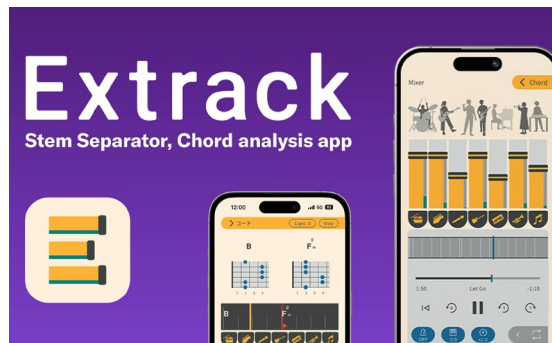


Analyst and Investor Briefing on First Quarter of FY2026.3

(Fiscal year ending March 31, 2026)



August 1, 2025

Yamaha Corporation

FY2026.3 1Q Highlights

Overview

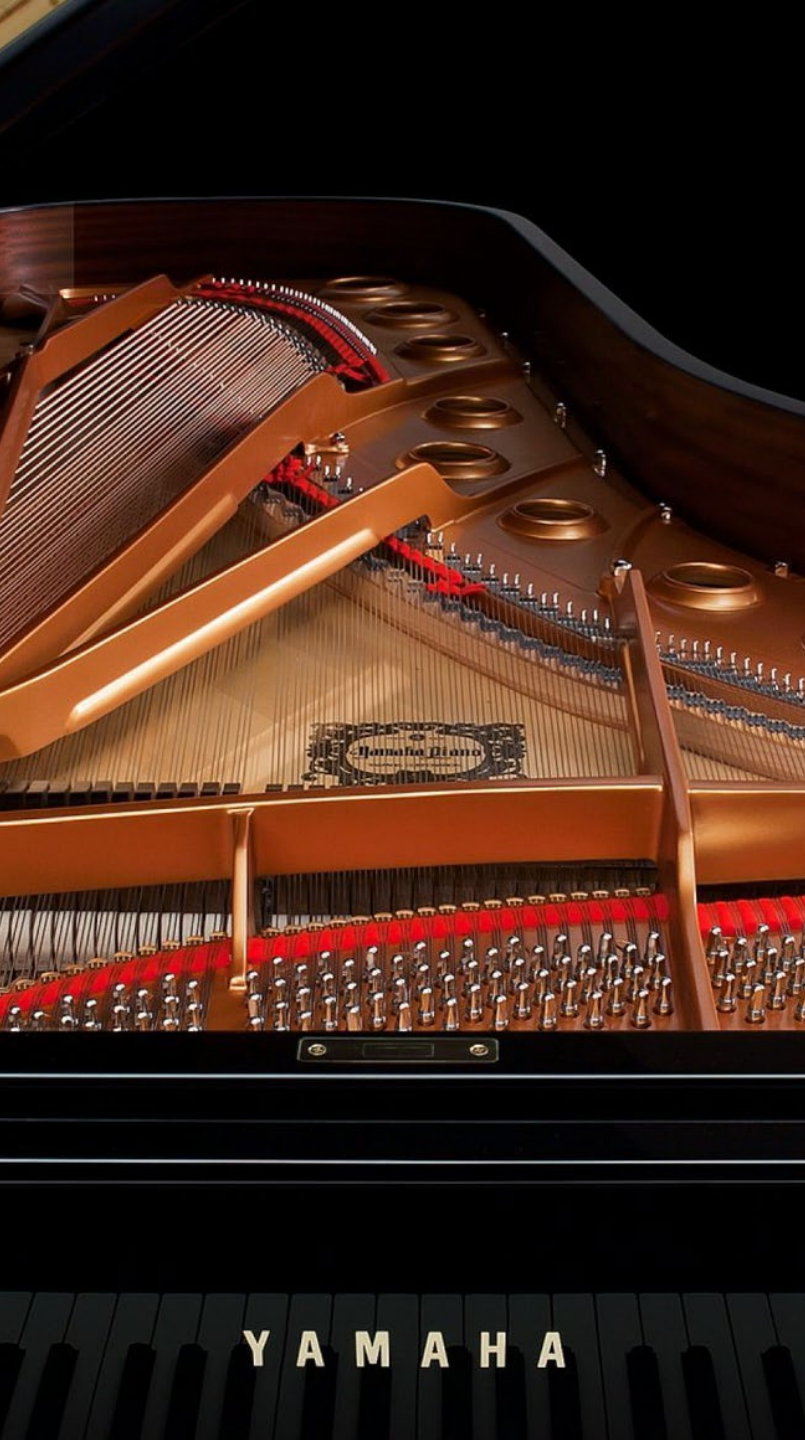
Achievements of first quarter of FY2026.3 (three months)

- Revenue decreased due to the slowdown in sales of audio equipment, which was in line with our projections, and the slow recovery of musical instruments, particularly pianos, as well as the appreciation of the yen.
- Despite efforts to control SG&A expenses, core operating profit decreased due to the appreciation of the yen, the impact of additional tariffs imposed by the United States, and a deterioration in the product mix due to a decline in sales of audio equipment for professional use.

Outlook

Full Year Forecasts for FY2026.3

- Revised earnings forecasts downward to reflect the impact of additional U.S. tariffs currently estimated and countermeasures
- Continue to take all possible measures to mitigate the impact of tariffs



1. Performance Summary

FY2026.3 1Q (Three Months) Summary

(billions of yen)

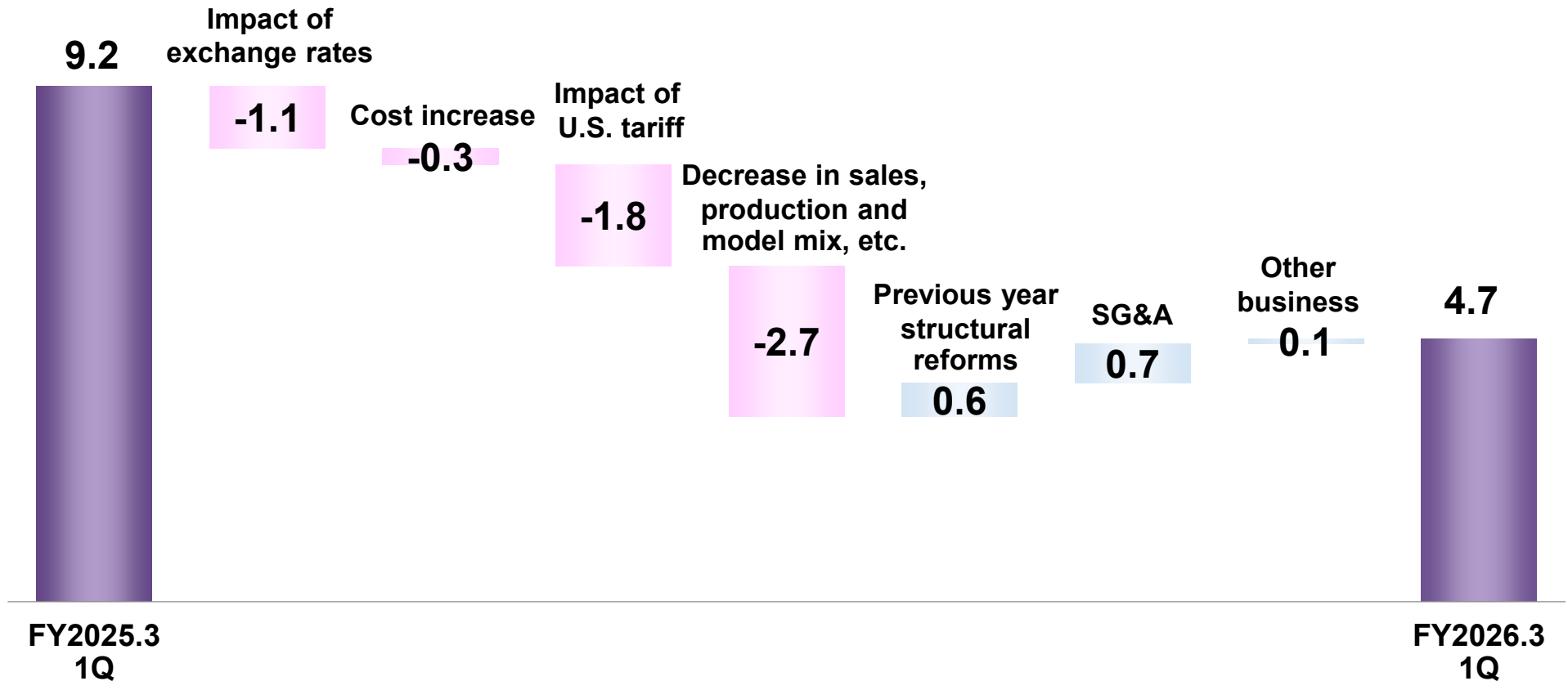
	FY2025.3 1Q	FY2026.3 1Q	Change (YoY)	
Revenue	112.1	103.9	-8.3	-7.4% ^{*2}
Core Operating Profit (Core Operating Profit Ratio)	9.2 (8.2%)	4.7 (4.5%)	-4.5	-49.2%
Net Profit ^{*1}	9.4	2.4	-7.0	-74.7%
Exchange Rate (yen)				^{*2} -2.8% (Excluding the impact of exchange rate)
US\$	156	145		
EUR	168	164		

*1 Net profit is presented as net profit attributable to owners of parent on the consolidated financial statements.

