

Universal Music Group Capital Markets Day

20
24



UNIVERSAL MUSIC GROUP

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Forward-Looking Statements

This presentation contains statements that constitute forward-looking statements relating to the business, financial performance and results of Universal Music Group N.V. (the “Company” or “UMG”) and the industry in which the Company operates. Such forward-looking statements may be identified by the use of words such as "expectation", "belief", "estimate", "plan", "target", or "forecast" and similar expressions or the negative thereof; or by the forward-looking nature of discussions of strategy, plans or intentions; or by their context. Although UMG believes that such forward-looking statements are based on reasonable assumptions, they are not guarantees of future performance. Actual results may differ materially from such forward-looking statements as a result of a number of risks and uncertainties, many of which are related to factors that are outside UMG’s control, including, but not limited to, UMG’s inability to compete successfully and to identify, attract, sign and retain successful recording artists and songwriters, failure of streaming and subscription adoption or revenue to grow or to grow less rapidly than anticipated, UMG’s reliance on digital service providers, UMG’s inability to execute its business strategy, the global nature of UMG’s operations, UMG’s inability to protect its intellectual property and against piracy, UMG’s inability to attract and retain key personnel, changes in laws and regulations and the other risks that are described in the 2023 Annual Report. Accordingly, UMG cautions readers against placing undue reliance on such forward-looking statements. Such forward-looking statements are made as of the date of this presentation. UMG disclaims any intention or obligation to provide, update or revise any such forward-looking statements, whether as a result of new information, future events or otherwise.

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Presentation

The financial information included in this presentation is unaudited. The 2023/2022/2021 financial information included in this presentation contains only part of the 2023/2022/2021 financial statements which are included in the 2023/2022/2021 Annual Reports and available on our website at investors.universalmusic.com/reports.

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Non-IFRS measures

This presentation includes certain alternative performance measures which are not defined in IFRS issued by the International Accounting Standards Board as endorsed by the EU. The descriptions of these alternative performance measures and reconciliations of non-IFRS to IFRS measures are included in the 2023 Annual Report which is available on our website at investors.universalmusic.com/reports.

Market and industry data

The Company obtained market data used in this presentation from internal surveys, reports and studies, where appropriate, as well as market research, publicly available information and industry publications.

Capital Markets Day

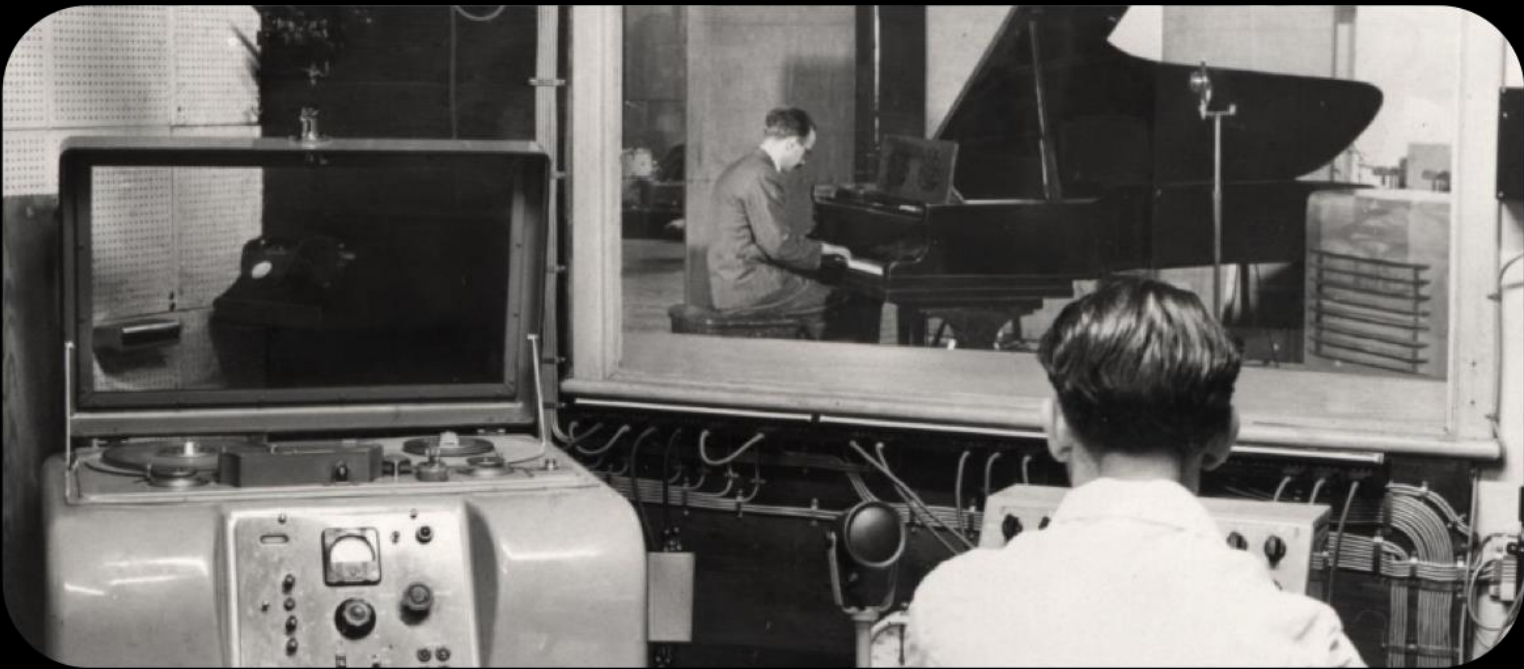
Sir Lucian Grainge CBE Chairman & Chief Executive Officer



UNIVERSAL MUSIC GROUP

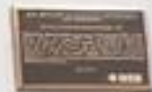








Abbey Road Studios



Fact #1

**Streaming is
a quantum leap forward
in music access and monetization**

Fact #2

**Superfandom will
accelerate music industry
economics**

Fact #3

**Music is
Universal**

Fact #1

**Streaming is
a quantum leap forward
in music access and
monetization**

The Value Proposition of Streaming Is Extraordinary...

... And Will Improve: Streaming 2.0

All the World's Music



Always With You



Personalized Discovery



Frictionless Acquisition



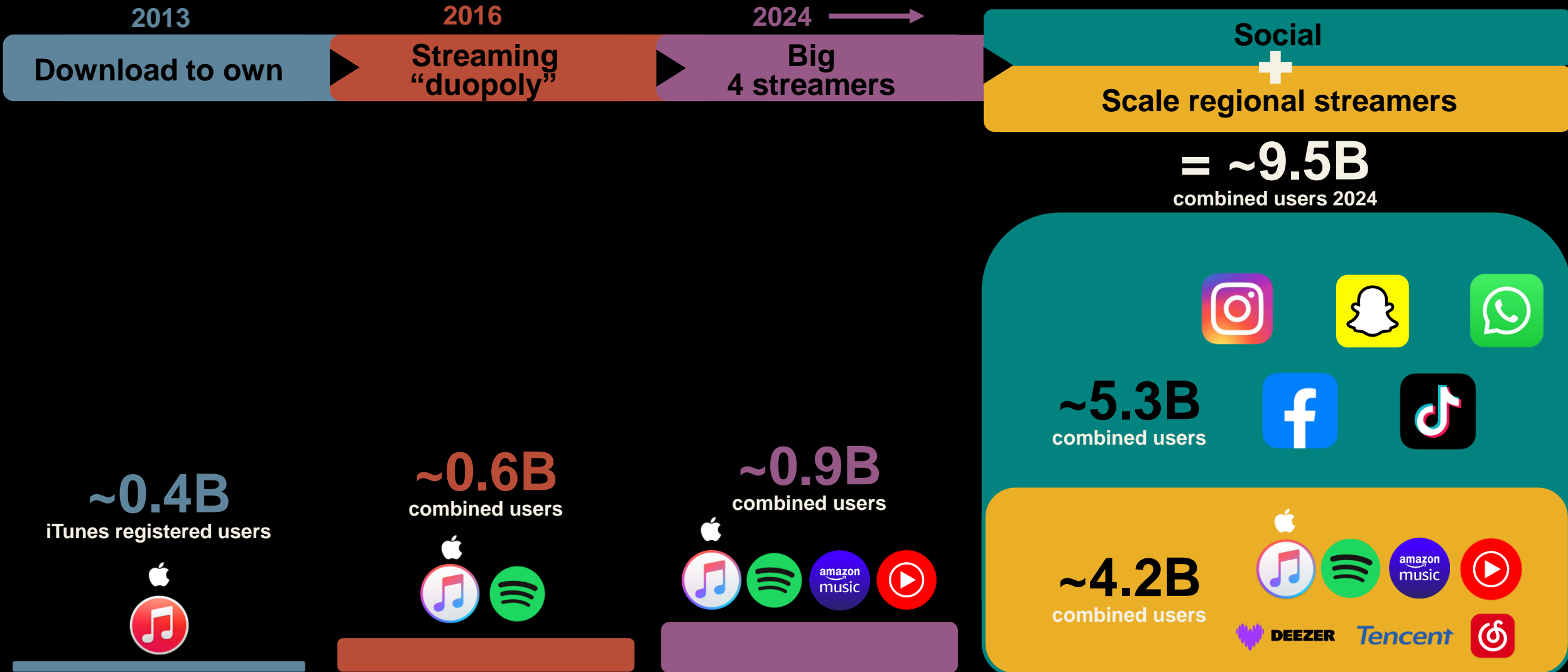
Shareable



Social



Our Music Powers an Expanding Number of Platforms



Note: "MAU" = "Monthly Active User", "DAP" = "Daily Active People", "DAU" = "Daily Active User"
 Source: iTunes registered users (CNN, 2013), Apple Music subscribers and Spotify users (Business of Apps, 2016), Spotify MAUs (Q2 2024 Report), Apple Music and Amazon Music paid subscribers (Business of Apps, 2024), YouTube Music subscribers (YouTube Press Release, 2024), Paid subscribers + Ad supported users (MIDIa, 2024), Meta DAP (Q2 2024 Report), Snap DAUs (Q2 2024 Report), TikTok MAUs (Business of Apps, 2024)

Music Subscriber Growth Outlook Historically Underestimated

Previous Estimates

“ Future subscribers in 2023 ~400M ”

Wall Street Analyst Report 2016

“ Paid subscribers will rise to 336M in 2025 ”

“State of the Streaming Nation 2” 2017

Paid subscribers 2023

~670M

336M subscribers exceeded in

2020

Current Consensus Predicts

1B+ subscribers by 2028

COMPLEX NETWORKS.

Coca-Cola



NETFLIX



hulu

amazon



Walmart

max



Music powers engagement across a vast ecosystem – and we are in business with far more than just a handful of tech partners and DSPs

Apple tv+

SiriusXM

Pokémon



Meta

Tencent Music Entertainment

twitch



YouTube Music



intel.

STATIONHEAD

Lenovo

EQUINOX

weverse

gaana

Warner Bros. Discovery

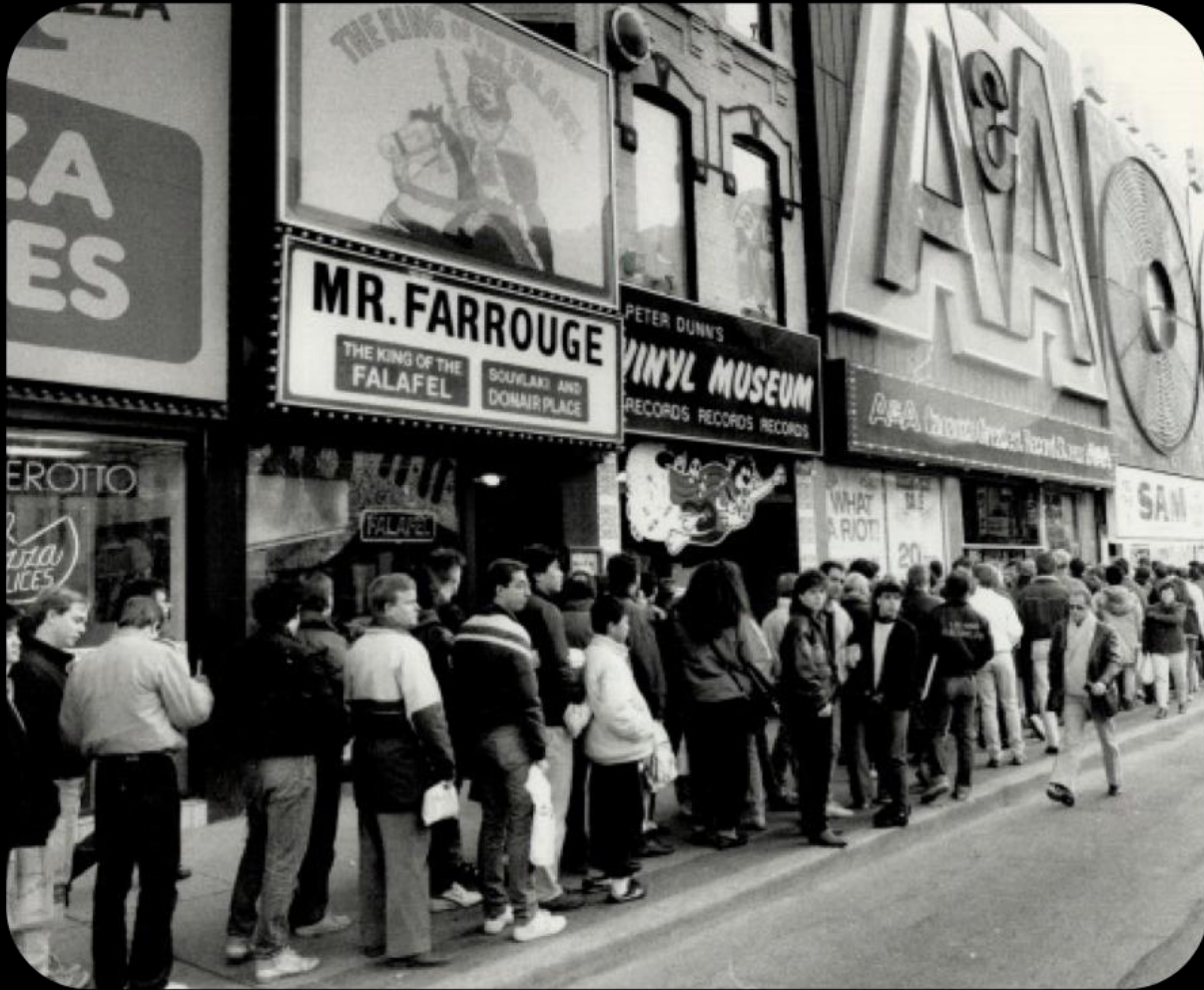
Paramount

The Walt Disney Company

Fact #2

**Superfandom will
accelerate music industry
economics**

In the 60s-90s, “Super Fan” Passion Was Evident at Midnight on Release Day as Fans Waited in Long Lines



