

SONY

Sony IR Day 2018

音楽分野

2018年5月22日

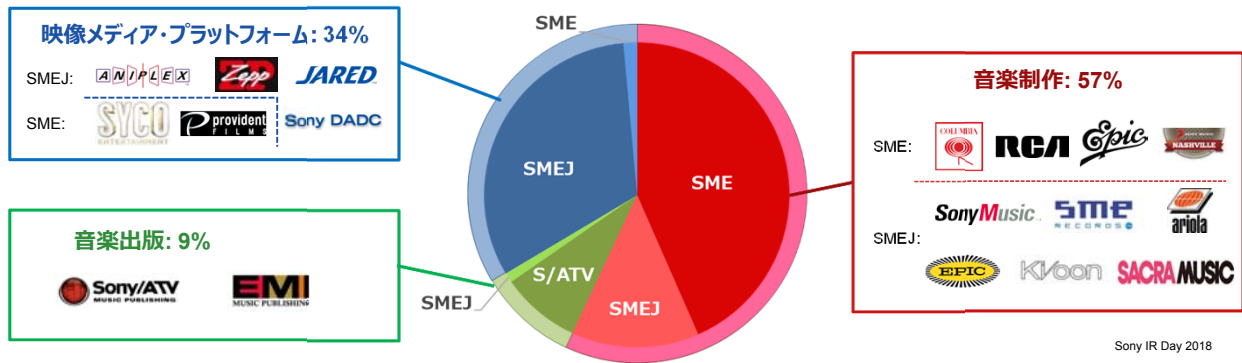
音楽事業の概要

音楽分野

SONY



2017年度音楽事業売上構成比



■ 営業利益: 1,100~1,300 億円

※売上高イメージ（参考値）：8,000 億円

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音楽分野（SME）

2018年5月22日

Business Executive
Sony Corporation

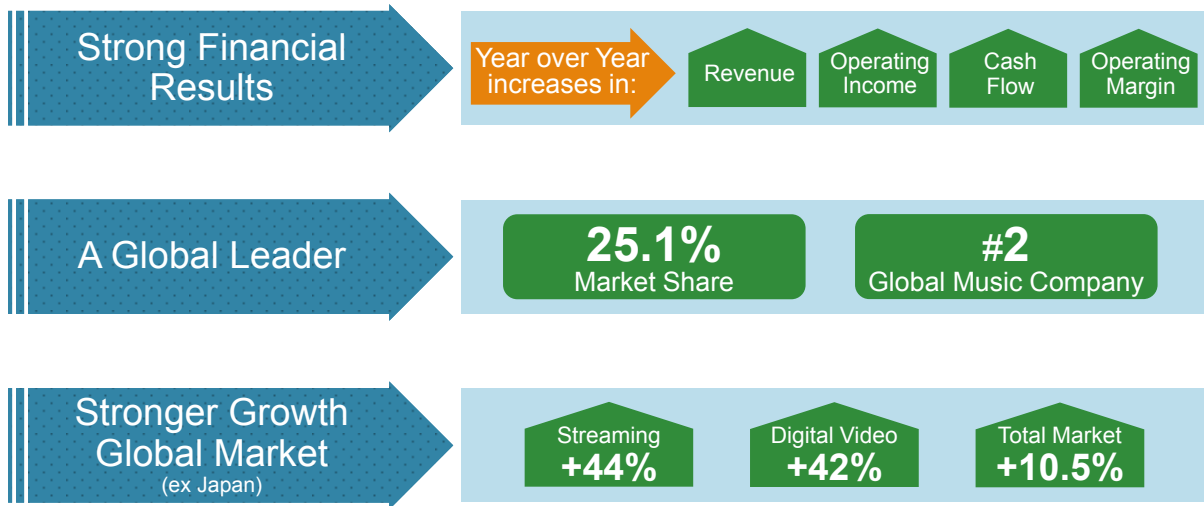
Chief Executive Officer
Sony Music Entertainment

Rob Stringer

Chief Operating Officer
Sony Music Entertainment

Kevin Kelleher

Sony Music FYE18 Achievements and Highlights



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Strong Repertoire Performance



