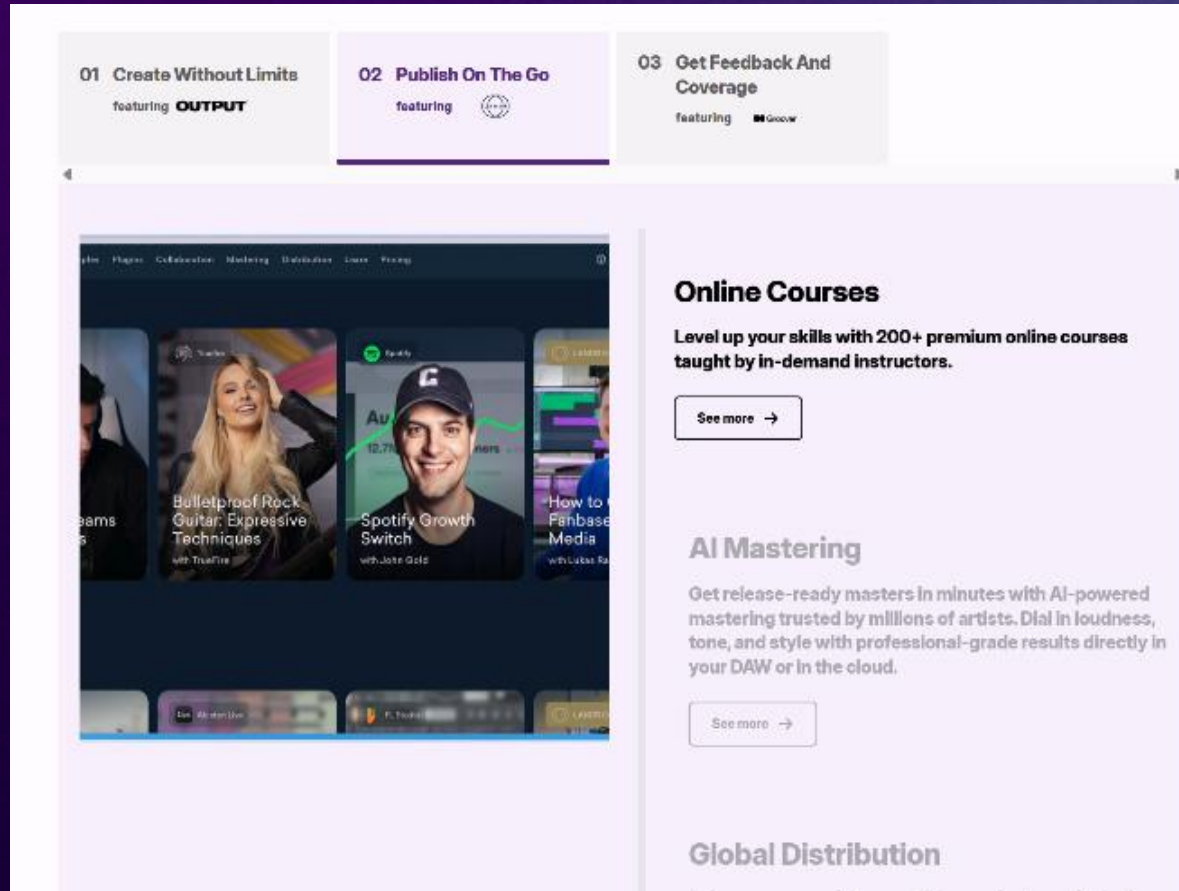
CVC Investment

Collaboration with the Startups

The screenshot displays the Yamaha Creator Pass website. At the top, there's a navigation bar with 'Beginner - Producer - Podcaster' and a 'Start for free' button. The main heading is 'Everything you need to make music & podcasts'. Below this, a sub-heading says 'Choose the Creator Pass that fits where you are, and unlock hand-picked tools from Yamaha's trusted partners.' A 'Start for free' button is present. Three subscription cards are shown: 'Beginner' (\$14.99/mo, 'Best for first-time music creators'), 'Producer' (\$19.99/mo, 'Best for active music creators'), and 'Podcaster' (\$29/mo, 'Best for podcasters'). Below the cards is a section titled 'Hand-picked tools from our trusted partners' with logos for Fourthwall, SoundCloud, [untitled], Vocaloid, Linktree, and roex. The 'How it works' section consists of four numbered steps: 01. Choose your Creator Pass; 02. Unlock all tools with one Yamaha login; 03. Create with tools that work together; 04. Release and share with confidence.

We offer three types of PASS:  
Beginner, Producer, and Podcaster.