Streaming and Subscription Have Equalized Fan Spending for Core Music Consumption

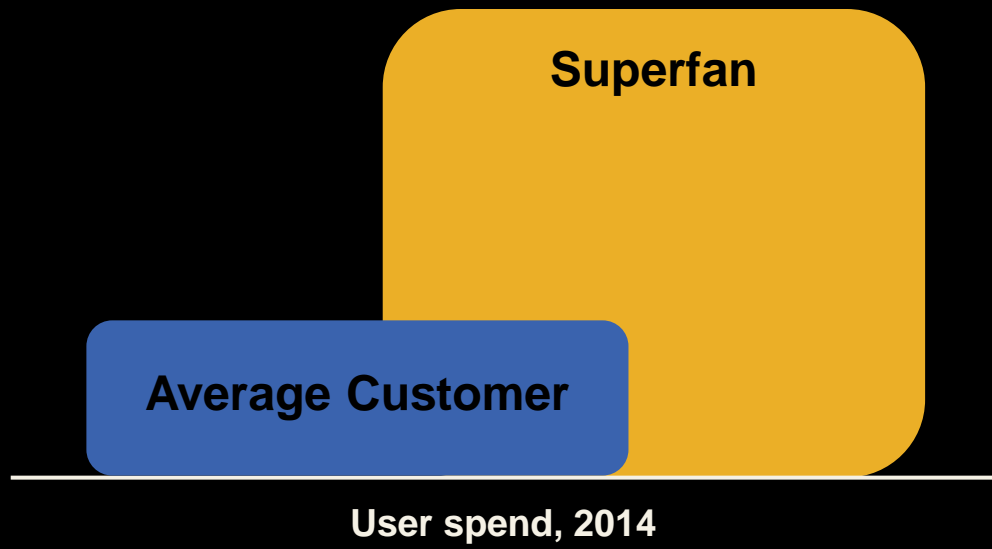
Download to own superfans spent

~3x

the average customer

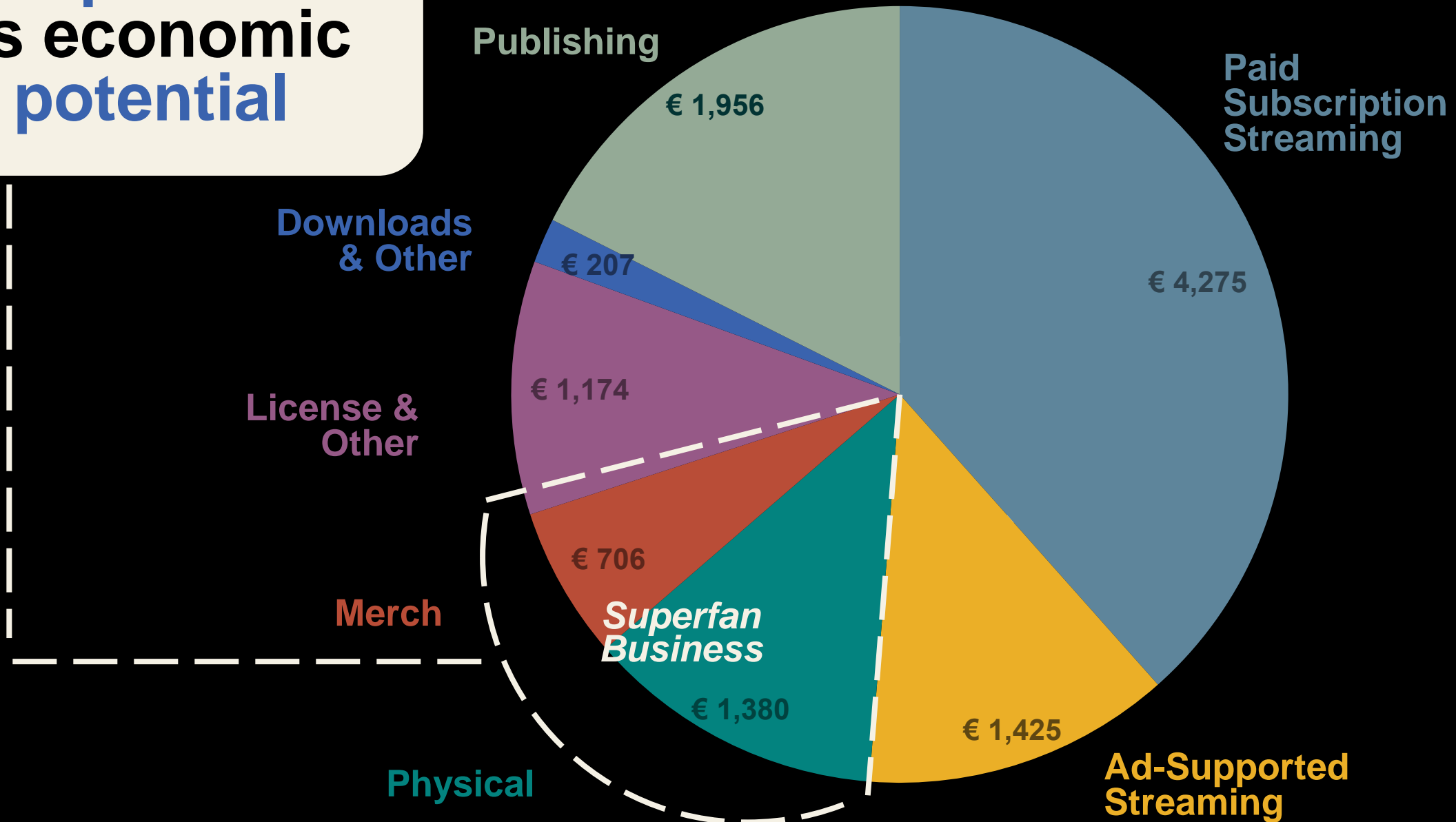
=

The streaming world **equalizes spend** between the average customer and superfans



**Superfan passion
unlocks economic
growth potential**

UMG Revenue (€M, 2023)



amazon music

JUN CALIFORNIA | 1924
THE POP OUT
KEN & FRIENDS
JUNE 19 THE FORUM
LANG

LIVE FROM INGLEWOOD
JUNE 19 4PM PT LIVESTREAM

Watch on
prime & twitch



ABBA Voyage
ABBA Arena, London

COMPLEX PRESENTS
SABRINA CARPENTER
SHORT N' SWEET
LA POP-UP AUG 23-25 11AM-7PM



RACEY MUSGRAVES
INDE RECORD STORE
LIVE LISTENING SESSIONS
WEDNESDAY, MARCH 13 - 4:30 PM



BLACKPINK
BORN PINK
WORLD TOUR

BLACKPINK 2022

ENTER FOR A CHANCE TO
MEET ANITTA
IN MADRID
FOR THE
BAILE FUNK
EXPERIENCE

ANITTA
UMUSIC HOTEL

**We are innovating
and developing products
and experiences to
give superfans more
opportunities to engage**



ZED
LUCKY
AI EXPERIENCE
powered by intel CORE
AVAILABLE NOW
LUCKY.ZEDD.NET

MTA
Metro
POP SMOKE
Subject to applicable terms and conditions of use.
EXPIRES 12/31/24
5178941705 28838994
For MetroCard Customer Service, call 911 or go to mta.info
MetroCard M1120

Fact #3

Music is
Universal

Music Is Fundamental to the **Human Experience**

3+ hours
of listening per day



~60%+ listeners
actively choose
which songs they listen to



~7 different methods
of engagement with music



Music Is Influential

Of the Top 20 Global Influencers:

10
Musicians

7/10
UMG Artists



5
Media personalities

4
Athletes

1 Actor

Unique Ability to Identify and Sign the World's Best Artists and Songwriters

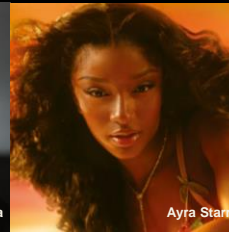
AFRICA



Soolking



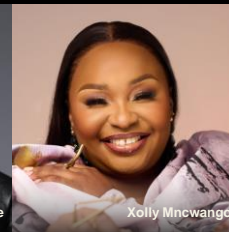
Rema



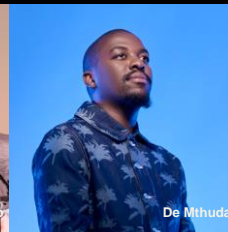
Ayra Starr



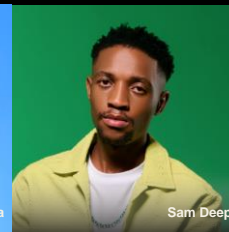
DJ Stokie



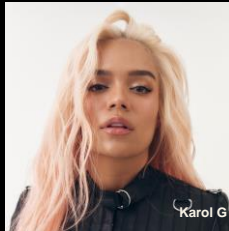
Xoliso Mncwango



De Mthuda



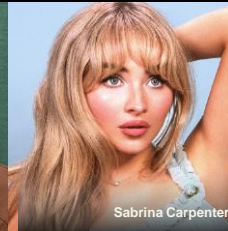
Sam Deep



Karol G



Noah Kahan



Sabrina Carpenter



The Weeknd



Luke Bryan



Billie Eilish



Jon Batiste

AMERICAS

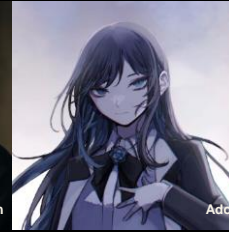
ASIA



King & Prince



Eason Chan



Ado



Hanumankind



Jay Chou

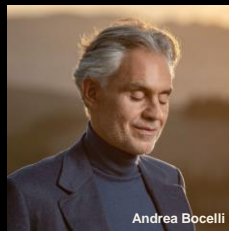


BLACKPINK



Badshah

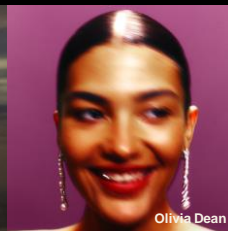
EUROPE



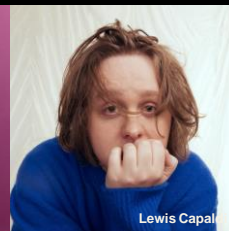
Andrea Bocelli



Loreen



Olivia Dean



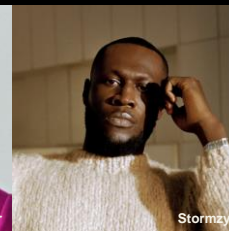
Lewis Capaldi



U2



Helene Fischer



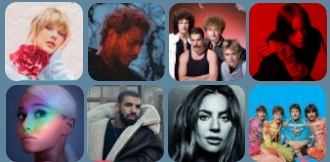
Stormzy

UMG Is Consistently Home to the World's Best-Selling Recording Artists

Top 10 Global Artists ('19-'23)

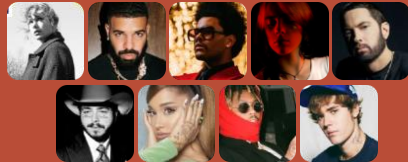
2019

8/10



2020

9/10



2021

8/10



2022

7/10



2023

9/10



Of UMG's Top 10 Global Artists, U.S./U.K. vs. Non-U.S./U.K.

8/8

U.S./U.K.

9/9

U.S./U.K.

2/8

Non
U.S./U.K.

6/8
U.S./U.K.

4/7

Non
U.S./U.K.

3/7
U.S./U.K.

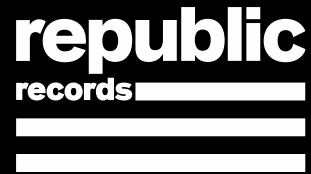
4/9

Non
U.S./U.K.

5/9
U.S./U.K.