Core Operating Profit Analysis

Versus previous year

(billions of yen)



Performance by Business Segment

(billions of yen)

		FY2025.3 1Q	FY2026.3 1Q	Change	Exchange rate impact
Musical Instruments	Revenue	71.4	66.5	-4.8	-3.5
	Core Operating Profit	4.2	2.1	-2.1	-0.7
	Core Operating Profit Ratio	5.8%	3.1%	-2.7P	
Audio Equipment	Revenue	36.5	33.0	-3.5	-1.5
	Core Operating Profit	4.7	2.3	-2.4	-0.3
	Core Operating Profit Ratio	12.8%	7.0%	-5.8P	
Others	Revenue	4.2	4.4	0.1	-0.2
	Core Operating Profit	0.4	0.3	-0.1	-0.1
	Core Operating Profit Ratio	8.8%	6.5%	-2.3P	

FY2026.3 Outlook

(billions of yen)

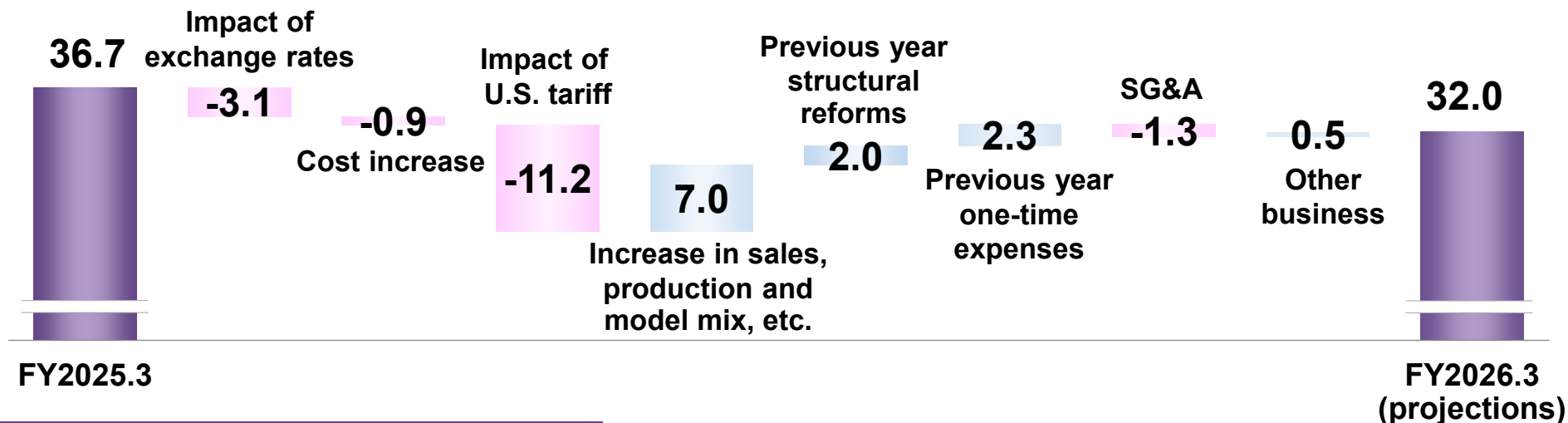
	FY2025.3 Full year	FY2026.3 Full year (projections)	Change	
Revenue	462.1	452.0	-10.1	^{*2} -2.2%
Core Operating Profit (Core Operating Profit Ratio)	36.7 (7.9%)	32.0 (7.1%)	-4.7	-12.9%
Net Profit ^{*1}	13.4	22.5	9.1	+68.5%
			^{*2} +1.2% (Excluding the impact of exchange rate)	
Exchange Rate (yen)			Currency Sensitivity per JPY1	
US\$	153	145	Revenue	JPY 870 million
			Profit	JPY 110 million
EUR	164	161	Revenue	JPY 640 million
			Profit	JPY 380 million

*1 Net profit is presented as net profit attributable to owners of parent on the consolidated financial statements.

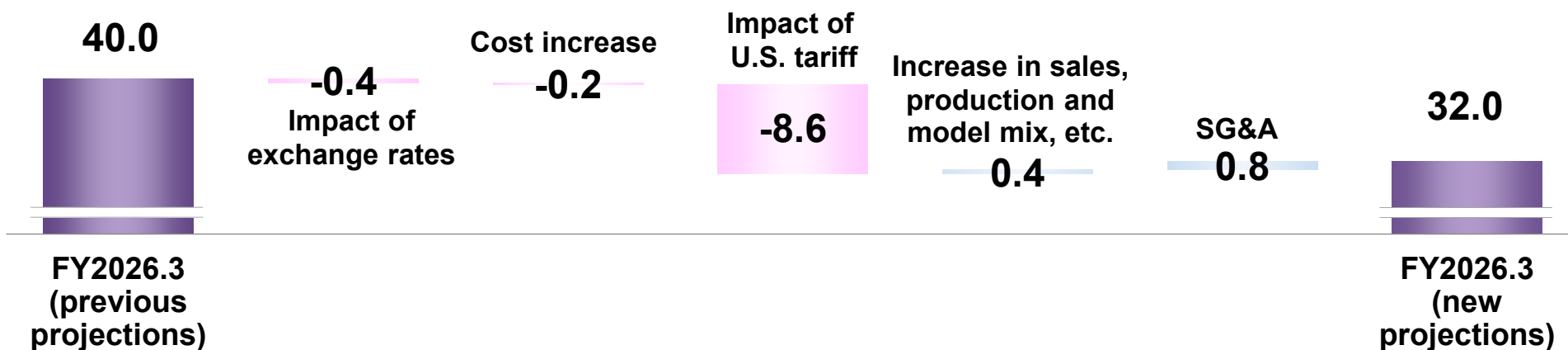
Core Operating Profit Analysis

Versus previous year

(billions of yen)