## Service packs tailored to customer groups



Example:  
All-in-One Pack for Experienced Users



- Production
- Effects
- Editing
- Mixing
- Mastering
- One-click distribution to Spotify and Apple Music
- Copyright metadata registration
- Song mentoring
- Promotion to popular playlists

Starting from \$14.99~

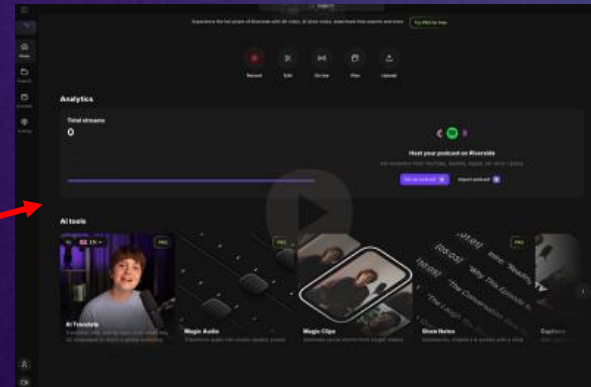
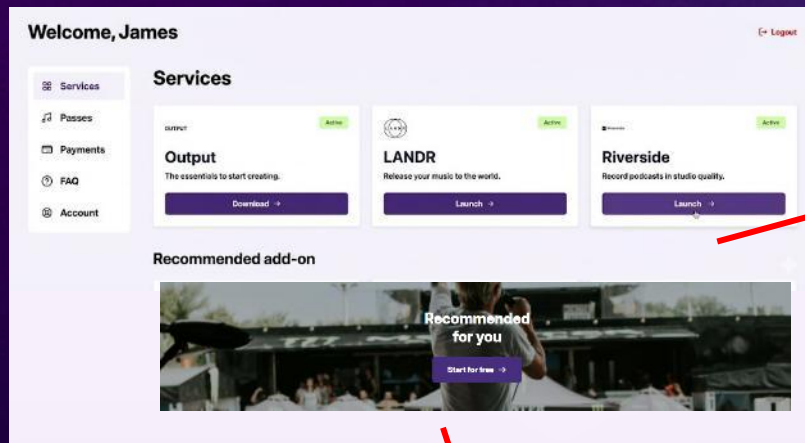
# 03 Creator Platform Images

Business Launch

CVC Investment

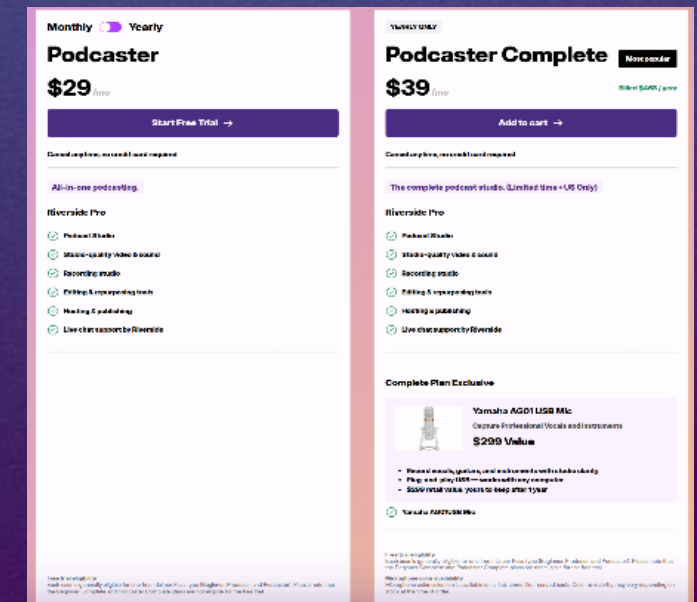
Collaboration with the Startups

Purchase a pass and access MyPage services via Yamaha Creator ID (SSO).



Propose additional personalized add-ons and benefits (exclusive to Yamaha customers) to drive upselling and cross-selling

A package that includes a Yamaha microphone is also available (In collaboration with the Audio Equipment Division)



## 03 Comments from Our Partners

Business Launch



Strategic Partnership  
Alia Singh

Adobe is honored to partner with Yamaha Creator Pass, which empowers creators. Through this partnership, Yamaha and Adobe will combine the power of sound and graphics to unlock the creativity in everyone.