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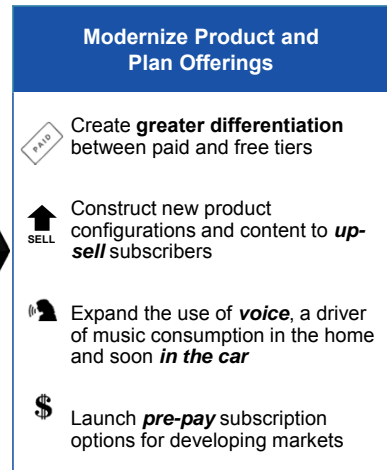
Evolution of Streaming Landscape

Strategies: 1 Drive Paid Subscription Around the World



CURRENT FOCUS

2 Increase Revenue Per User



LONG-TERM FOCUS

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Strategic Investment In The Orchard



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World Class Analytics Capabilities

Talent Discovery



Breaking Hits



Optimizing Revenue

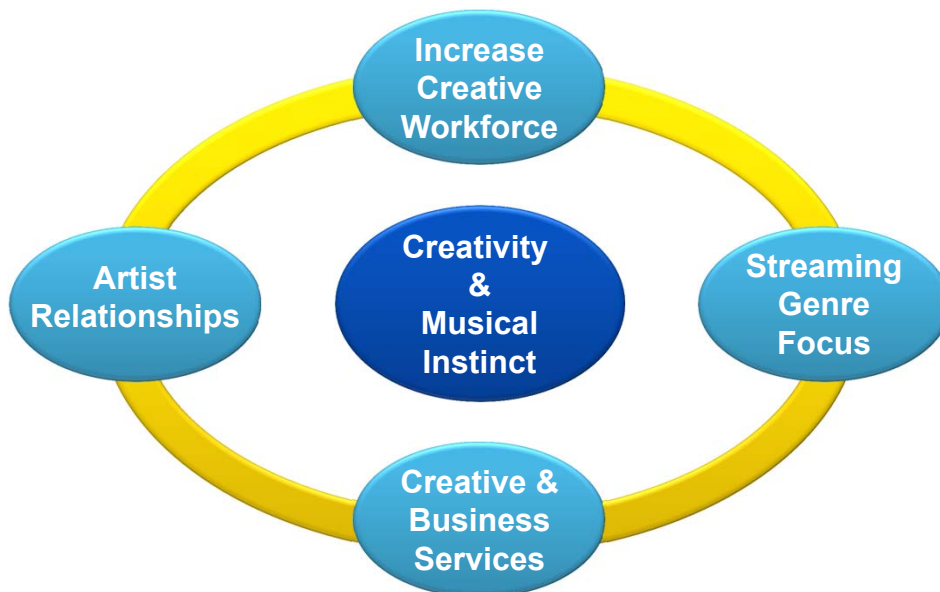


Strengthening Artist Relationships



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Creative, Artist-Centric Approach



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Human Resources Focus



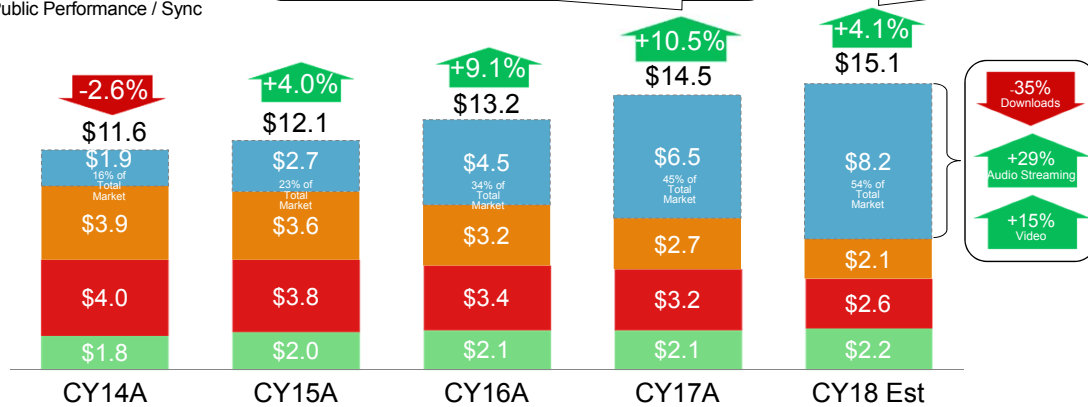
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Recorded Music Market Profile (\$ in billions; excludes Japan)