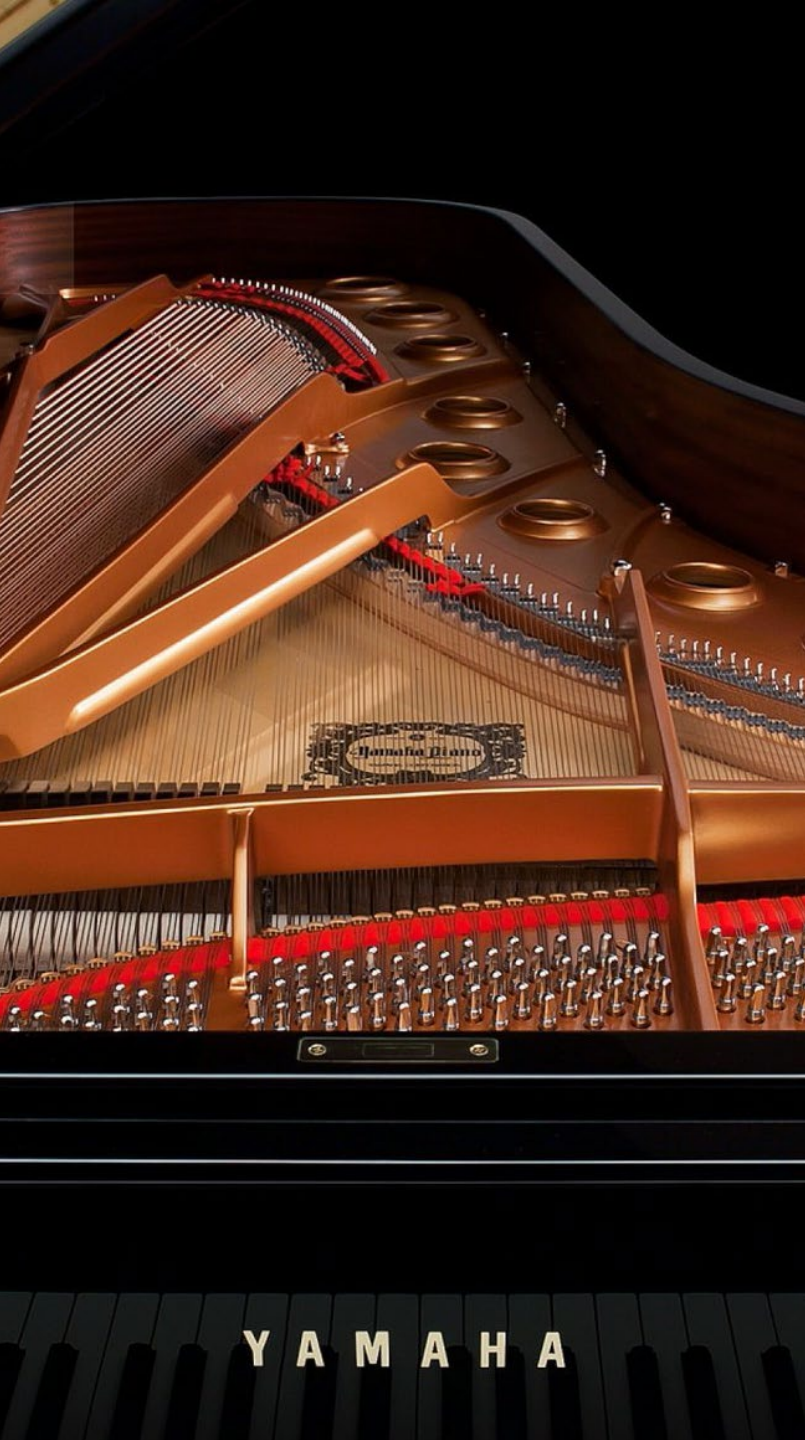
Versus previous projections



Performance by Business Segment

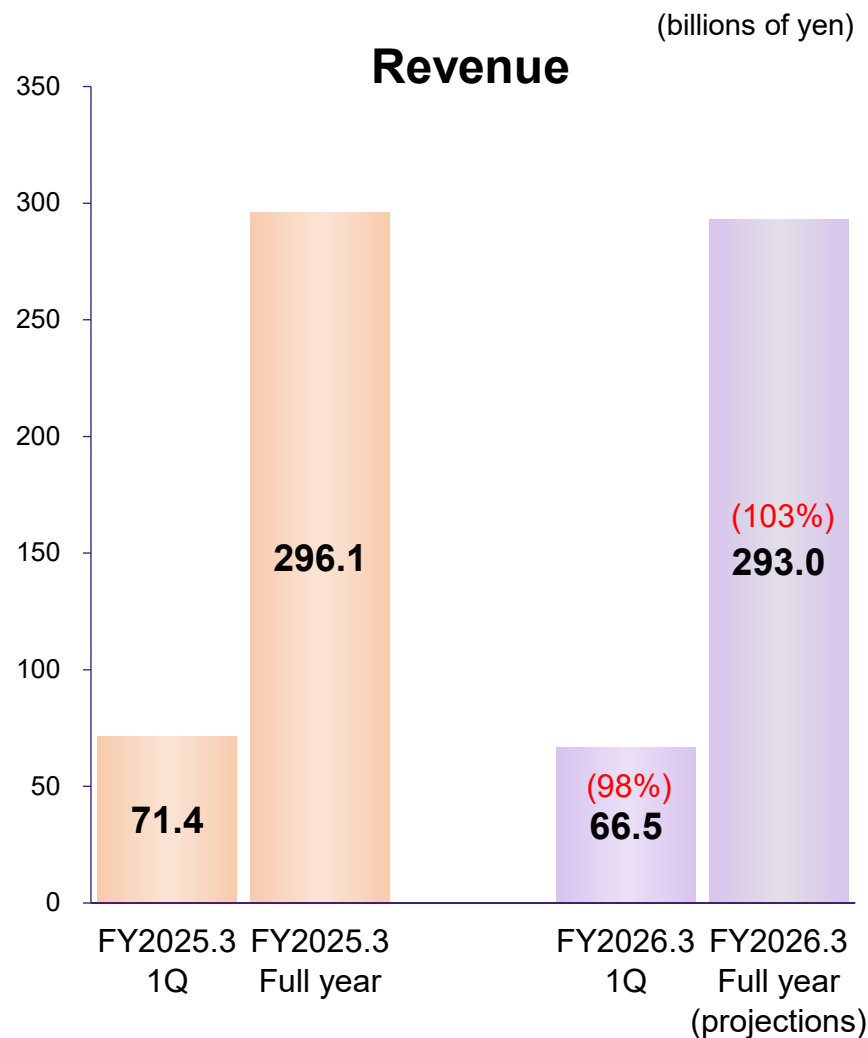
(billions of yen)

		FY2025.3 Full Year	FY2026.3 Full year (projections)	Change	Exchange rate impact
Musical Instruments	Revenue	296.1	293.0	-3.1	-10.9
	Core Operating Profit	22.1	20.5	-1.6	-2.1
	Core Operating Profit Ratio	7.5%	7.0%	-0.5P	
Audio Equipment	Revenue	147.8	139.0	-8.8	-4.4
	Core Operating Profit	14.3	11.0	-3.3	-0.7
	Core Operating Profit Ratio	9.7%	7.9%	-1.8P	
Others	Revenue	18.2	20.0	1.8	-0.4
	Core Operating Profit	0.3	0.5	0.2	-0.3
	Core Operating Profit Ratio	1.6%	2.5%	+0.9P	



2. Segment Overview & Updates

Segment Revenue and Core Operating Profit



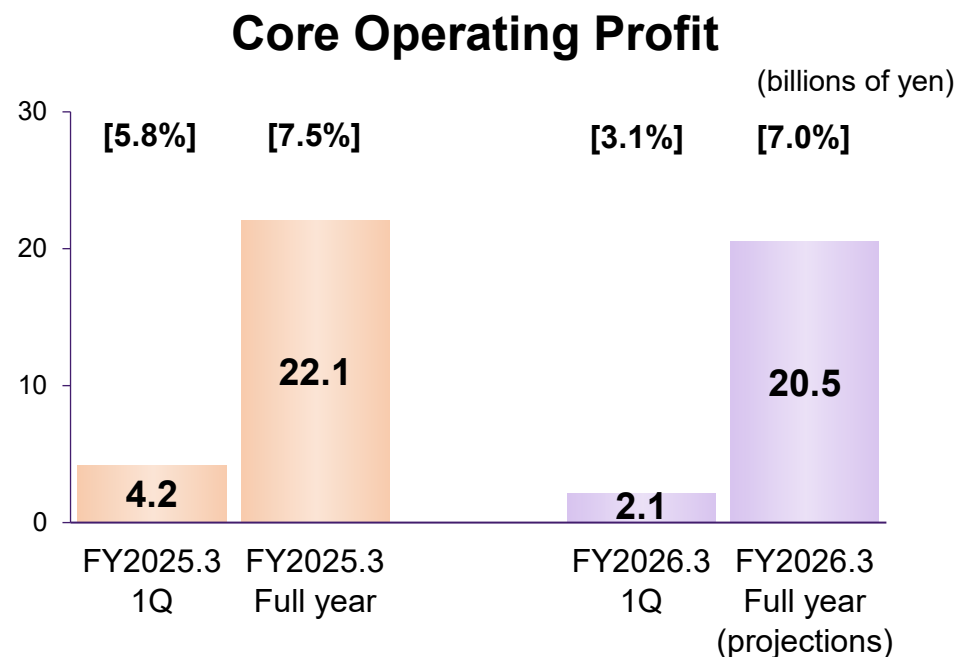
Three Months: Revenue decreased due to sluggish piano sales despite continued growth in guitar sales; downward trend in China has halted

- Piano sales declined significantly due to weak demand in China and other regions, while digital piano sales continued to recover, but growth in North America was lackluster due to the impact of tariffs, resulting in digital musical instrument revenue remaining flat year on year. Sales of winds, strings and percussion instruments saw increased sales driven by demand from the start of the new school year in Japan. Guitar sales increased, with both acoustic and electric guitars performing well.

Full Year Projections: Although the outlook for North America has been revised downward, sales are expected to increase due to recovery in regions other than China.

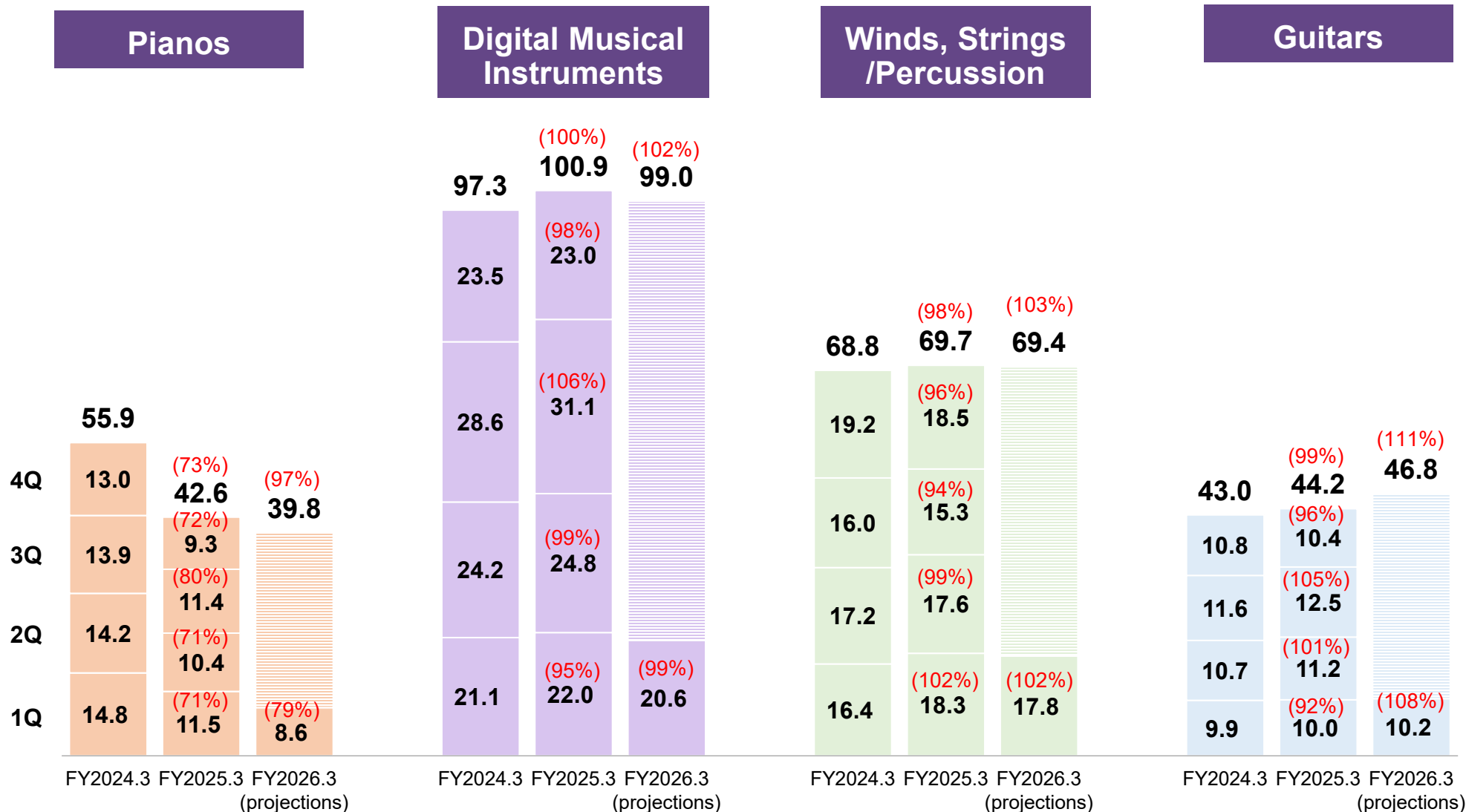
- Piano sales are expected to decrease due to weak demand in the U.S. and China, but digital musical instruments are expected to increase due to recovery in Europe and other regions. Winds, strings and percussion, and guitars are expected to remain strong and sales are projected to increase.