BRAVAD 



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Strong Track Record of Success

IPO
2021



2023

€8.5B

Revenue

€1.8B

Adjusted EBITDA

€1.0B

FCF before investing

€11.1B

Revenue

€2.4B

Adjusted EBITDA

€1.7B

FCF before investing

40%

Average Return
on Equity



Market Outlook & Innovation

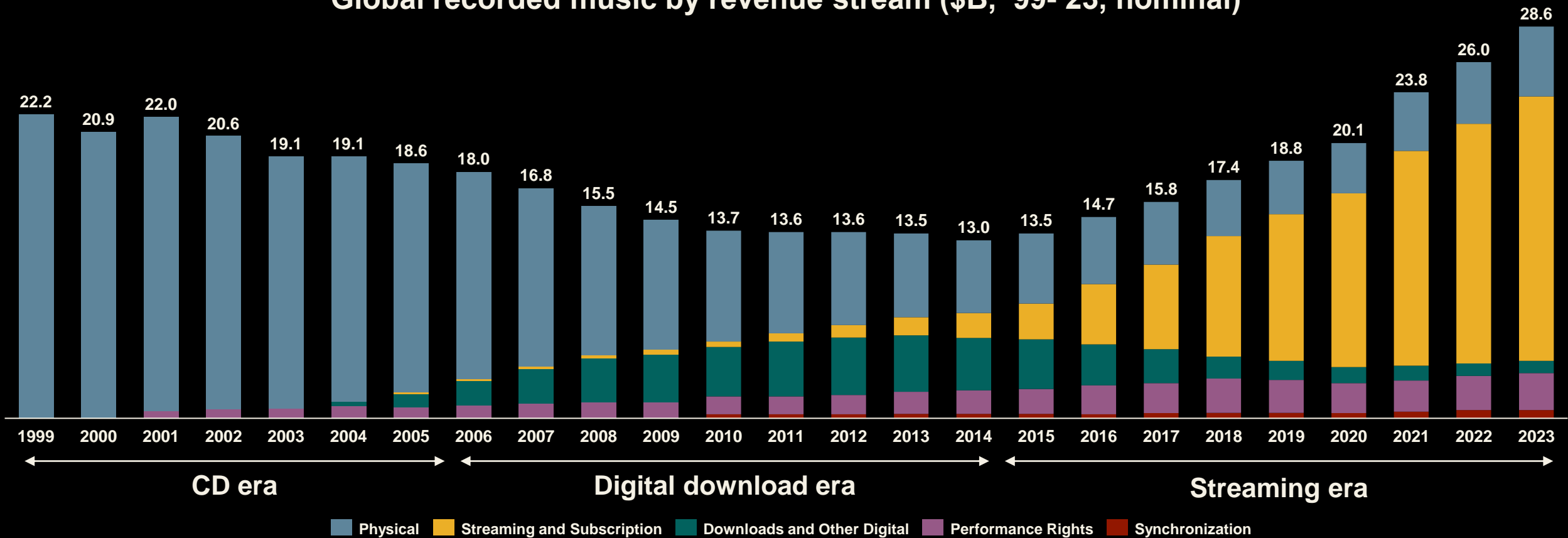
Boyd Muir EVP, President of Operations & Chief Financial Officer



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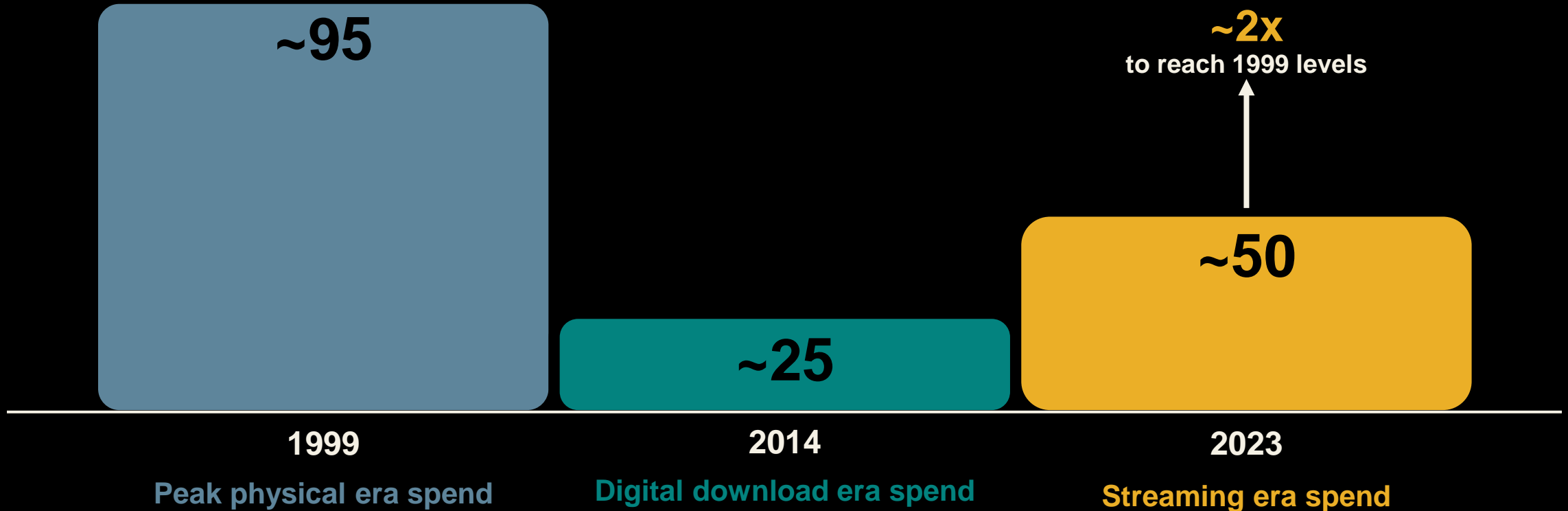
The Music Industry Has Experienced a Return to Growth, Driven Primarily by Streaming

Global recorded music by revenue stream (\$B, '99-'23, nominal)



Runway for Future Growth; Spending Is ~50% of Peak Levels

US recorded music inflation-adjusted revenue per capita (\$, indexed to 2023)



Music Industry Growth Will Be Propelled by Streaming, Superfandom and Ecosystem Expansion

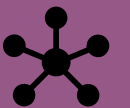
**Driving
Growth in
Streaming**



**Unlocking
Superfandom**

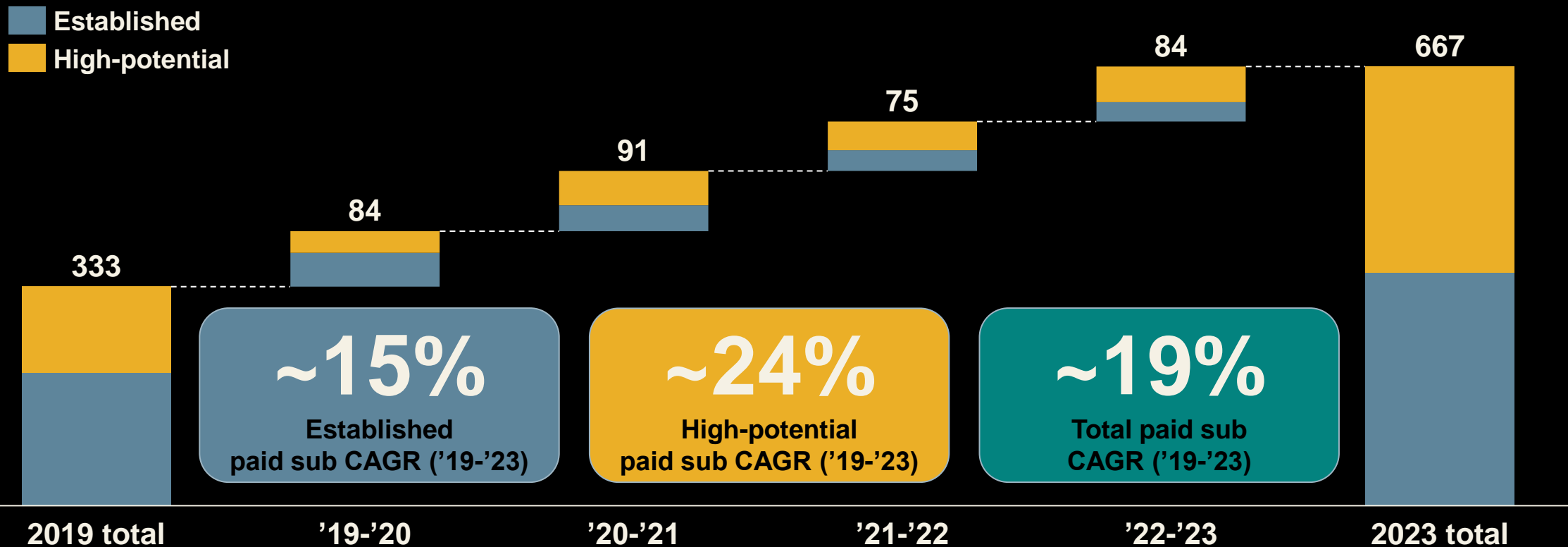


**Powering
a Broader
Ecosystem**



Subscriber Growth in Both Established and High-Potential Markets

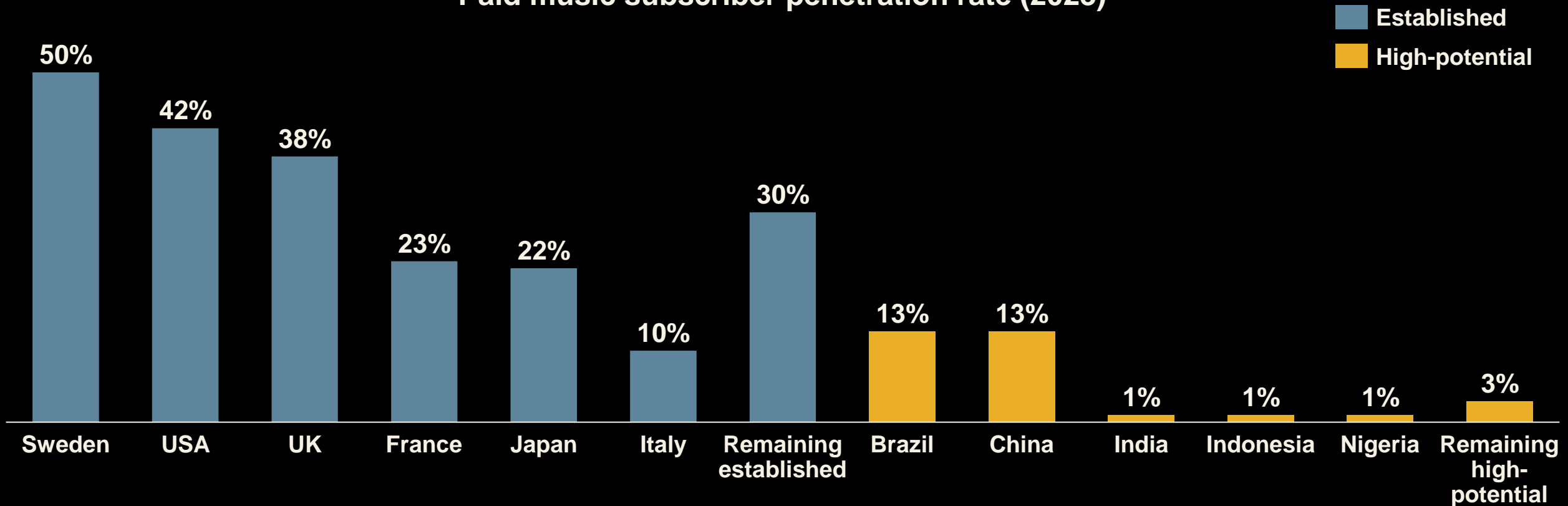
Paid subscribers, established and high-potential markets (M, '19-'23)



Note: Paid subscribers defined as users who have signed up for a streaming platform (including music streaming services, e.g., Spotify and fitness platforms, e.g., Peloton) with full access to the service's music catalog, including free trials which still yield income for the record label. Established markets include Australia, Austria, Baltics, Belgium, Canada, Croatia, Czechia, Denmark, Finland, France, Germany, Greece, Hong Kong, Iceland, Ireland, Israel, Italy, Japan, Netherlands, New Zealand, Norway, Portugal, Singapore, Slovakia, South Korea, Spain, Sweden, Switzerland, Taiwan, US, UK; High-potential markets include Argentina, Bolivia, Brazil, Bulgaria, Chile, China, Colombia, Ecuador, Hungary, India, Indonesia, Malaysia, Mexico, Nigeria, Paraguay, Peru, Philippines, Poland, Romania, South Africa, Thailand, Turkey, Uruguay, Vietnam, Other MENA, Other Sub-Saharan Africa, Other Europe (Serbia, Slovenia), Other N. America / LatAm / Caribbean, Other South Asia, Other East Asia and Pacific
 Source: IFPI, UMG

Established and High-Potential Markets Have Significant Headroom for Subscriber Growth

Paid music subscriber penetration rate (2023)



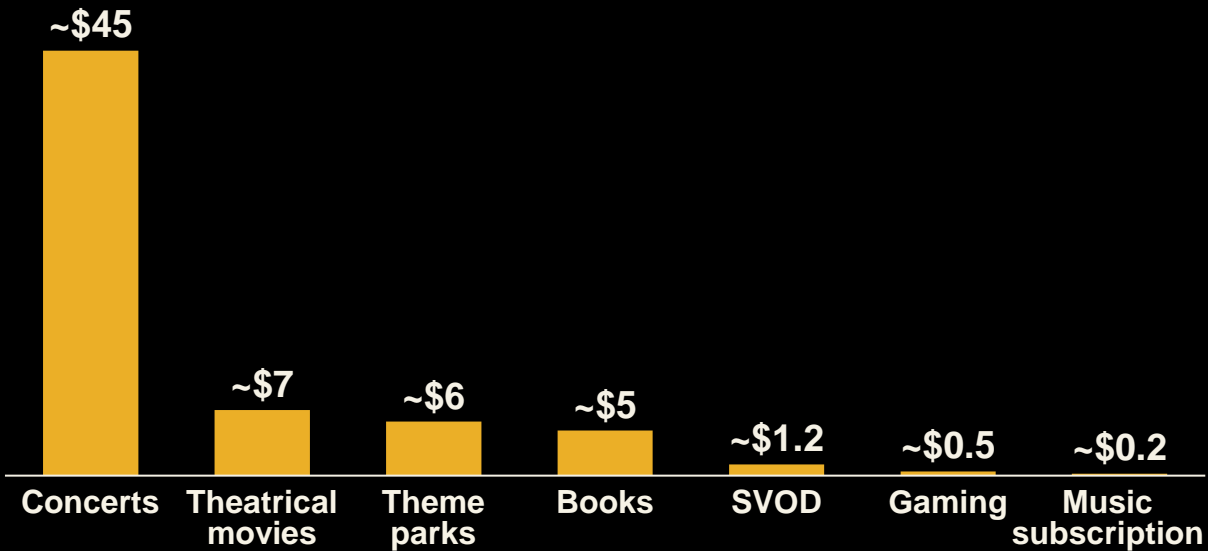
Note: Penetration calculated as the share of paid subscribers out of total population. Established markets include Australia, Austria, Baltics, Belgium, Canada, Croatia, Czechia, Denmark, Finland, France, Germany, Greece, Hong Kong, Iceland, Ireland, Israel, Italy, Japan, Netherlands, New Zealand, Norway, Portugal, Singapore, Slovakia, South Korea, Spain, Sweden, Switzerland, Taiwan, US, UK; High-potential markets include Argentina, Bolivia, Brazil, Bulgaria, Chile, China, Colombia, Ecuador, Hungary, India, Indonesia, Malaysia, Mexico, Nigeria, Paraguay, Peru, Philippines, Poland, Romania, South Africa, Thailand, Turkey, Uruguay, Vietnam, Other MENA, Other Sub-Saharan Africa, Other Europe (Serbia, Slovenia), Other N. America / LatAm / Caribbean, Other South Asia, Other East Asia and Pacific
Source: IFPI, World Bank, UMG