- Streaming
- Other Digital
- Physical
- Public Performance / Sync

- Three years of solid market growth
- Streaming growth more than offsetting declines in physical and download markets
- Streaming represents 45% of total market:
 - Paid subscription revenue up 50% year over year
 - 176 million premium paid subscribers

- Expect market growth in 2018
- Continued rapid growth of streaming, reaching 54% of total market
- Greater download and physical declines



- ▼ -35% Downloads
- ▲ +29% Audio Streaming
- ▲ +15% Video

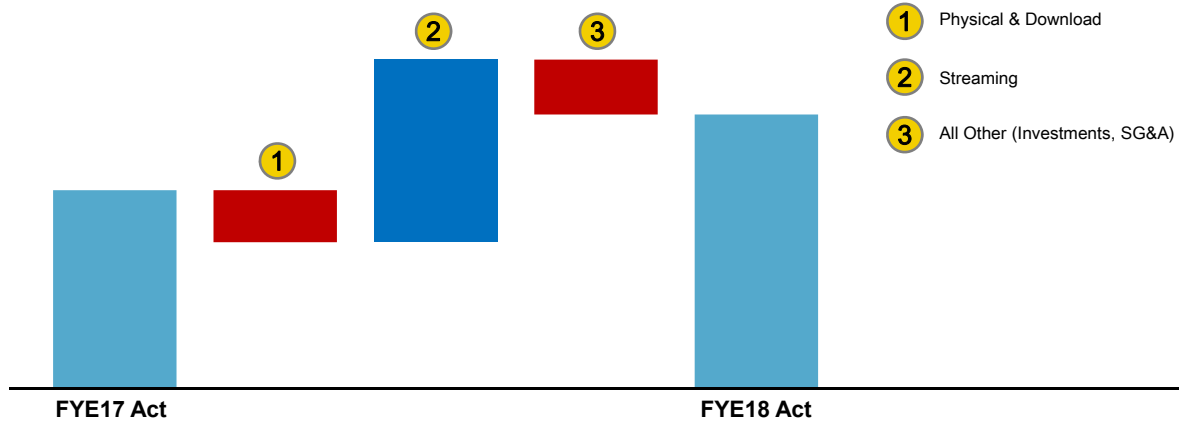
Healthy industry performance overall supports SME growth

Source: IFPI
 Note: Digital Figures Include Digital Radio (SoundExchange)

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Sony Music Operating Income: FYE17 Act → FYE18 Act

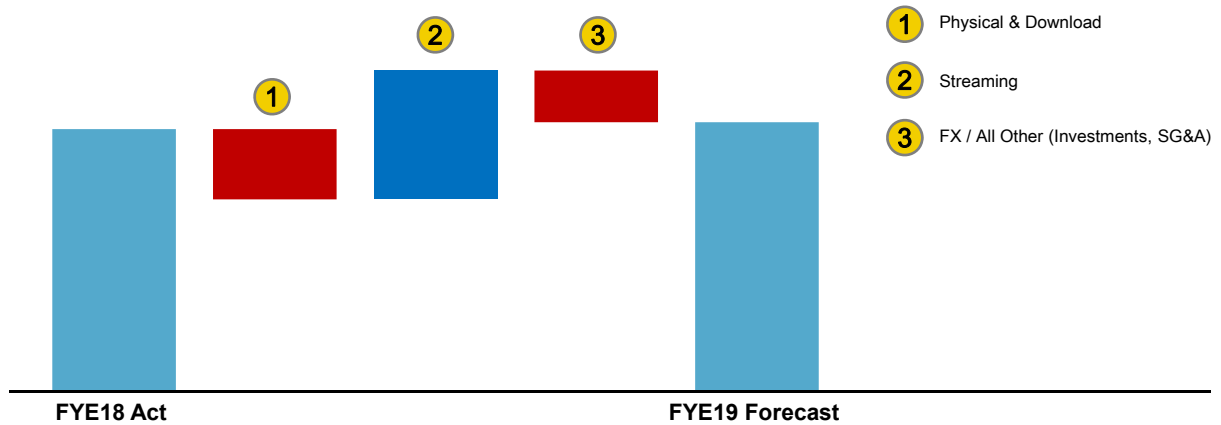
(US Dollars)



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Sony Music Operating Income: FYE18 Act → FYE19 Forecast

(US Dollars)



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