(Comments are on local currency basis)



Revenue by Major Product Category

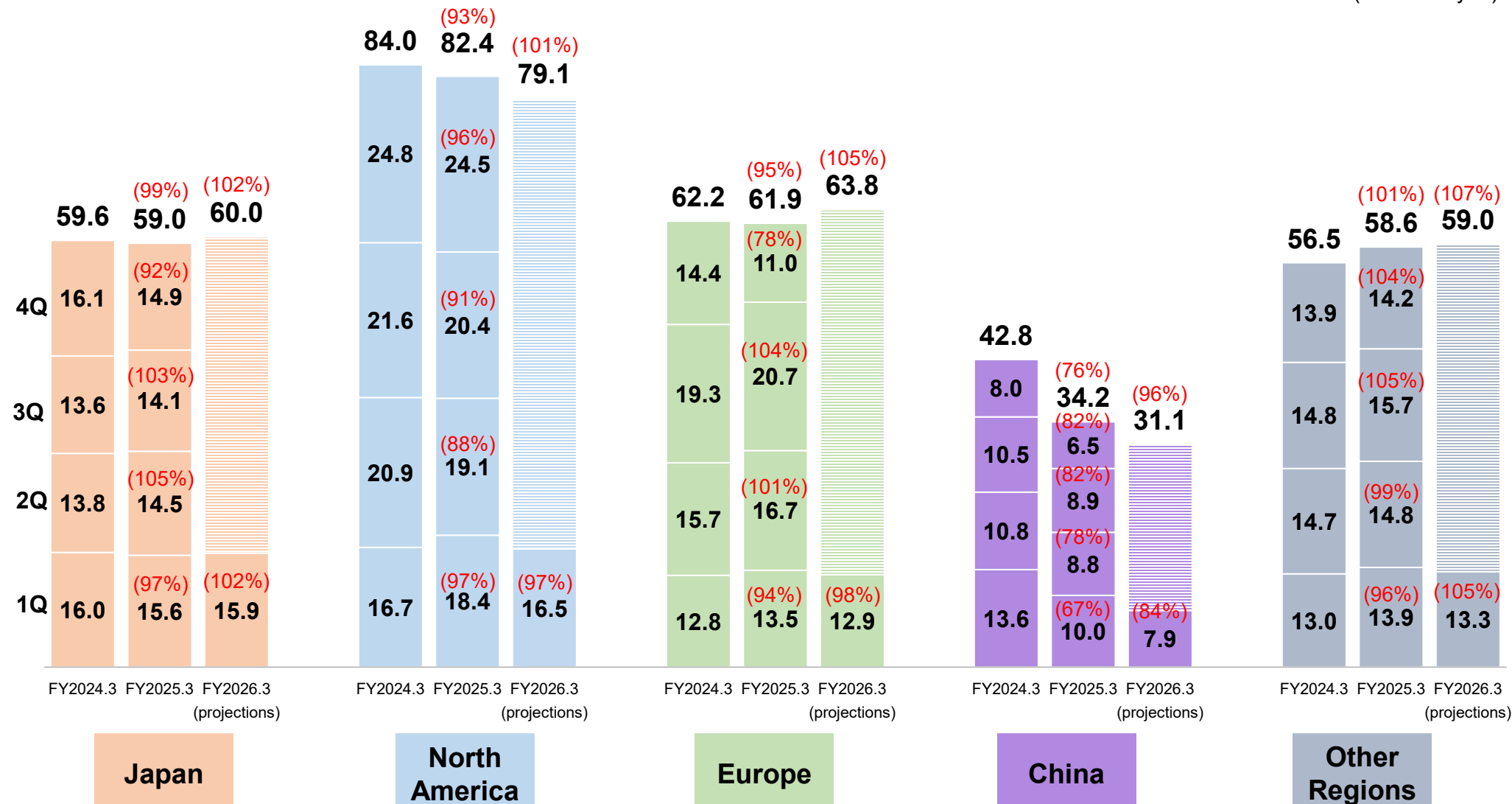
(billions of yen)



Red figures show actual YoY changes discounting impact of exchange rates

Revenue by Region

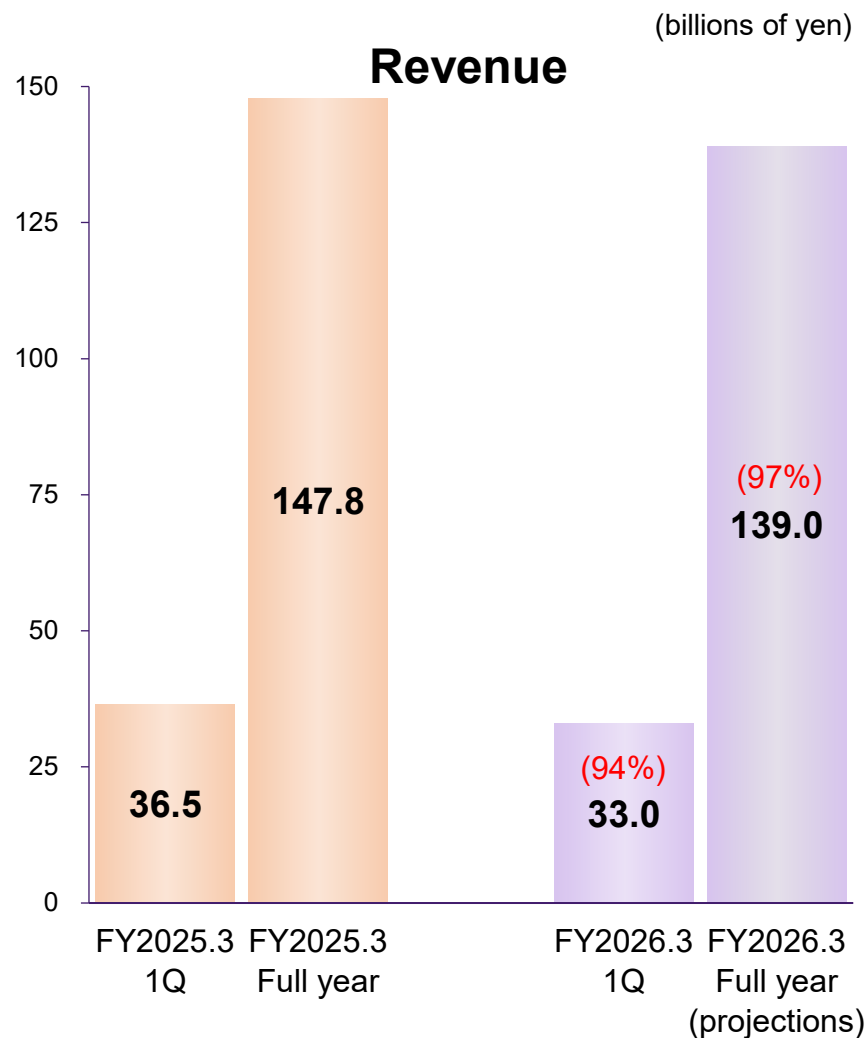
(billions of yen)



* Software products and music schools included

Red figures show actual YoY changes discounting impact of exchange rates

Segment Revenue and Core Operating Profit

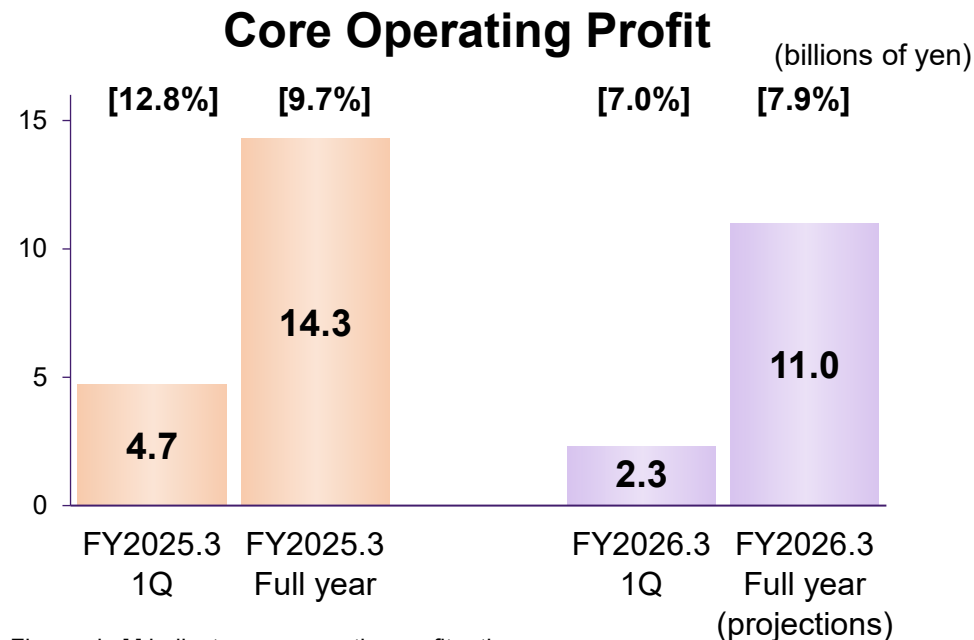


Three Months: Revenue growth in audio equipment for professional use and mobility use has leveled off

- In audio equipment for consumer use, the home audio business scaled down.
- Sales of audio equipment for professional use exceeded the plan, but fell short of the strong results achieved in the previous year, mainly in Europe.
- Sales of audio equipment for mobility use declined as previously expected in China.

Full Year Projections: Revenue from audio equipment for professional use is expected to level off, and revenue is expected to decrease temporarily due to a decline in sales of automotive sound systems in China.