Music Streaming Is Significantly Under-Monetized

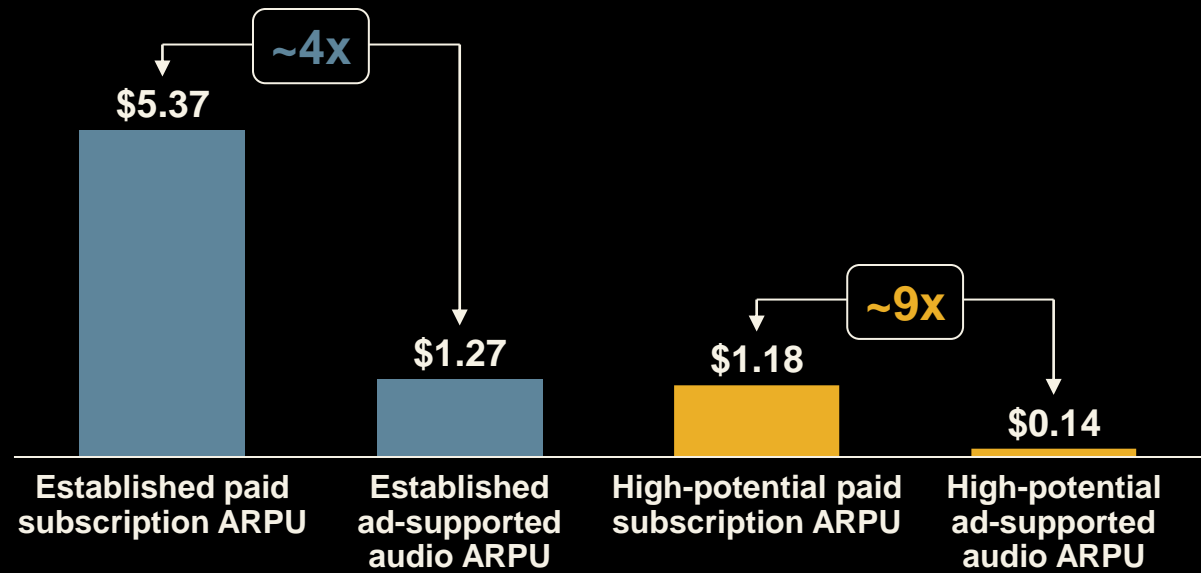
Subscription music is a very low-cost form of entertainment

Ad-supported audio streaming is under-monetized

Cost per consumption hour (\$, 2023)

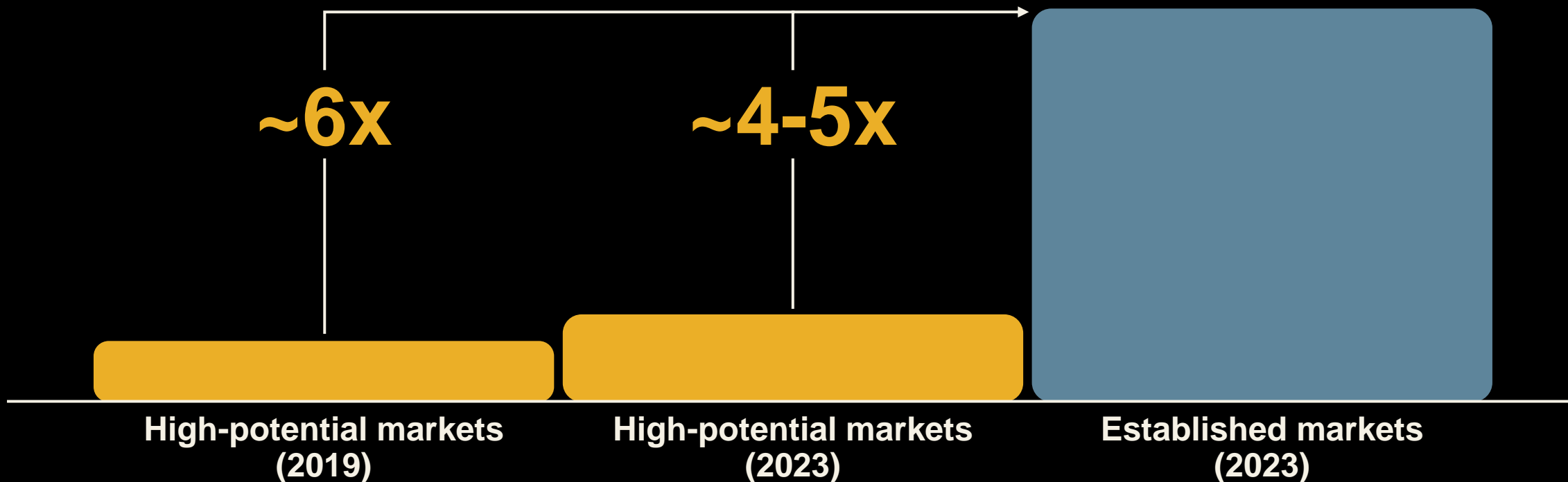


Paid subscription vs. ad-supported audio revenue per user (gross, monthly, 2023)



High-Potential Market Subscribers Have Meaningful Contribution to Subscription Revenue Growth

Paid streaming monthly trade ARPU



Note: Monthly trade ARPU refers to the industry-wide revenue that is solely collected by record labels, attributable per user. Established markets include Australia, Austria, Baltics, Belgium, Canada, Croatia, Czechia, Denmark, Finland, France, Germany, Greece, Hong Kong, Iceland, Ireland, Israel, Italy, Japan, Netherlands, New Zealand, Norway, Portugal, Singapore, Slovakia, South Korea, Spain, Sweden, Switzerland, Taiwan, US, UK; High-potential markets include Argentina, Bolivia, Brazil, Bulgaria, Caribbean, Central America, Chile, China, Colombia, Ecuador, Hungary, India, Indonesia, Malaysia, Middle East & Northern Africa, Mexico, Nigeria, Paraguay, Peru, Philippines, Poland, Romania, South Africa, Thailand, Turkey, Uruguay, Vietnam
Source: IFPI, UMG

Growth Will Be Balanced Across Both Subscriber Growth and Improved Monetization

8-10%

Paid subscription revenue
CAGR through 2028

Subscriber Penetration

- Demographic tailwinds in established markets (late adoption, streaming habit persistence over time)
- Technology and streaming adoption in high-potential markets
- Streaming innovation and value enhancement
- Migration from ad-supported tiers to subscription

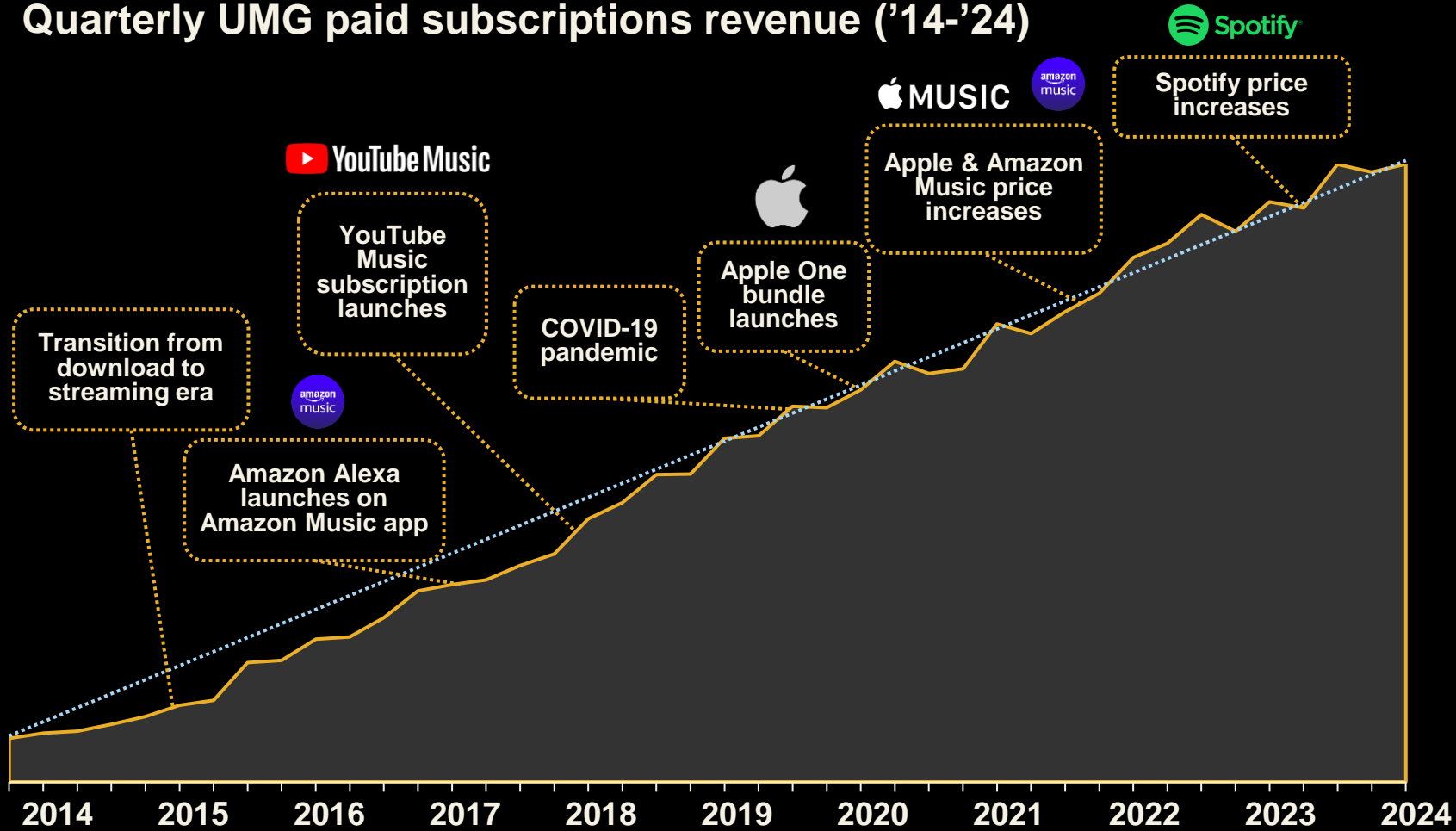
Improved Monetization

- Price increases in line with consumer value and inflation
- Super-premium tier with enhanced artist / fan engagement
- Better monetization of ad-supported tiers and family plans

UMG benefits as the most significant music rights holder partnering with DSPs to bring innovation to life

Subscription Revenue Has Consistently Grown, With Modest “Event” Driven Changes in Momentum

Quarterly UMG paid subscriptions revenue ('14-'24)



Momentum Drivers

Price increases for under-monetized services

Timing and aggressiveness of promotions

Feature and technology innovations

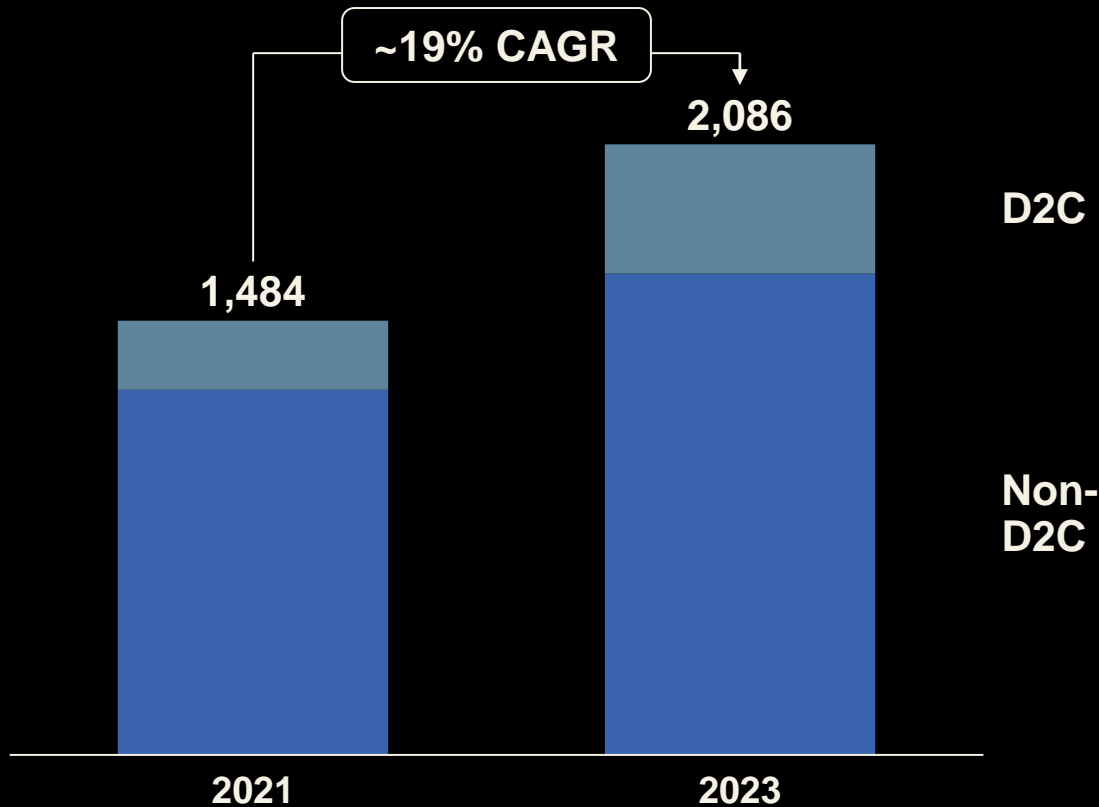
Expansion into new geos

New companies / business models

Market share shifts (e.g., acquisitions, release schedule)