CVC Investment



Head of Business Development  
Jordan Pettinato

Soundcloud is excited about to join Yamaha Creator pass partnership, to empower creators. We are also planning to have co-host contest to unlock creativity and grow the creator market itself

Collaboration with the Startups



CEO & Co-Founder  
Nadav Keyson

Riverside was built on the belief that every story deserves to be heard, and the tools to tell it shouldn't be out of reach. Joining Yamaha Creator Pass and pairing our studio-quality recording platform with Yamaha's hardware gives podcasters a truly end-to-end experience, whether they're recording their first episode or producing professionally every week

# 03 Voices from Creators and Influencers

Business Launch

CVC Investment

Collaboration with the Startups



# 03 Why Yamaha? And why this team?

Business Launch

CVC Investment

Collaboration with the Startups

## Why YAMAHA?

- Access to potential customers and the creator community (brand and market share)
- Ability to provide unique solutions through creator equipment (e.g. microphones and speakers)
- Access to and retention of the latest tools through fund management

## Why this team?

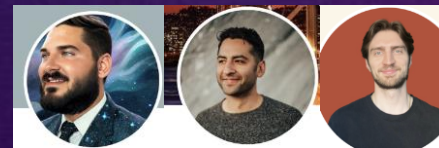
The CEO is a creator himself



Recruited top-tier talent through internal open recruitment  
A corporate culture that encourages innovation



A proven track record of successful launches on marketplaces (Linktree and Bandsintown)



A leading figure in industry PR and a member of the Grammy Awards committee



## 03 Business Launch

Business Launch

CVC Investment

Collaboration with the Startups

### Synergies with Yamaha's existing businesses

**01** Promote the sale of the creator equipment package and accelerate the planning and development process



**02** Develop new sales channels for our own services and software (including Steinberg)

**03** Create M&A pipelines

+

**The challenge of transitioning from a sell-out model.**

### Business Outlook

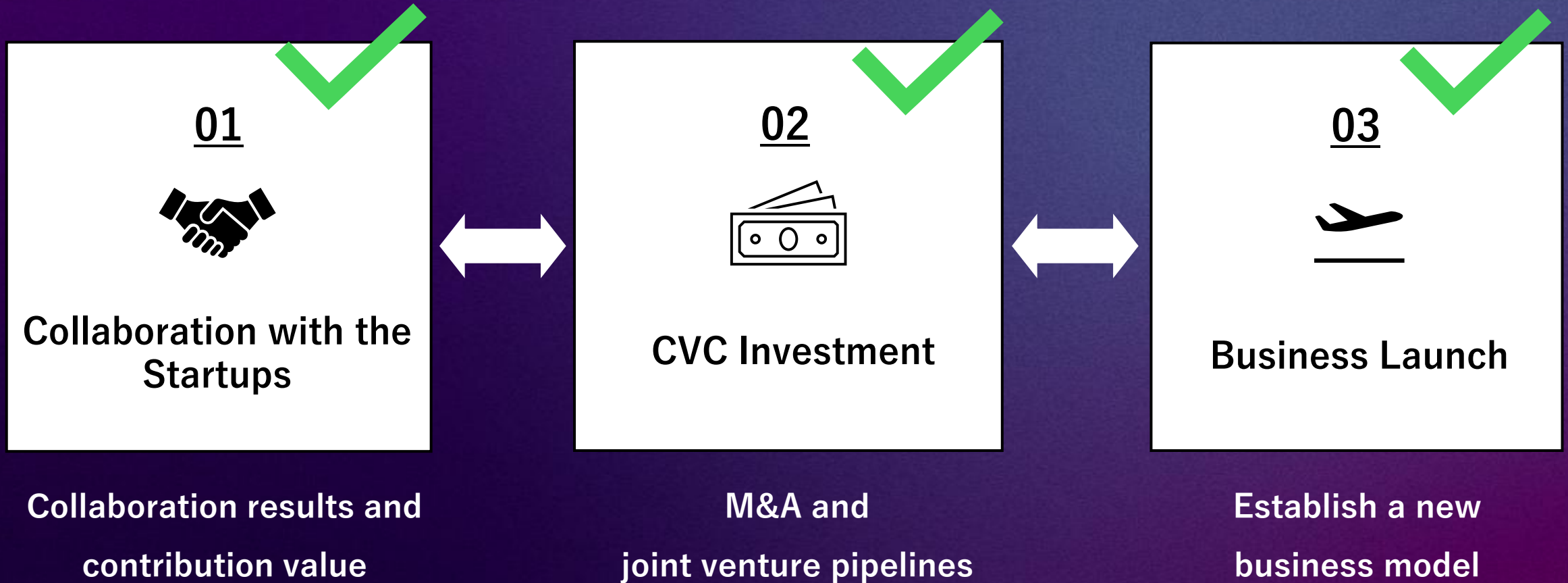
¥1 billion in three years and ¥5 billion in ten years (Organic growth only; excluding M&A)

# The Three Key Pillars of Yamaha Music Innovations (YMI)

Business Launch

CVC Investment

Collaboration with the Startups





In this report, the figures forecast for the Company's future performance have been calculated on the basis of information currently available to Yamaha and the Yamaha Group. Forecasts are, therefore, subject to risks and uncertainties.

Accordingly, actual performance may differ greatly from our projections depending on changes in the economic conditions surrounding our business, demand trends, and the value of key currencies, such as the U.S. dollar and the euro.