(Comments are on local currency basis)



Red figures show actual YoY changes discounting impact of exchange rates

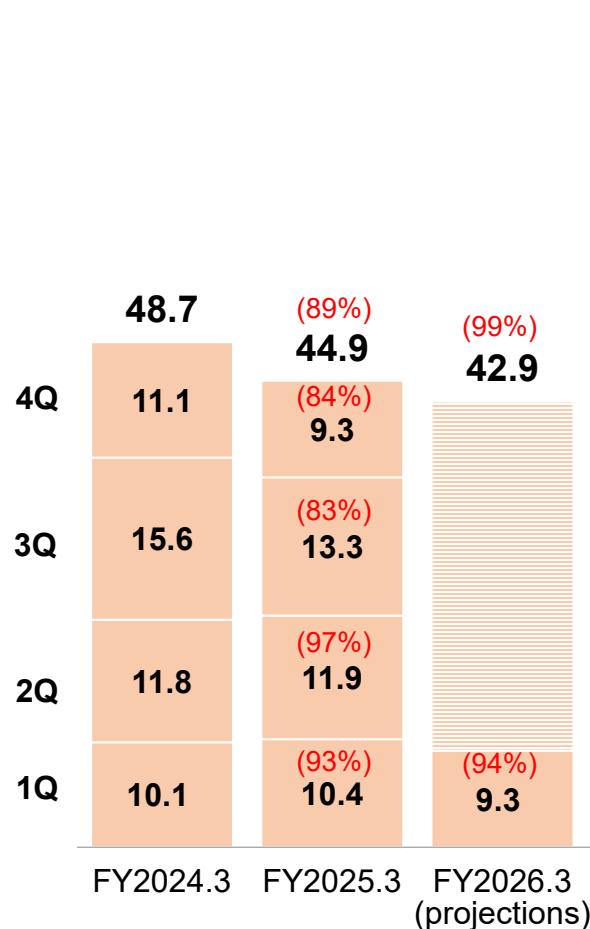
From the fiscal year ending March 2026, the names of the product categories have been changed to audio equipment for consumer use for B2C products, audio equipment for professional use for B2B product, and audio equipment for mobility use for automotive products.

Figures in [] indicate core operating profit ratio

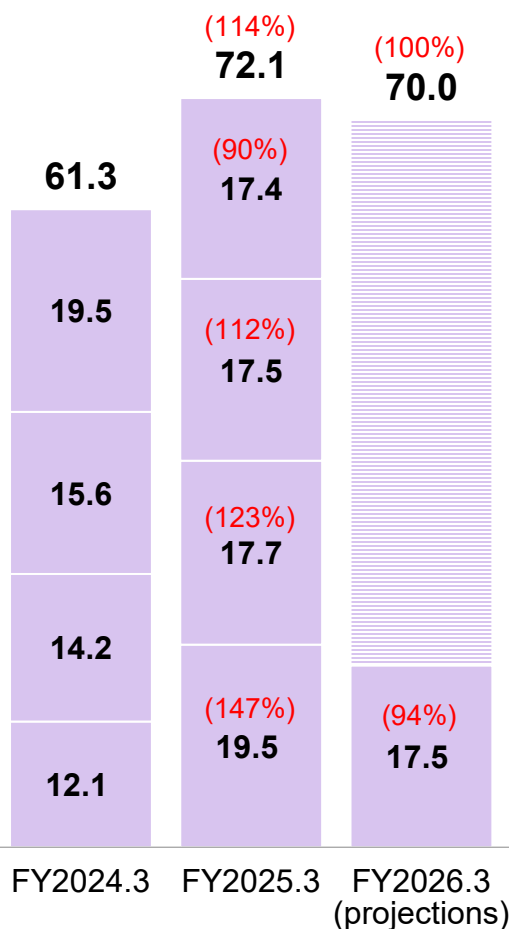
Revenue by Major Product Category

(billions of yen)

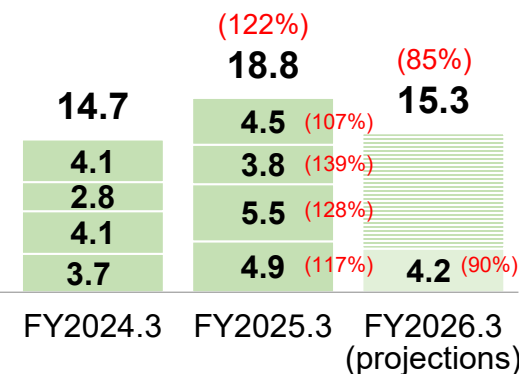
Consumer Use



Professional Use



Mobility Use

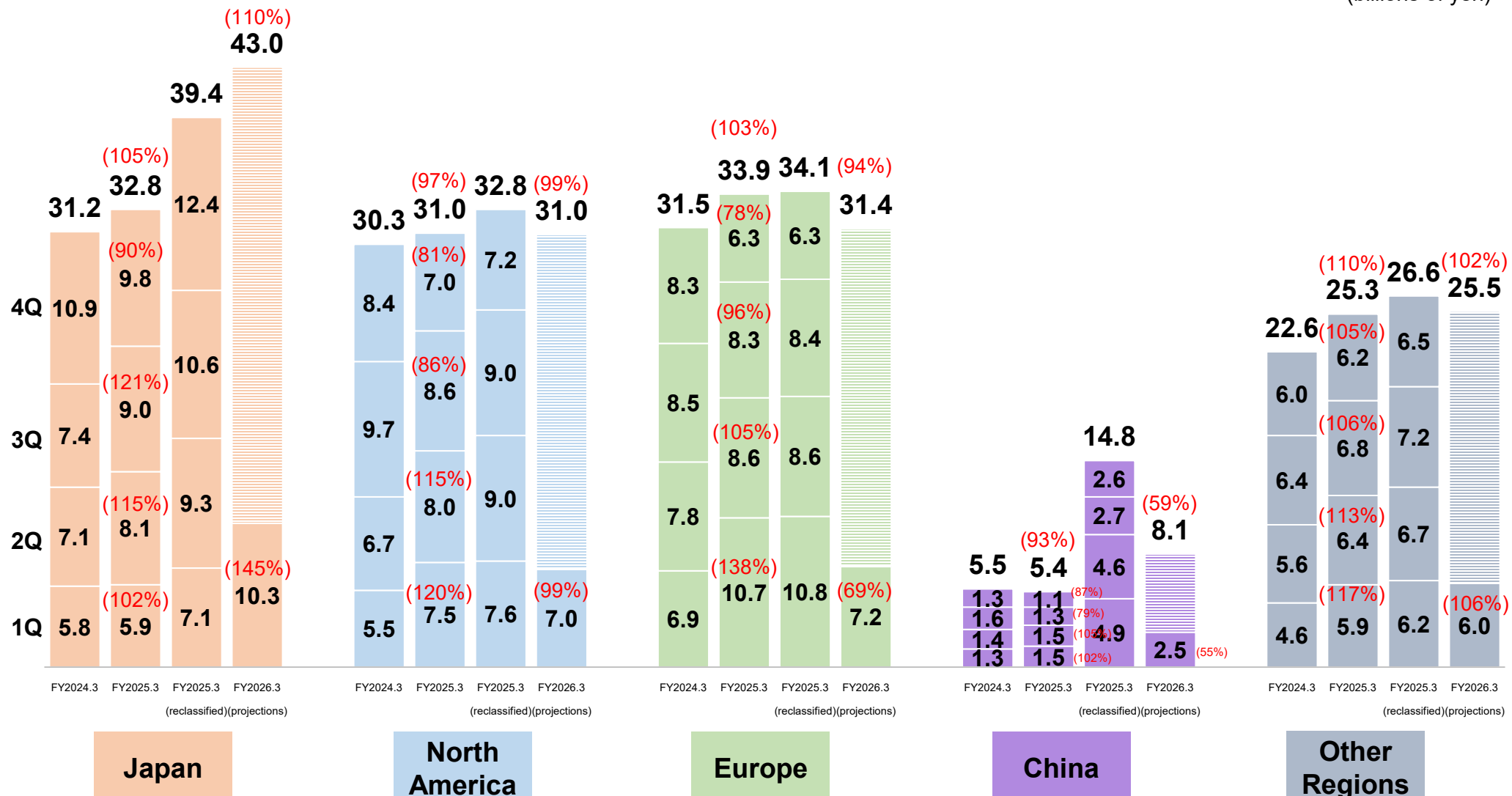


Red figures show actual YoY changes discounting impact of exchange rates

From the fiscal year ending March 2026, the names of the product categories have been changed to audio equipment for consumer use for B2C products, audio equipment for professional use for B2B product, and audio equipment for mobility use for automotive products.

Revenue by Region

(billions of yen)



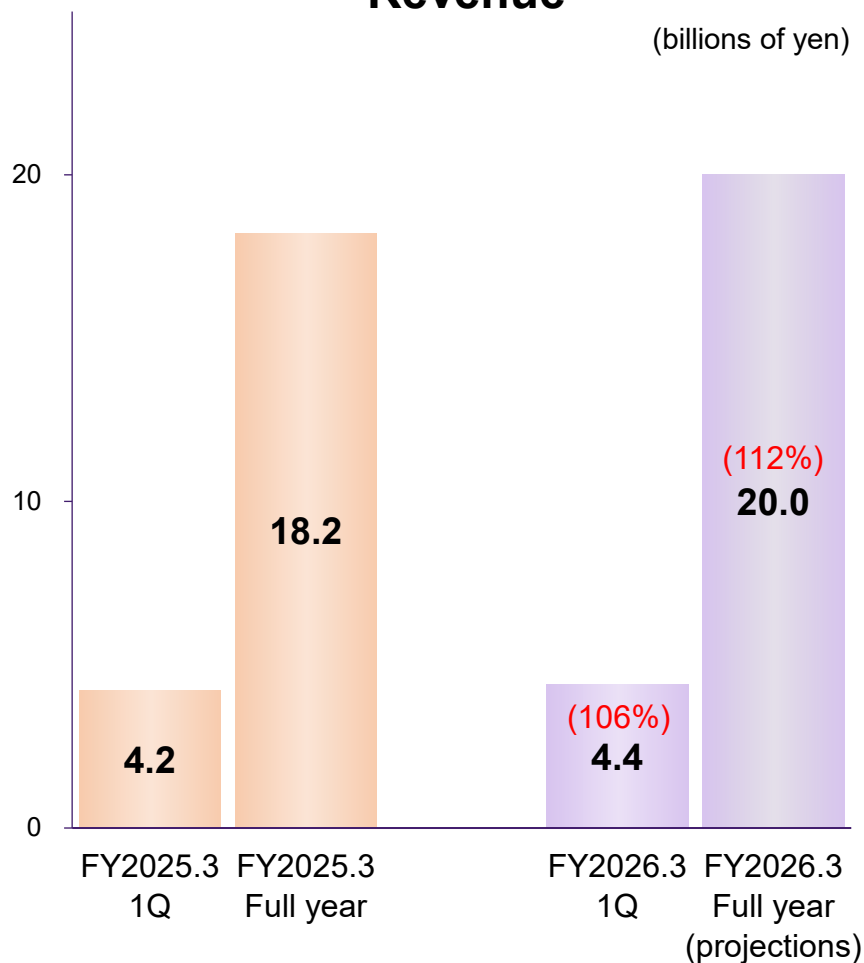
Red figures show actual YoY changes discounting impact of exchange rates

From the fiscal year ending March 2026, audio equipment for mobility use (formerly the electronic devices business) has been reclassified from IMC and others segment to the audio equipment segment.