Accelerating Superfan Monetization and Building a Scaled, Complementary Business to Streaming

UMG physical and merchandise revenue (€M)



Developing premium music and merchandise collectibles

Creating innovative superfan experiences

Expanding our D2C capabilities (customer data, supply chain)

Superfan Monetization Increasingly Driven by D2C Capabilities

Revenue Growth

~33%

D2C revenue CAGR ('21-'23)

Brand Building

1,300+

UMG owned and operated
artist / brand stores

Audience Development

~100M

Global owned audience
in 2023

Market Outlook & Innovation

Gabi Lopes SVP, Global Insight



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UMG's Unique Research and Insights Capabilities

Global Insight Team

The most extensive in-house research program in the music industry

Deep understanding of consumer behavior across the ecosystem

Uniquely positioned to inform future market trends

Global coverage reaches over 100,000 consumers yearly

Competitive Advantages

Genre and geographic priorities

Artist-centric strategy

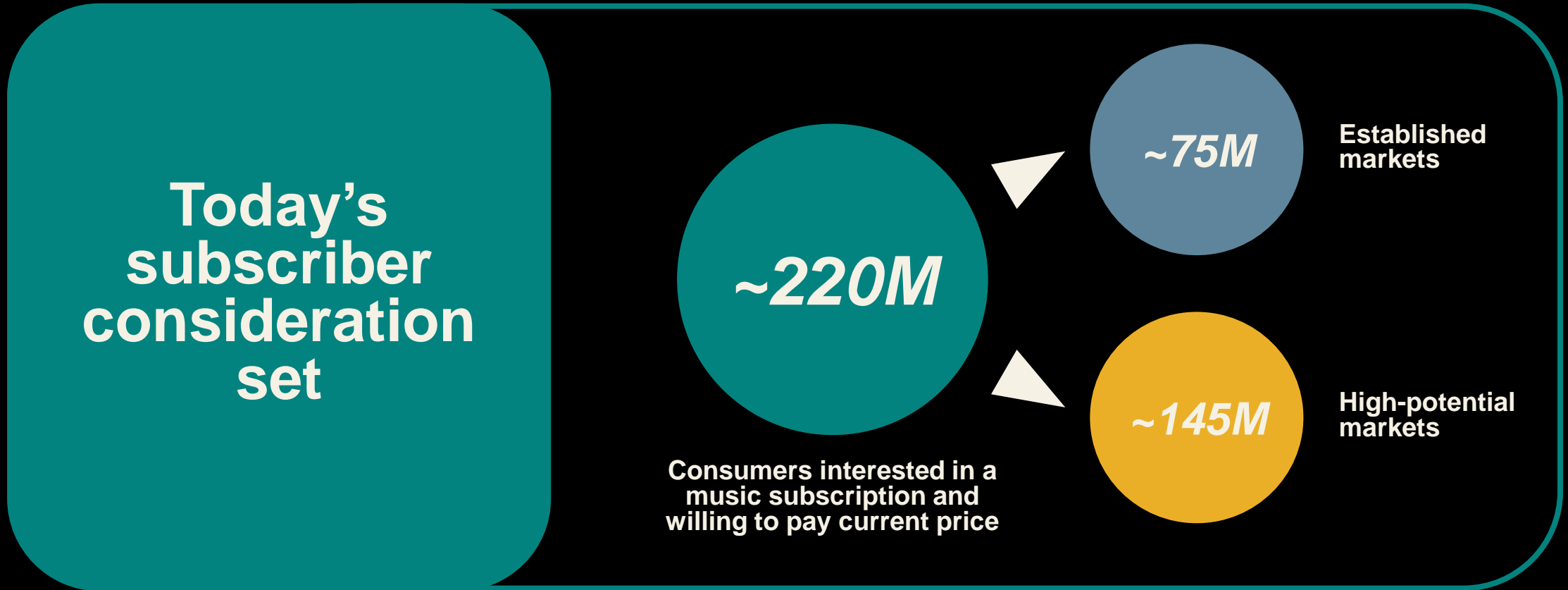
Superfan opportunities

Subscription ecosystem and partner dynamics

Substantial Headroom for Subscriber Penetration Around the Globe

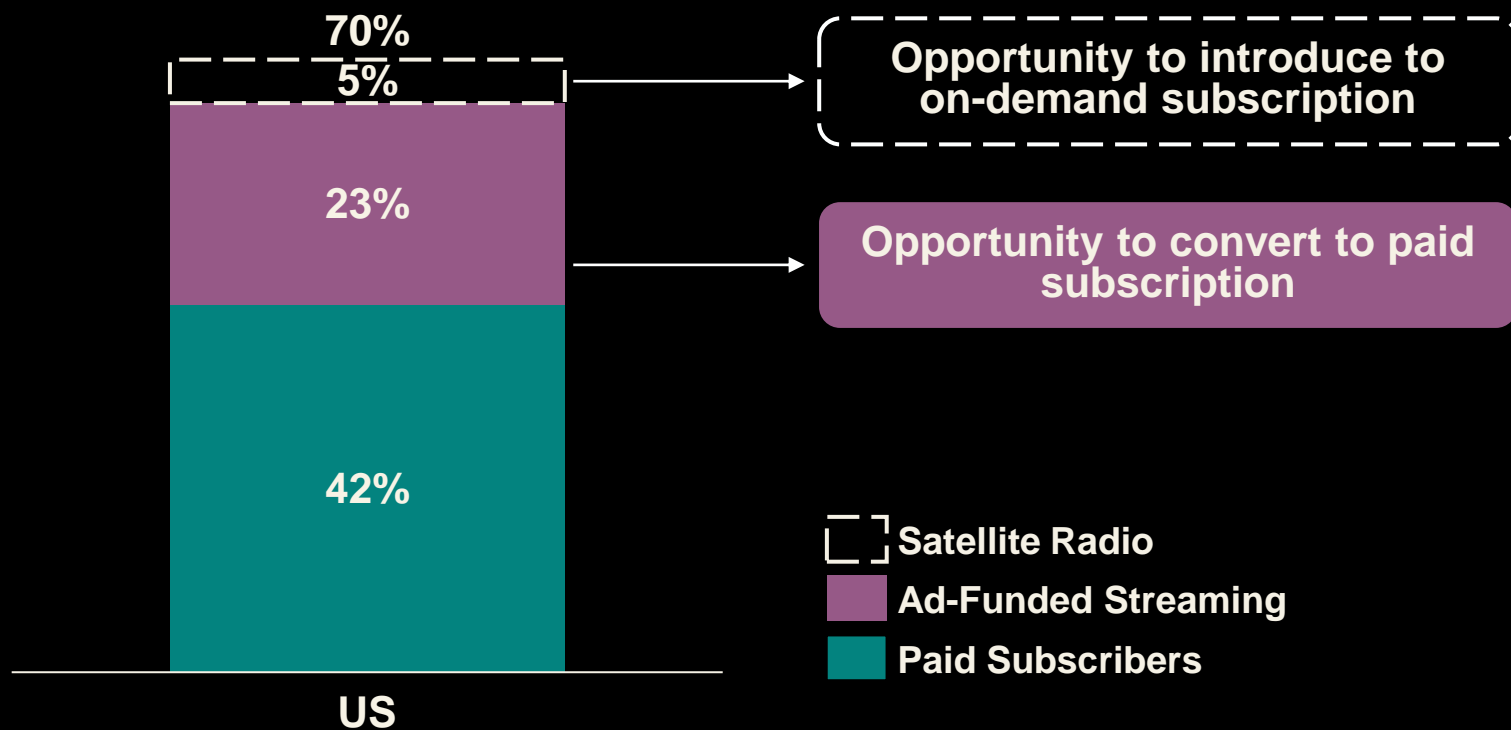


Our Research Indicates There Are ~220M Additional Subscribers Already in the Consideration Set



Expanding Adoption of Streaming Provides Significant Headroom for Growth

US penetration by usage (2023)



Parallel funnels

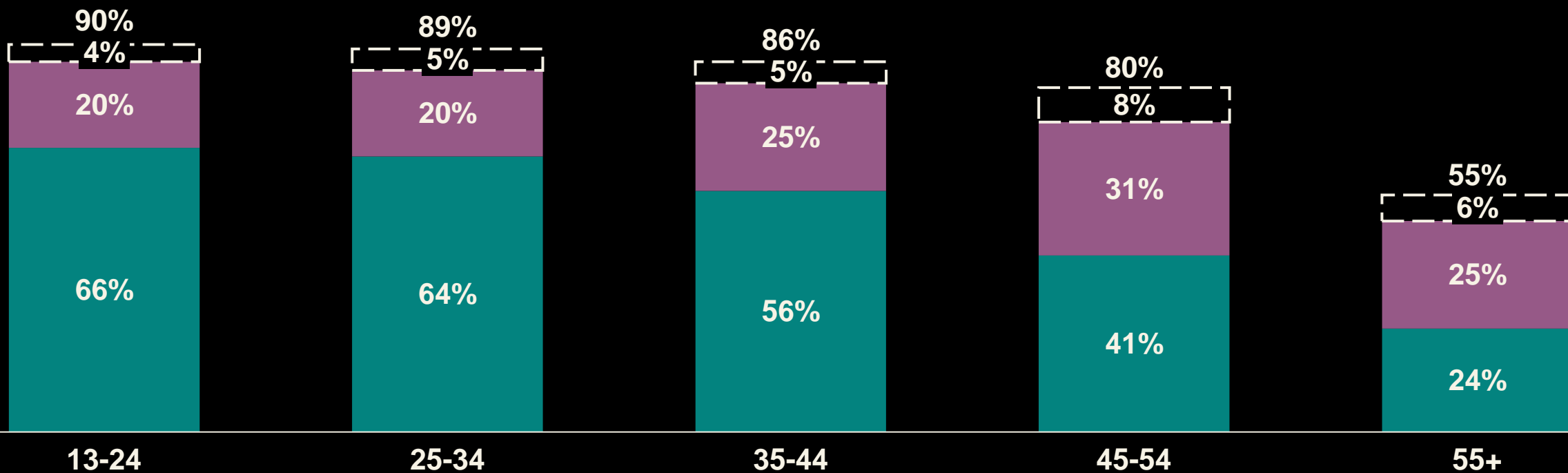
61%

of US weekly audiobook listeners currently don't have a music subscription

Opportunity to Convert Non-Subscribers Across All Demographics

US penetration by usage by age (2023)

☐ Satellite Radio ■ Ad-Funded Streaming ■ Paid Subscribers



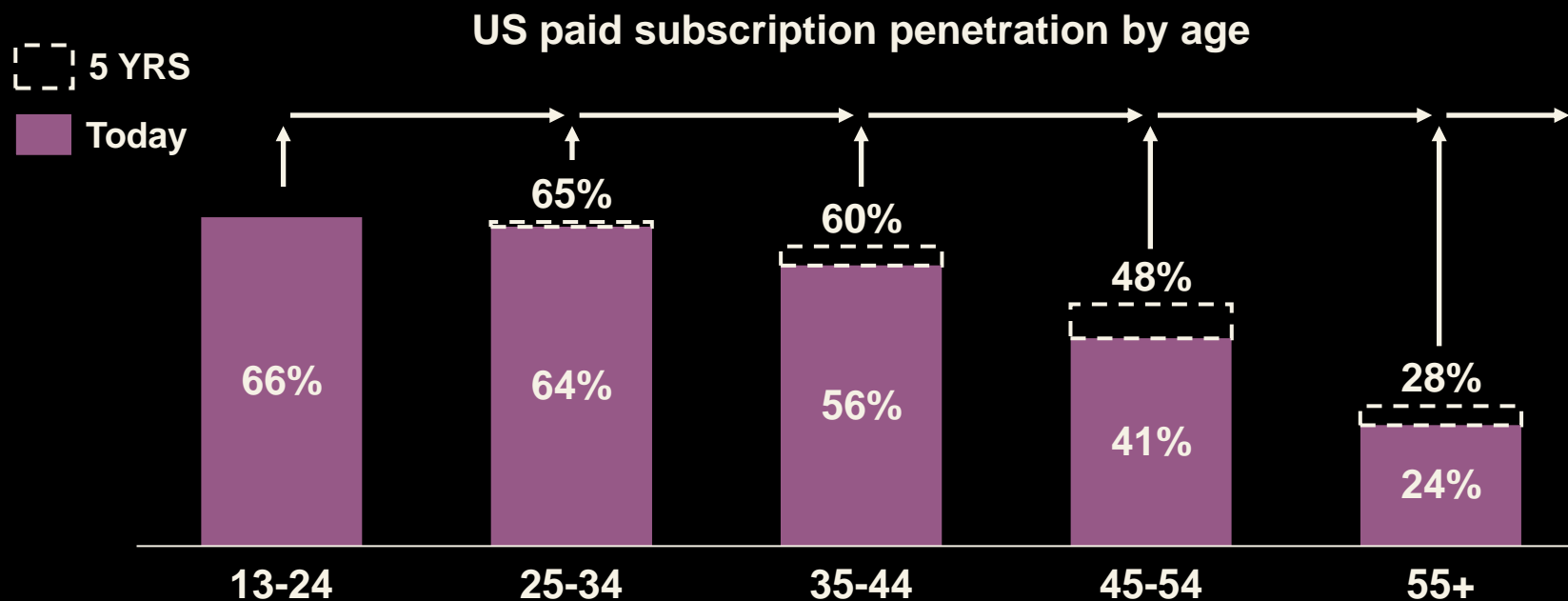
Subscriber Growth in Established Markets Will Continue as Young Users Age and Retain Streaming Behavior

A Adoption increases as younger cohorts enter the market

B Organic increase in penetration as users age up and carry on their behaviors

~13M

under 13s in the US
aging into the ecosystem
in the next 5 years



Development of a Super-Premium Tier Represents Significant Opportunity

Meaningful proportion of paid subscribers interested in an enhanced offer

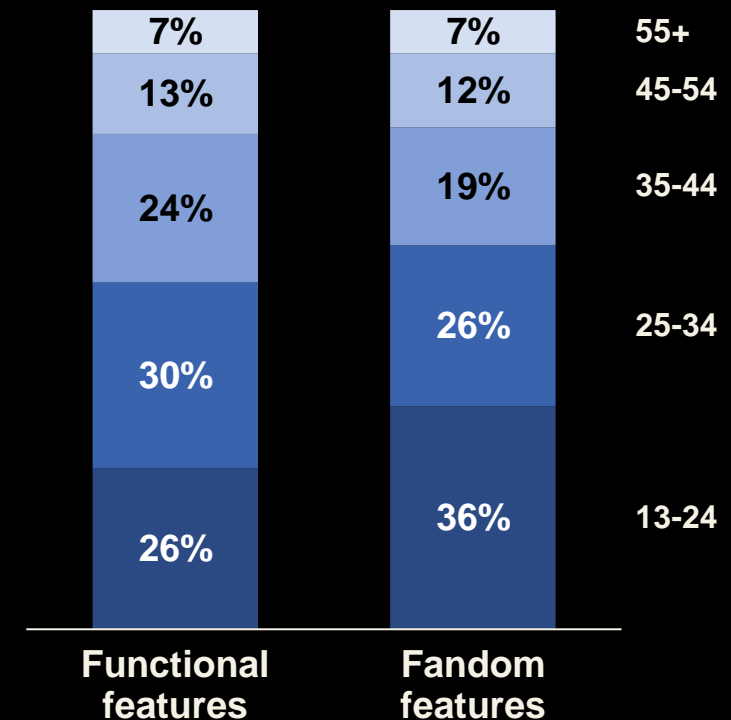
20%
of existing subscribers are willing to pay extra for an enhanced subscription tier

Various levers:
fandom-centric and functional

Features of highest appeal

Fandom	Early access to new music
Fandom	Priority access to deluxe editions
Functional	Hi-res audio
Fandom	Listening party invites
Fandom	Artist Q&A sessions

Age profile of those interested and willing to pay for enhanced features



Market Outlook & Innovation

Michael Nash EVP, Chief Digital Officer



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UMG's Innovation Promotes Industry Growth and Development

FASTCOMPANY



Most Innovative Companies 2024



Cornerstone partnership for launch of YouTube Music subscription service



Landmark partnership to develop Dolby Atmos



Launch partner for the YouTube Music AI Incubator



First music company to commercially license a social media platform



Expanded livestream agreements to enhance artist-fan engagement



Exclusive partner for first FDA-approved prescription therapeutic music product

One of “World’s 50 Most Innovative Companies”
#1 in Music

ROBLOX

Industry-leading products with platform’s largest music audiences

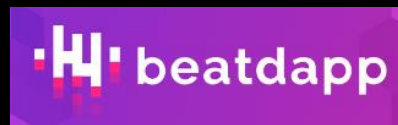
Propelling Market Through Artist-Centric Initiatives

Artist-Centric Phase 1: Model Innovation

Collaborative development and implementation of artist-centric models



Embedding artist-centric principles across services landscape



Artist-Centric Phase 2: Product Innovation



Super-premium tier

Deluxe version of Spotify

Enhanced user control

Higher-quality audio

New features forthcoming

~1.5x

price vs. standard paid tier



Super VIP tier

Holistic listening experience

Priority access to digital albums

Live event tickets

Online karaoke services

~5x

price vs. standard paid tier

SVOD Market Development Supports Opportunity for Music Subscription Growth, Monetization and Innovation

SVOD has already surpassed
1B individual subscribers

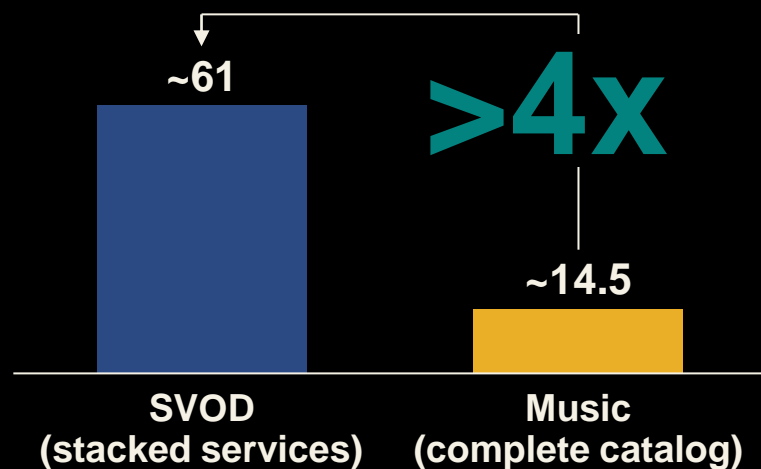
SVOD household monetization
is **>4x** that of music

SVOD evolution demonstrates
innovation potential

~1B

individual subscribers
in 2024

Avg. US monthly household
subscription spend (\$)



- Market segmentation and product tiering
- Enhanced premium features
- Improved account-sharing management

Ad-Supported Revenues Fortified by Social & Video Complement Subscription

Complementary revenue stream

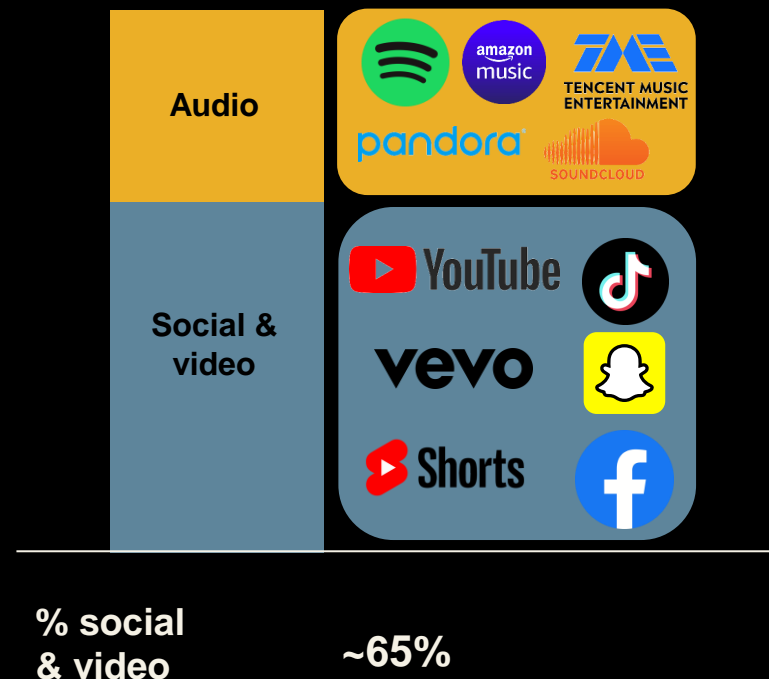
Balanced growth across ad-funded audio and social & video

Key drivers of growth

~1:3

Ratio of UMG ad-supported to subscription revenues ('20-'24)

UMG ad-supported revenue (1H24)



- Secular migration of advertising spend from analog to digital channels
- Significant ad-supported user growth projected
- Increased engagement on social media platforms
- Better monetization of ad-supported tiers and services

Streaming 2.0: Next Era of Streaming Growth

Streaming 1.0
Achieving scale

Streaming 2.0
Maximizing customer value

Simple compelling proposition



Segmented customer propositions

Volume over value



Artist-Centric principles

Scale digital monetization



Broader and deeper monetization

Established market focus



Global focus

Focus on subscriber growth



Focus on subscriber and ARPU growth

Rapidly Expanding Superfan Monetization by Developing Innovative New Products and Experiences for Fans

Physical Collectibles



Premium Merchandise



Live Experiences



Digital



Monetizing Superfans by Delivering Personalized Experiences

Rolling Stones Virtual Store



Zedd x Roblox Beat Galaxy

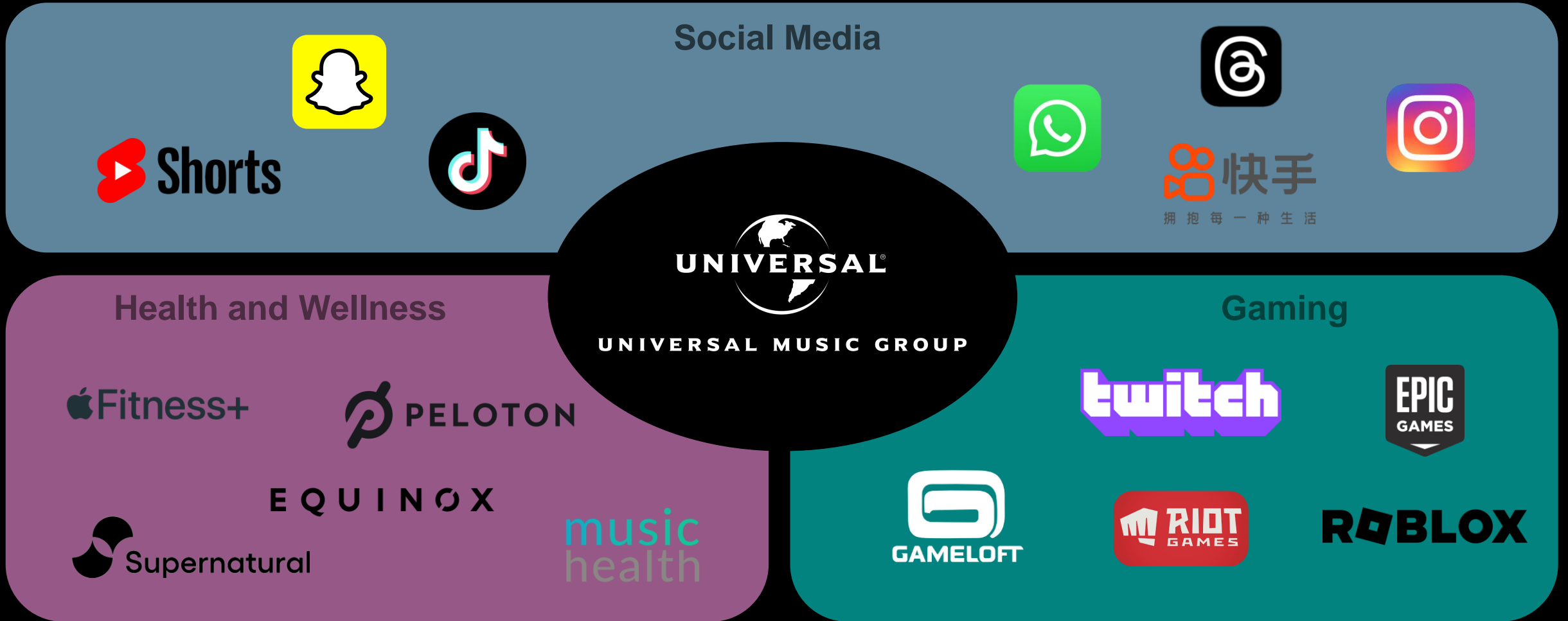


Exclusive virtual merchandise

Game featuring lead single “Lucky”



Music Powers an Expanding Ecosystem



Amplifying and Protecting Our Artists on Social Media



Renewal of landmark agreement pioneered in 2017

Broadened scope to incorporate WhatsApp

Significant Gen AI safeguards



Multi-dimensional agreement with enhanced monetization and eCommerce integration

Development and deployment of artist-centric tools and major marketing programs

Strategic collaboration on AI principles and industry-leading Gen AI protections



Expanded agreement builds on companies' long-standing collaborative partnership

Improved commercial opportunities and innovative marketing activations

Commitments regarding unauthorized Gen AI content

Embracing Responsible AI to Advance Innovation

- Enhancing artists' ability to experiment and boost creativity
- Defending artistry and right to fair compensation
- Adapting music to new products and formats

Health and wellness
soundscapes



Endel

Social music creation



Gen AI content,
attribution and
compensation
solutions

ProRata.ai



Voice-to-voice,
voice-to-instrument AI



soundlabs.ai

*Principles for Music
Creation With AI*

Roland

AI music incubator



YouTube

Patented Three AI-Enabled Technologies to Predict Virality and Enhance Our Marketing Capabilities

1st Patent

Identifies efficiency of a marketing opportunity using AI

2nd Patent

Analyzes and predicts likelihood of audience engagement

3rd Patent

Predicts social media content trends with high likelihood of translatable DSP success

Multiple patents granted or pending for digital distribution, stem-based audio formats and health and wellness products



We're Driving Five Big Shifts

**Streaming 1.0:
Achieving Scale**



**Streaming 2.0:
Maximizing Customer Value**

**Merchandise
for Fans**



**Superfan Collectibles
and Experiences**

**Establishing
D2C Infrastructure**



**Scaling and Monetizing
D2C Channel**

**Engaging
Fans**



**Direct, Personalized
Relationships with Fans**

**Building the
Ecosystem**



**Expanding and Monetizing
the Ecosystem**

Agenda

Sir Lucian Grainge CBE

Company Introduction & Preview of the Day

Boyd Muir, Gabi Lopes & Michael Nash

Market Outlook & Innovation

Jody Gerson

Universal Music Publishing Group

Monte Lipman & John Janick

US Recorded Music Labels

Frank Briegmann

Central Europe Recorded Music

Adam Granite

High-Potential Markets

Nat Pastor & JT Myers

Virgin Music

Boyd Muir

Financial Outlook

Sir Lucian Grainge CBE

Closing

Universal Music Publishing Group

Jody Gerson Chairman & Chief Executive Officer

Marc Cimino Chief Operating Officer

JW Beekman Chief Financial Officer



UNIVERSAL MUSIC GROUP

UMPG Is a Global Leader in Music Publishing



UNIVERSAL MUSIC
PUBLISHING GROUP

9 of the
Top 10

Spotify Global
Albums of 2023

3 of the
Top 5

Billboard Hot 100
Songwriters
of 2023

11 of the
Top 15

Spotify Artists are
UMPG songwriters*

48

Offices in 40
countries providing
global coverage

850+

Total employees
North America ~370
Europe ~310
Asia-Pacific ~120
Latin America ~60

~5M

Owned and
administered songs

Notes: *As of September 2024; all other numbers as of July 27, 2024
Source: Spotify, Billboard, UMG