Segment Revenue and Core Operating Profit

Revenue

(billions of yen)



Three Months:

- Revenue increased for automobile interior wood components and FA equipment

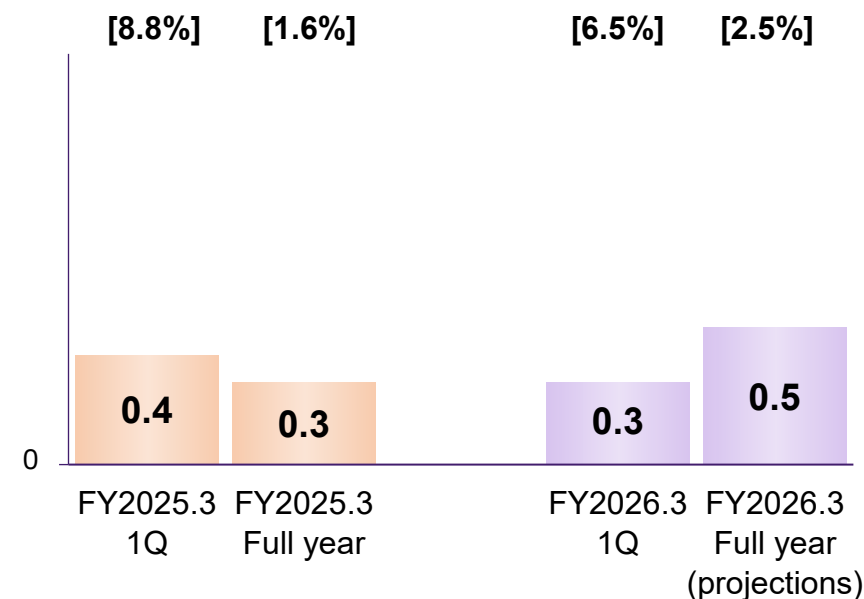
Full Year Projections:

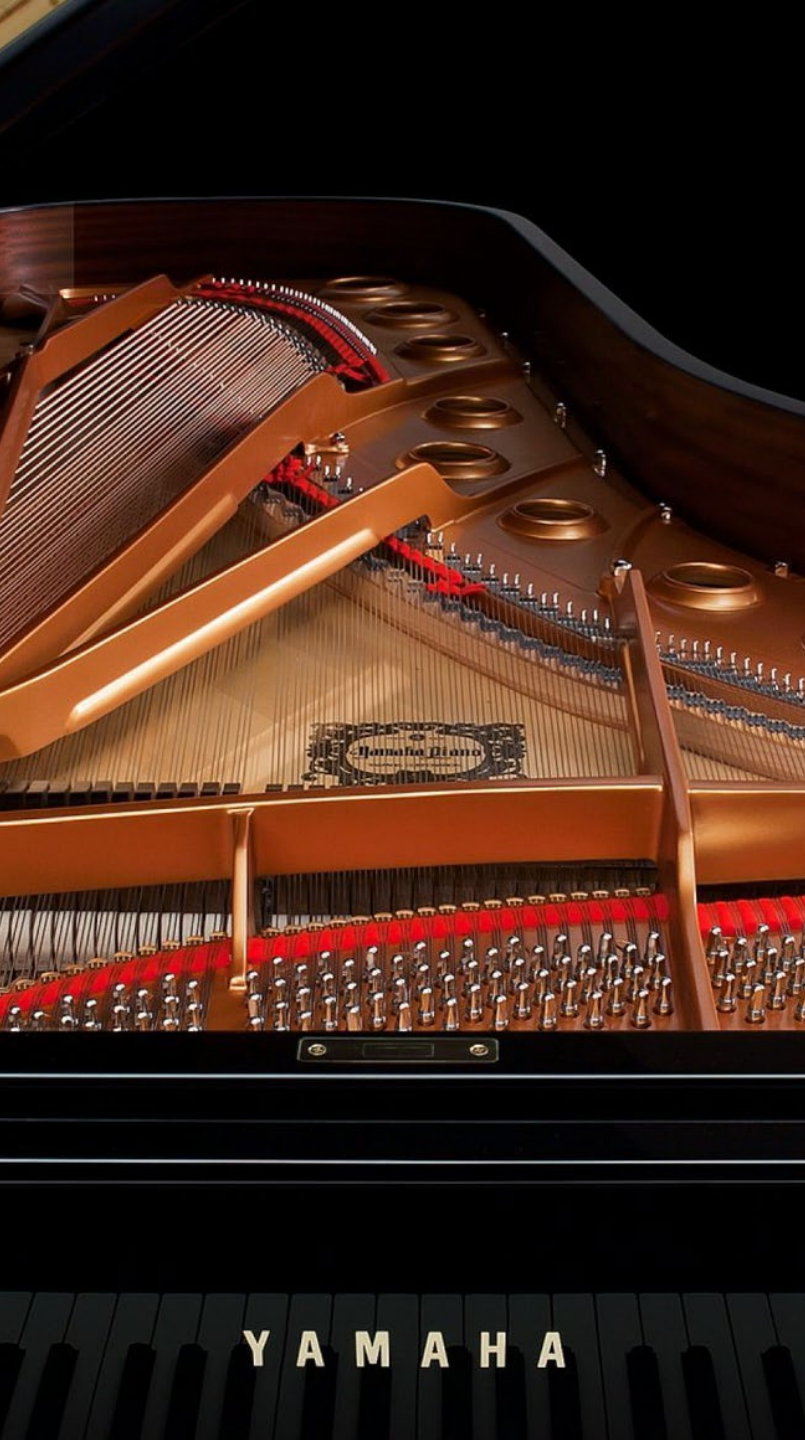
- Revenue expected to increase due to recovery in automobile interior wood components and FA equipment

(Comments are on local currency basis)

Core Operating Profit

(billions of yen)





3. Other Financial Figures

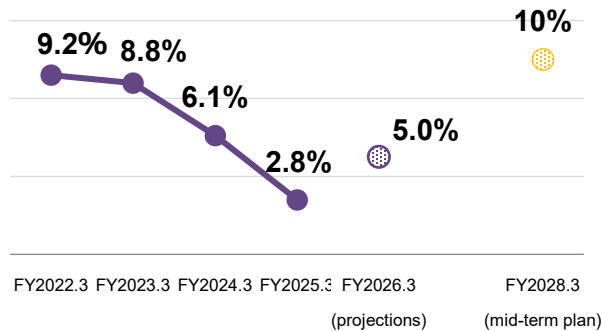
Balance Sheet Summary

(billions of yen)

	As of March 31, 2025	As of June 30, 2025	Change	As of March 31, 2026 (projections)
Cash and cash equivalents	99.8	103.2	3.3	96.0
Trade and other receivables	87.3	77.6	-9.8	84.5
Other financial assets	5.2	2.8	-2.4	5.2
Inventories	150.5	152.0	1.5	142.0
Other current assets	9.1	8.3	-0.8	10.8
Non-current assets	239.3	238.6	-0.8	235.5
Total Assets	591.3	582.4	-8.9	574.0
Current liabilities	106.7	102.3	-4.4	93.3
Non-current liabilities	34.5	34.5	0	34.5
Total equity	450.1	445.6	-4.5	446.2
Total liabilities and equity	591.3	582.4	-8.9	574.0

ROE, ROIC and Shareholder Returns

ROE FY2026.3 forecast **5.0%**
(Cost of shareholders' equity* 6.9%)

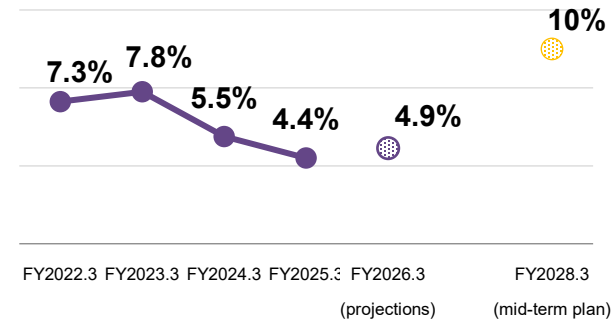


Make Waves 2.0

Rebuild & Evolve

* calculated with CAPM (Capital Asset Pricing Model)

ROIC FY2026.3 forecast **4.9%**
(WACC 6.6%)



Make Waves 2.0

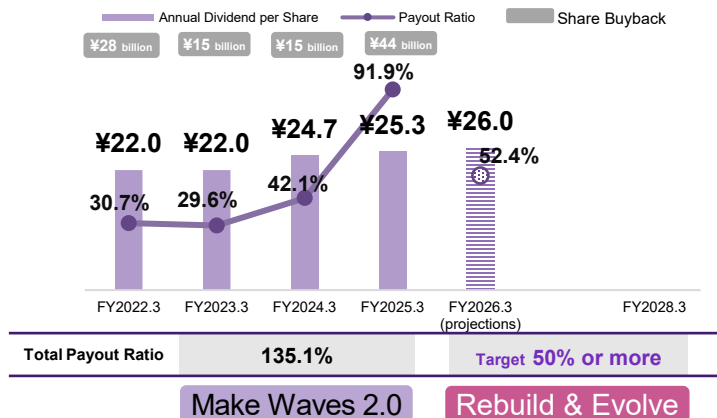
Rebuild & Evolve

ROIC = Core operating profit after income taxes / (Equity attributable to owners of parent + Interest-bearing debt)

<Evaluation of the current situations and policies for improvement>

Despite efforts to reverse the decline in earnings, ROE is expected to remain below the cost of shareholders' equity at 5.0%. We will continue to improve earnings and steadily return profits to shareholders with the aim of achieving ROE that exceeds the cost of shareholders' equity.

Shareholder Returns

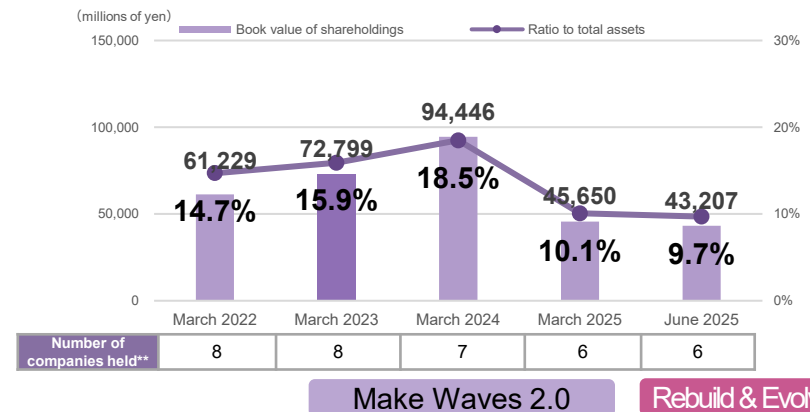


Make Waves 2.0

Rebuild & Evolve

*Yamaha carried out a three-for-one stock split with an effective date of October 1, 2024. The above graph shows the dividend per share reflecting the split.

Cross-holdings



Make Waves 2.0

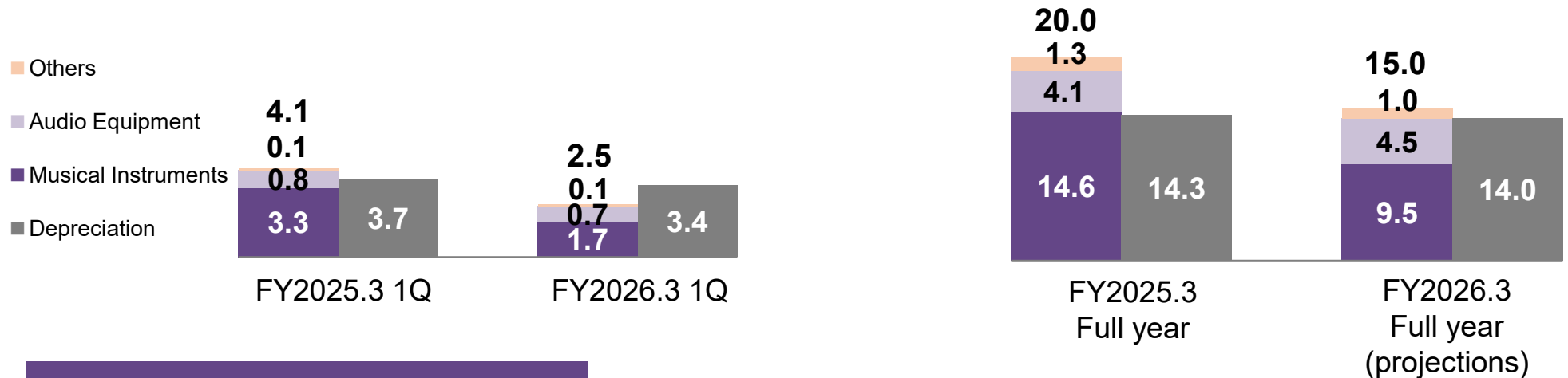
Rebuild & Evolve

** Listed companies excluding companies which the Company holds for the purpose of gathering information about information provision methods, etc., for shareholders

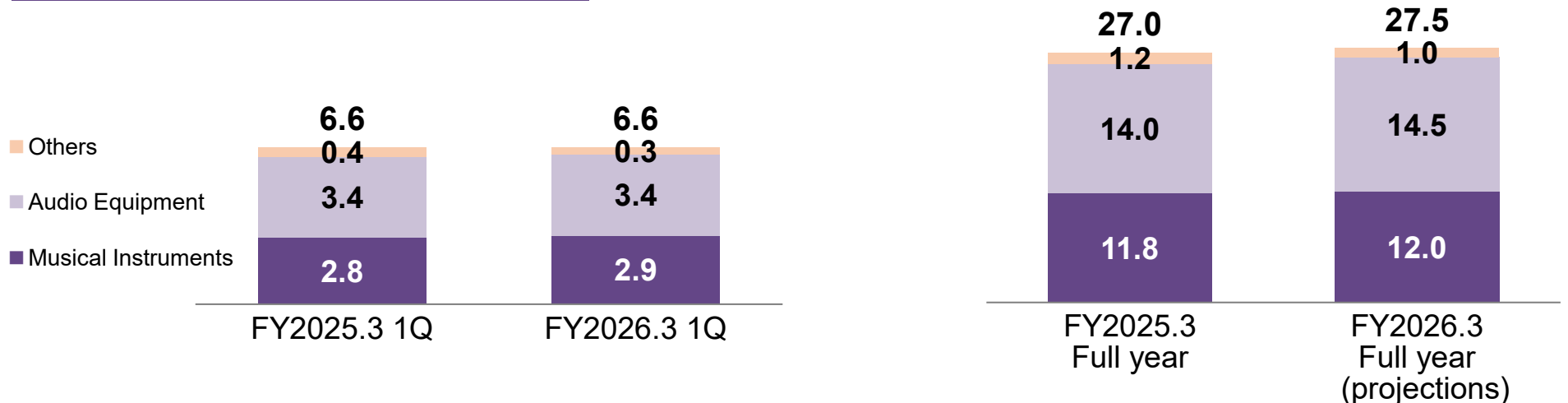
Capital Expenditure/Depreciation and R&D Expenses

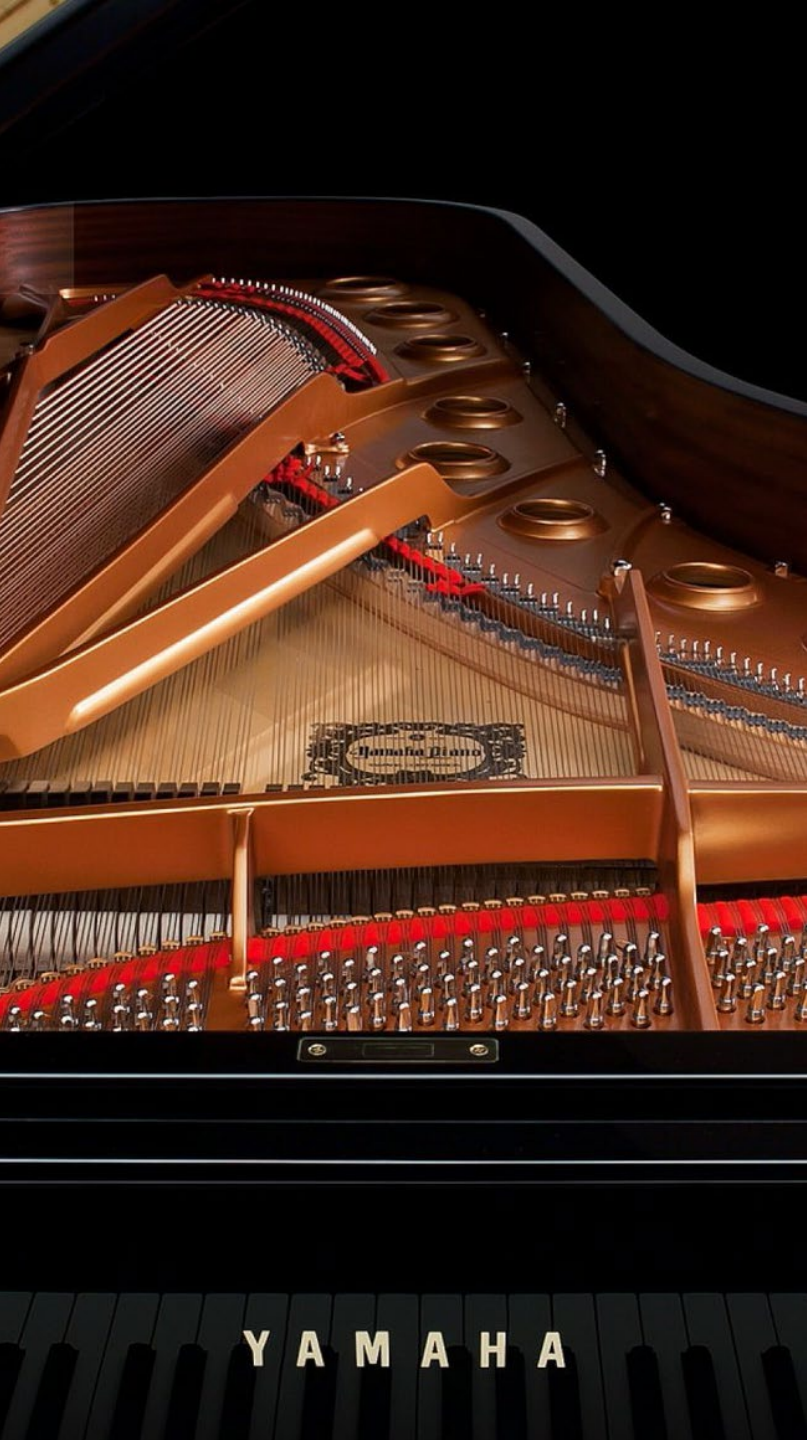
Capital Expenditure/Depreciation

(billions of yen)