UMPG Represents a World-Class Catalog Filled With Recognizable and Enduring Songs



Like a Rolling Stone



Sweet Home Alabama



I Will Survive



Respect



California Dreamin'



These Boots Are Made for Walkin'



You Are So Beautiful



Don't You (Forget About Me)



Soul Man



Man In the Mirror



West Side Story



Don't Worry Be Happy



Piano Man



Ain't No Sunshine



Your Song



Sweet Dreams (Are Made of This)



Rolling In the Deep



Purple Rain



Knockin' On Heaven's Door



Viva La Vida



I Want to Hold Your Hand



Blowin' in the Wind



All I Want for Christmas Is You



Good Vibrations



Conga



American Girl



Born To Be Wild



White Christmas



Seven Nation Army



Tiny Dancer



Livin' On A Prayer



Pump Up The Jam



Staying Alive



Love Story



Every Breath You Take



Welcome To The Jungle



Hotel California



Sweet Caroline

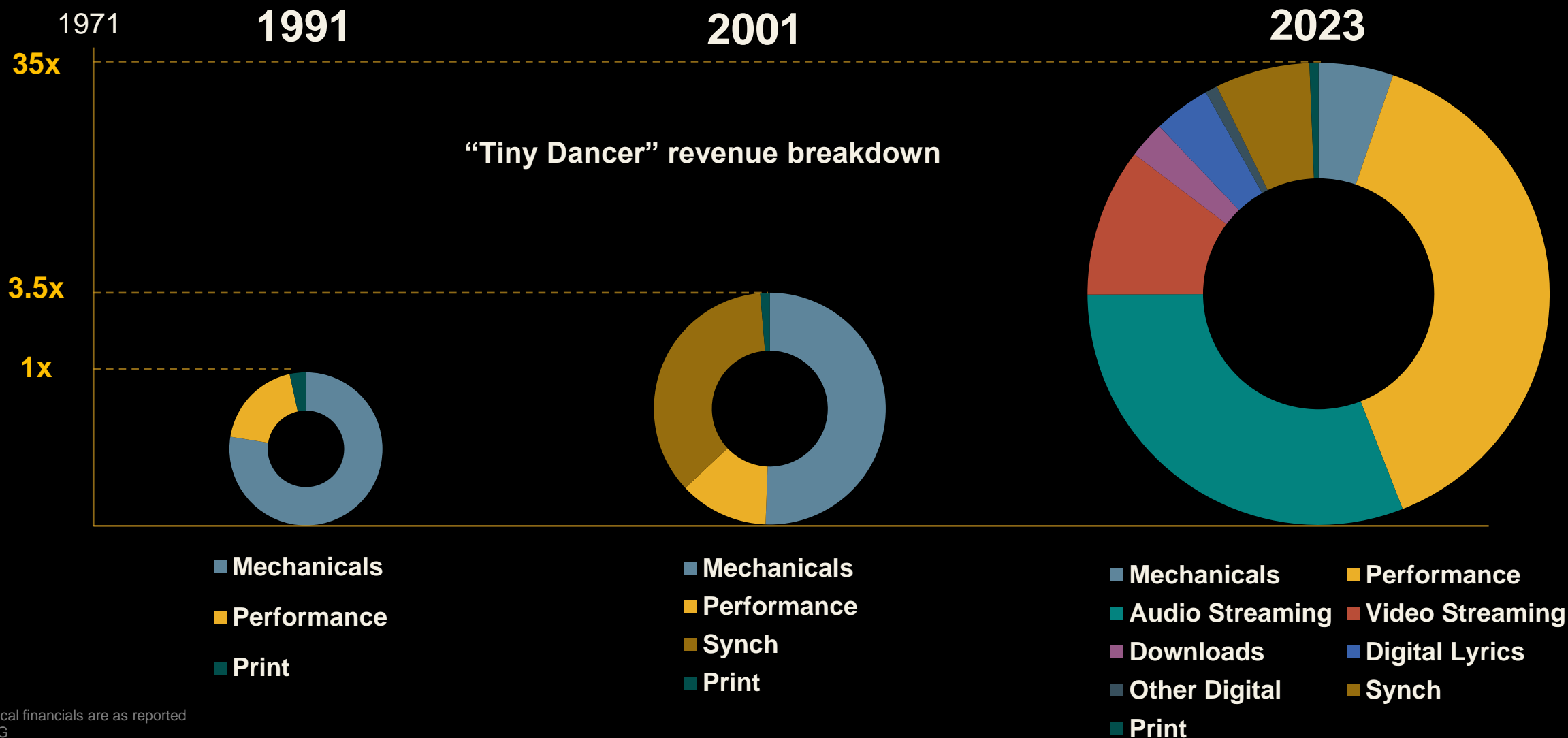


With or Without You



Dancing Queen

We Innovate and Diversify How Songs Generate Revenue



Note: Historical financials are as reported
Source: UMG

UMPG Maximizes Revenue Across Many Different Rights Categories

Digital

Streaming



SVOD



Social Media



Public Performance

Radio / TV Broadcast



Hospitality



Concerts



Synch Licensing

Film



Commercials



Gaming



Mechanical

Vinyl



CDs



Lyrics



Our Songs Are Everywhere, Our People Are Everywhere

● UMPG office



UMPG Songwriters Signed to UMG Labels



Taylor Swift



Post Malone



Ariana Grande



Eminem



Tupac



Justin Bieber



Metallica



Shania Twain



The Weeknd



Drake



Maroon 5



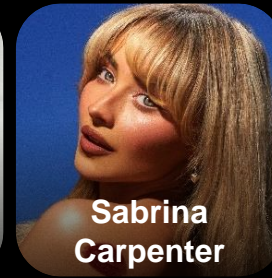
ABBA



Elton John



J Balvin



Sabrina
Carpenter



Bee Gees



Guns N' Roses



Sting



Lil Baby



Bon Jovi



Billie Eilish



Ice Spice



Neil Diamond



Mumford & Sons



Carin Leon



Pearl Jam



Kendrick Lamar



Florence +
The Machine



J. Cole



The Beach Boys



Dadju



Feid



Selena Gomez



Lana Del Rey



U2



Gracie Abrams

UMPG Songwriters Signed to Non-UMG Labels



Adele



Coldplay



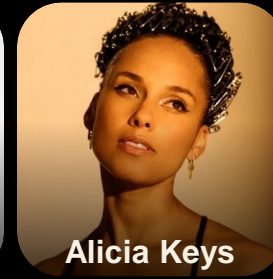
Harry Styles



H.E.R.



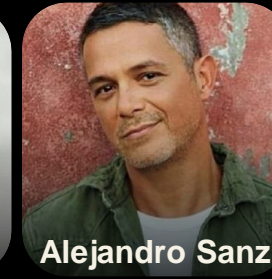
Jack White



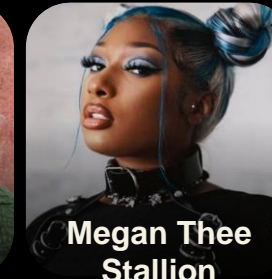
Alicia Keys



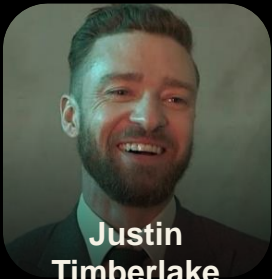
Fred again..



Alejandro Sanz



Megan Thee Stallion



Justin Timberlake



Steve Lacy



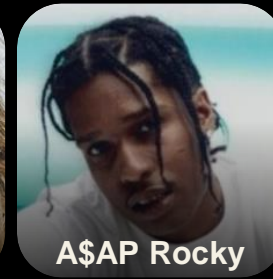
Baby Keem



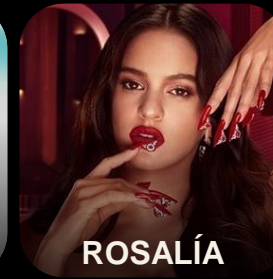
Van Halen



Mariah Carey



A\$AP Rocky



ROSALÍA



Linkin Park



Idris Elba



Elvis Presley



SZA



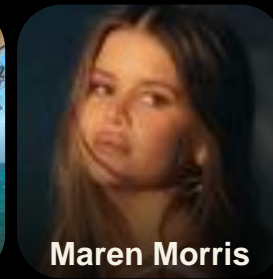
Billy Joel



Bob Dylan



Bad Bunny



Maren Morris



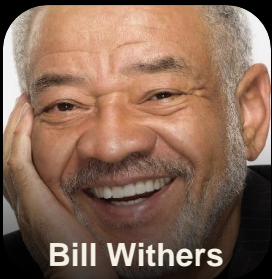
Gloria Estefan



Prince



Muse



Bill Withers



Red Hot Chili Peppers



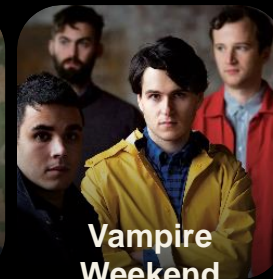
Don Henley



R.E.M.



Kenny Chesney



Vampire Weekend



Luke Combs



Eurythmics



Brandi Carlile

UMPG Songwriters / Producers Contribute to Global Hits



Bernie Taupin



Louis Bell



Metro Boomin



Mark Ronson



Nicholas Britell



Blake Slatkin



Nija Charles



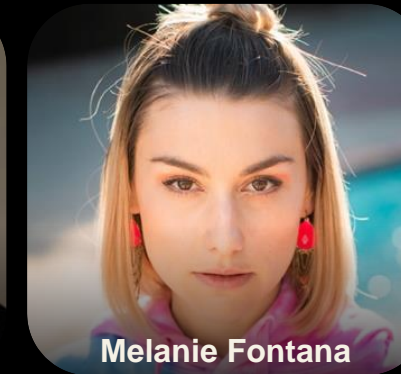
Kid Harpoon



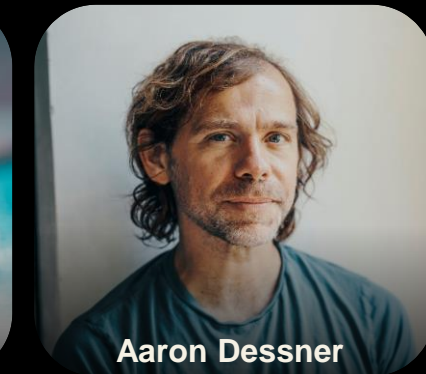
Daytrip



Steve Mac



Melanie Fontana



Aaron Dessner



Finneas



Michael Uzowuru



Hit-Boy



Benny Blanco



Omer Fedi



Jack Antonoff

We Invest in the Songwriters and Markets of the Future

We help
songwriters
create
iconic songs
through
curated
Writers' Camps

Global K-Pop
Camp



“Inside UMPG’s Unlikely **K-Pop**
Hit Factory”

billboard

UMPG Nashville x
Mexico Writers’
Camp



Bridging the gap between American
country music and regional Mexican
music

UMPG China x
She Is The Music



Promoting equality, inclusivity, and
opportunity for women in music
in China

UMPG Creates Value for Our Songwriters and Partners

Deep industry relationships

Creative partnerships throughout the global music community



Direct partnerships with social media, brands and DSPs



Best-in-class services

Premier creative, sync and administration teams around the world



Enforcement of intellectual property rights



Innovative tech and data

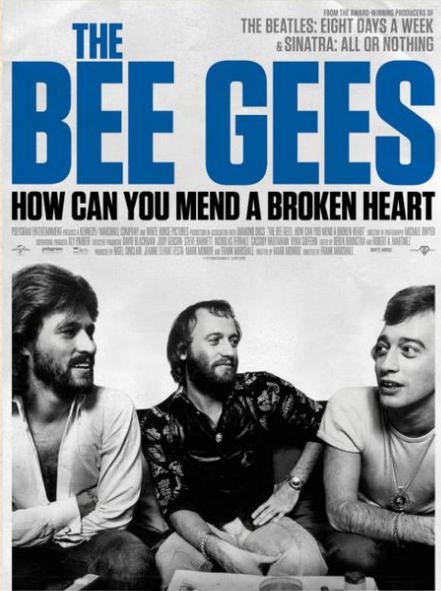
Cutting-edge technology and services



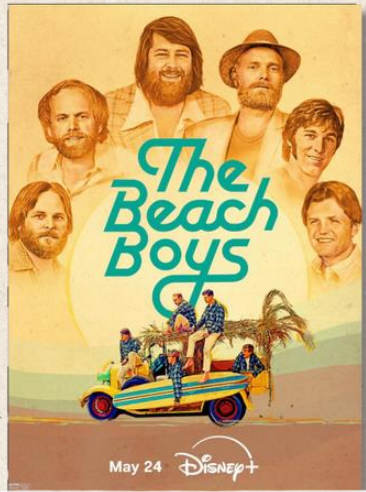
Transparent, real-time earnings, royalty and copyright data