R&D Expenses





4. Topics

Medium-Term Management Plan Key Themes

Rebuilding a strong business foundation

New products that pursue intrinsic product value refined through technology and sensitivity

Digital Pianos



P-145BT

Electronic Drums



DTX6K5-MUPS

Routers for corporate use



RTX840

Condenser Microphones



YCM705

Digital Transformation and Productivity Improvements to Promote Restructuring of Business Foundation

Yamaha Music Innovations partners up with four startup companies



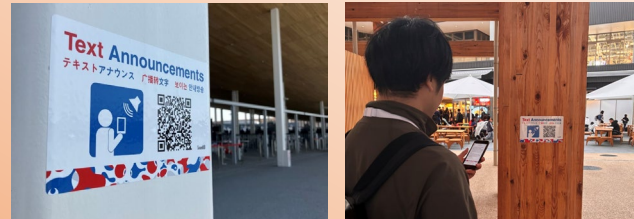
https://www.yamaha.com/en/news_release/2025/25061801/

Evolving to create the future

Towards universal design of words and sounds



おもてなしガイド for Biz
powered by SoundUD



Omotenashi Guide used at Expo 2025 pavilions

https://www.yamaha.com/en/news_release/2025/25051201/

SoundUD's multilingual announcement display service to be introduced on a trial basis by JR East

https://www.yamaha.com/ja/news_release/2025/25071501/ (in Japanese only)

Creating new musical experiences

NTT DOCOMO BUSINESS and Yamaha have conducted a proof-of-concept experiment for GPAP over MoQ, a proprietary technology jointly developed that enables high-quality, low-latency, two-way live viewing.

https://www.yamaha.com/ja/news_release/2025/25052801/ (in Japanese only)

Yamaha and i-Pairs have jointly developed a new technology that dramatically improves the production efficiency and flexibility of virtual production.

https://www.yamaha.com/ja/news_release/2025/25070201/ (in Japanese only)

Setting sustainability as a source of value

Expand music education initiatives in emerging countries

Promoting music education in the Philippines through public-private collaboration with the Ministry of Education, Culture, Sports, Science and Technology and JICA



Adopted as a support project for the Ministry of Education, Culture, Sports, Science and Technology's "Overseas Expansion of Japanese-Style Education (EDU-Port Japan)"
Concluded a memorandum of understanding with JICA
https://www.yamaha.com/ja/news_release/2025/25073001/
(in Japanese only)

Climate change initiatives

Received the highest rating of "Supplier Engagement Leader" in the CDP2024 Supplier Engagement Assessment
(for the fifth consecutive year and fifth time overall)

<https://www.cdp.net/en/supply-chain/supplier-engagement-assessment>



Corporate Governance

New management structure (committee chairs now external directors, cross-appointments with Yamaha Motor Co., Ltd. dissolved)

Expertise held by the Company's Directors

Directors		Corporate management	Legal and risk management	Finance and accounting	IT and digital	Manufacturing, technology, and R&D	Marketing and sales	Global
Takuya Nakata	-	X			X	X	X	X
Atsushi Yamaura	-	X			X	X		X
Paul Candland	Outside	X			X		X	X
Hiromichi Shinohara	Outside	X			X	X		X
Naoko Yoshizawa	Outside	X			X	X		X
Naho Ebata	Outside		X					X
Shuji Ito (New)	Outside	X				X	X	X
Saimon Nogami (New)	Outside	X	X	X				X



Director
Takuya Nakata



Director
Atsushi Yamaura

◆ Nominating Committee (4 members) ◆ Compensation Committee (3 members) ◆ Audit Committee (3 members)

◆ Chairperson ◆



Independent
Outside Director
Paul Candland
(Managing Director of PMC Partners Co., Ltd.)

◆ Chairperson ◆



Independent
Outside Director
Hiromichi Shinohara
(Outside Director of Mizuho Financial Group, Inc.)

◆



Independent
Outside Director
Naoko Yoshizawa
(Director of knowledge piece Inc.)

◆



Independent
Outside Director
Naho Ebata
(Partner of Abe, Ikubo & Katayama Law Firm)

◆ ◆

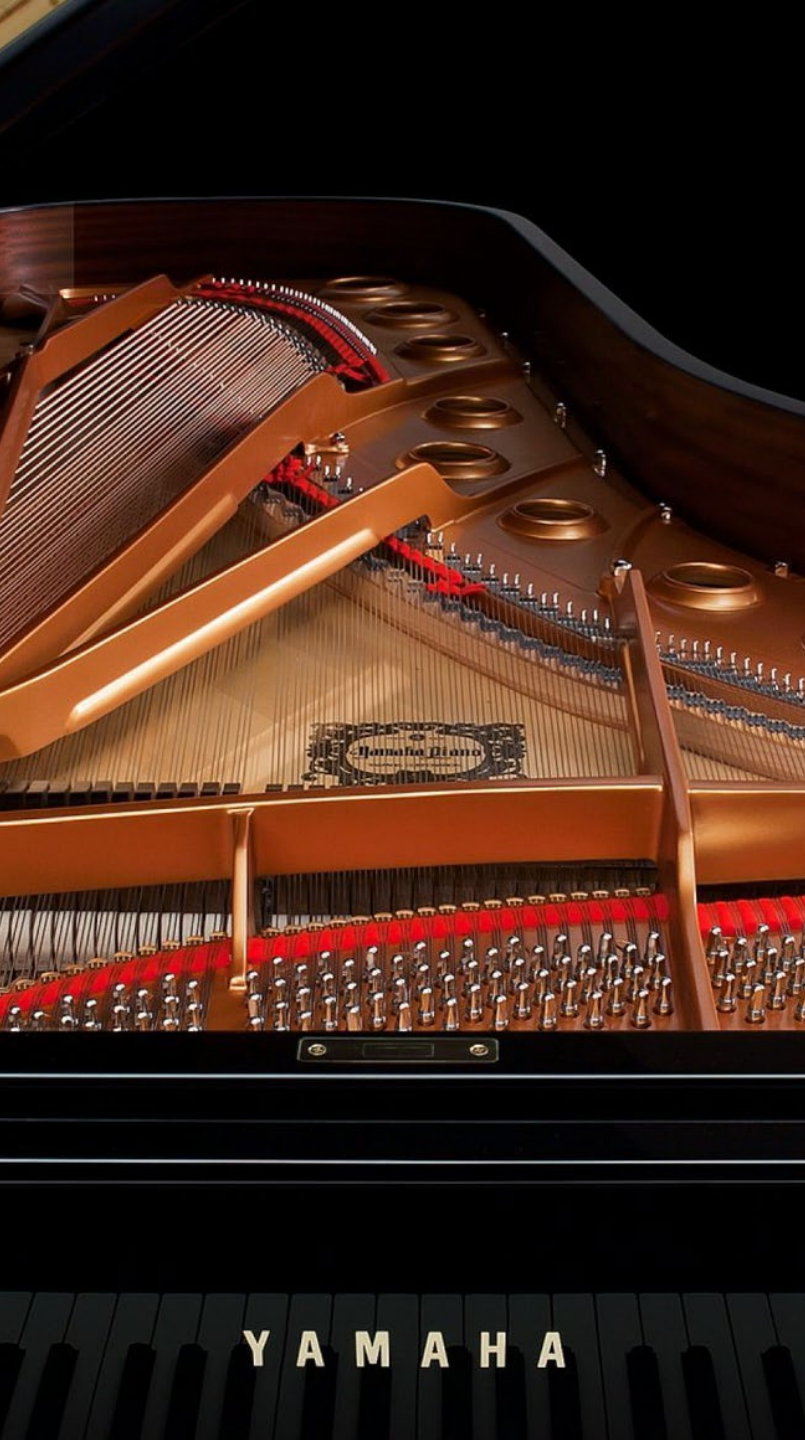


New
Independent
Outside Director
Shuji Ito
(Outside Director of Tohoku Electric Power Co., Inc.)

◆ Chairperson



New
Independent
Outside Director
Saimon Nogami
(Outside Director of Yasuda Logistics Corporation)



Appendix

1Q Other Income and Expenses

(billions of yen)

		FY2025.3 1Q	FY2026.3 1Q
Core Operating Profit		9.2	4.7
Other Income and Expenses	Profit from (loss on) disposal of fixed assets	0	-0
	Others	-0.1	-0.1
	Total	-0.1	-0.1
Operating Profit		9.2	4.6
Financial Income and Expenses	Dividends income	0.3	0.2
	Others	3.9	-1.0
	Total	4.2	-0.8
Profit before Income Taxes		13.4	3.8
Income taxes		-4.0	-1.4
Net profit attributable to non-controlling interests		0	0
Net Profit^{*1}		9.4	2.4

*1 Net profit is presented as profit attributable to owners of the parent on the consolidated financial statements.

Full Year Other Income and Expense

(billions of yen)

		FY2025.3 Full year	FY2026.3 Full year (projections)
Core Operating Profit		36.7	32.0
Other Income and Expenses	Profit from (loss on) disposal of fixed assets	0.4	-0.1
	Others	-16.4	-1.9
	Total	-16.0	-2.0
Operating Profit		20.7	30.0
Financial Income and Expenses	Dividends income	2.6	1.8
	Others	-0.8	-0.3
	Total	1.8	1.5
Profit before Income Taxes		22.5	31.5
Income taxes		-9.0	-9.2
Net profit attributable to non-controlling interests		-0.1	0.1
Net Profit^{*1}		13.4	22.5

*1 Net profit is presented as profit attributable to owners of the parent on the consolidated financial statements.

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.