EXPANDING OUR IP



Emmy Award-Winner



Emmy Award-Nominated



Emmy Award-Nominated

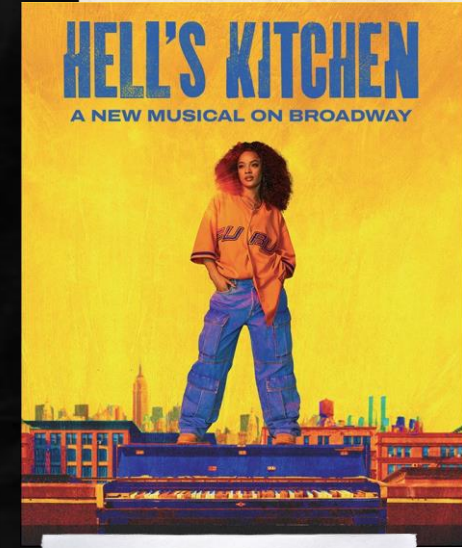


TIMOTHÉE CHALAMET
as BOB DYLAN
EDWARD NORTON
ELLE FANNING
MONICA BARBARO

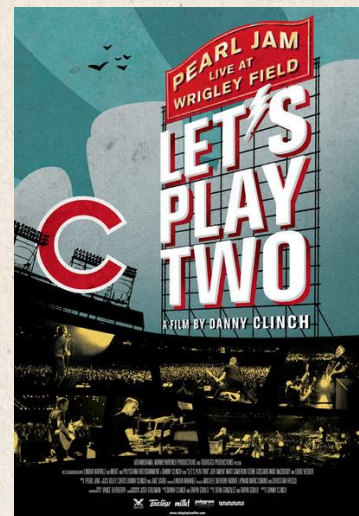
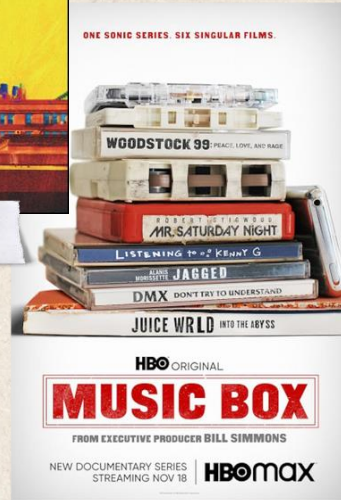
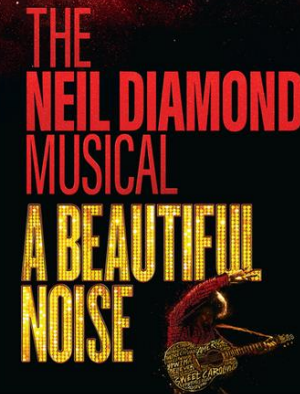
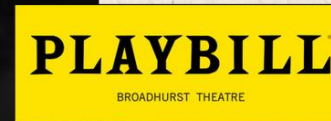
A FILM BY JAMES MANGOLD
A COMPLETE UNKNOWN

SCREENPLAY BY
JAMES MANGOLD
AND JAY COCKS
DIRECTED BY
JAMES MANGOLD

ONLY IN THEATERS
DECEMBER 25
SEARCHLIGHT
P L I C E S



Tony Award-Winner



We Generate High Top and Bottom-Line Growth

UMPG Growth Drivers

Diversified portfolio of verticals, rights types and geographies

Commercial Music

Subscription, Streaming, Public Performance, Synch, Lyrics

Film & TV Studios

Public Performance and SVOD

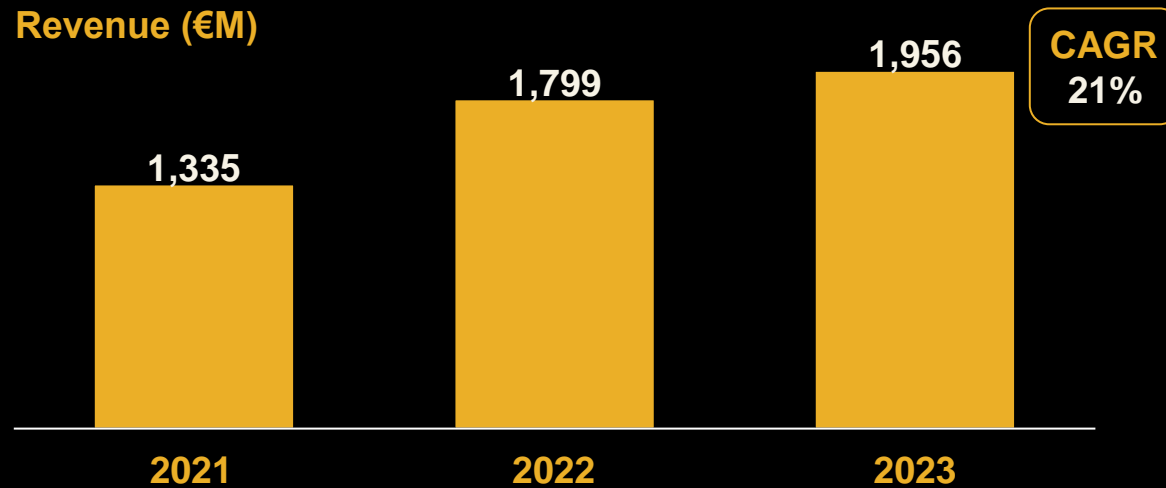
Production Music

Advertising, Film and TV clients

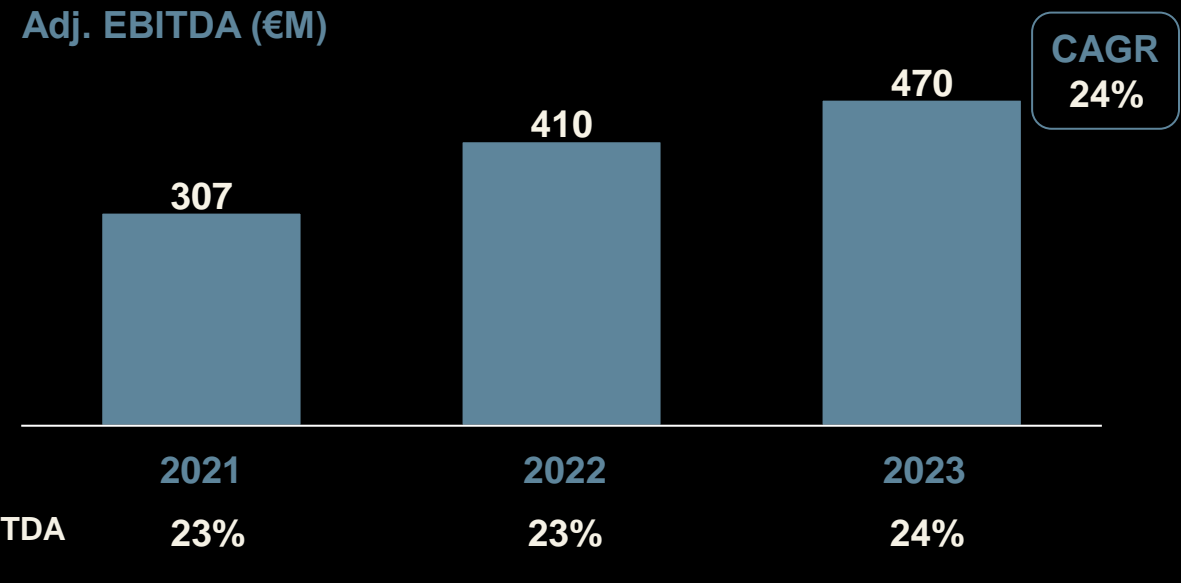
Operating Leverage and Economies of Scale

UMPG historical performance (€M)

Revenue (€M)



Adj. EBITDA (€M)



Note: Historical financials and growth CAGRs are as reported
Source: UMG

REPUBLIC Corps

Monte Lipman Founder & Chairman, REPUBLIC

Avery Lipman Founder & Vice Chairman, REPUBLIC

Jim Roppo President & Chief Operating Officer, REPUBLIC Corps



UNIVERSAL MUSIC GROUP

Interscope Capitol Labels Group

John Janick Chairman & Chief Executive Officer

Steve Berman Vice Chairman

Michelle An President & Head of Creative Strategy



UNIVERSAL MUSIC GROUP

Central Europe Recorded Music

Frank Briegmann Chairman & Chief Executive Officer



UNIVERSAL MUSIC GROUP

**UMG Is a
Leader in
Central Europe
With Strong
Local
Repertoire and
Interconnected
Teams**

85%

Spotify Top 100
represented by
majors over the
last 3 years

#1

Leading position
across Central
Europe

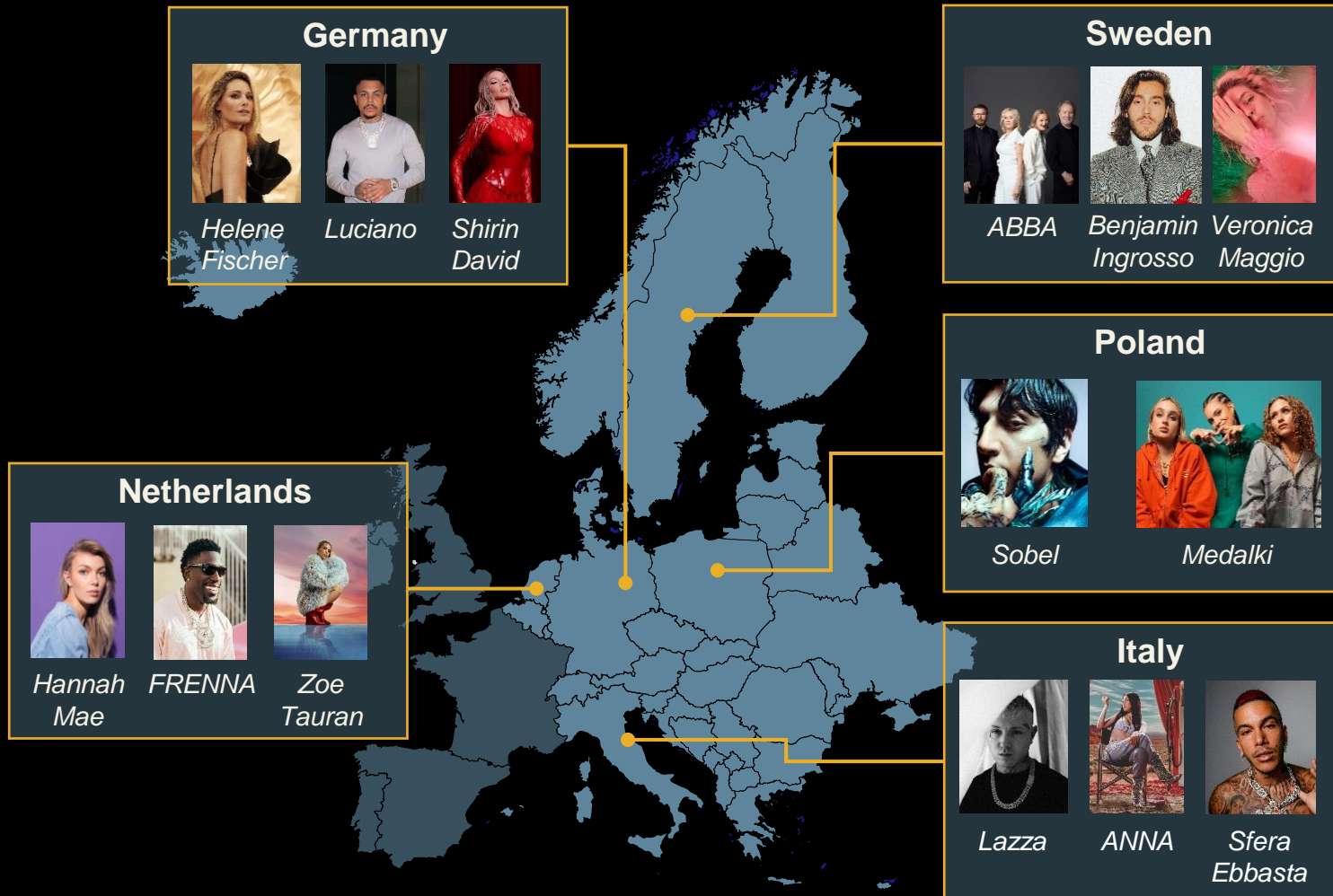
35%

Local repertoire
revenue share
for UMG
Central Europe

Note: Leading position based on physical, digital and sync revenue for 2023
Source: UMG, Spotify

An Integrated Team of Local Market Experts, Collaborating to Support the Top Artists Across Central Europe

Our roster spans 33 countries in Central Europe



Regional Synergies

Operational

- D2C regional center of excellence (tech hub, support)
- Joint supply chain
- Best practices shared across regional Finance and Data Analytics

Creative

- Digital and marketing best practices shared across region
- A&R hub for Central Europe

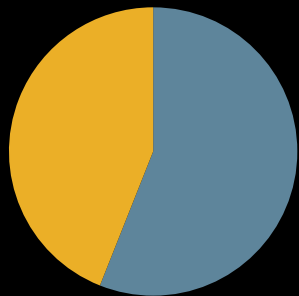
Excel at Catering to Diverse Local Demand

Locally-Oriented Markets

Case Study: Germany



Top 100 artists on Spotify (2023)



■ Local ■ International

#1

Leading Position

- Held all Top 10 album chart spots in calendar week 46 in 2023
- Shirin David most #1 hits (7x) as a female artist, Ski Aggu with 4 consecutive #1 singles
- Luciano #1 DE artist 2 consecutive years

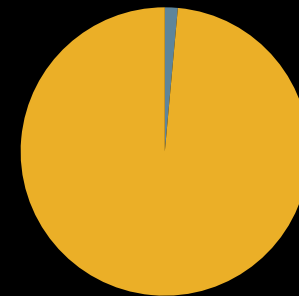


International-First Markets

Case Study: Switzerland



Top 100 artists on Spotify (2023)



■ Local ■ International

#1

Leading Position

- #1 Album of the Year: Rolling Stones – *Hackney Diamonds*
- Five #1 releases in either single / album charts (2024)
- 37% share of Spotify Top 100



Note: Five #1 releases in Switzerland single / album charts include Eminem, Billie Eilish, Taylor Swift, Bon Jovi and Mark Knopfler
Source: Spotify, UMG, GfK Entertainment

Combining Deep Local Knowledge and Leading Local Repertoire With Scale to Build Local and Global Superstars



Billie Eilish (USA)

#1 album in 15+ Central European markets
Superfan event and revival of “Billie spot” in Berlin
Live radio on air album premiere

Sfera Ebbasta (Italy)

214x Platinum
123x Gold
#1 streamed artist on Spotify Italy
#1 streamed album ever in Wk1 Italy

Select Dance Artists

Felix Jaehn (Germany)

#1 single in 55 countries

Meduza (Italy)

EURO '24 anthem

Topic (Germany)

117x Platinum in 23 countries

Case Study: Germany Billie Eilish “Spot” and Fan Event Lead to Always-On Activation



Billie Eilish at her spot – a “temple” for superfans built in 2019

Event promoted on nationwide TV and radio with >60M reach



Exclusive fan event via D2C campaign in Berlin



50M+ impressions through invited creators

Flagship interview and Q&A with leading TV and podcast host

Enhancing the Artist-Superfan Relationship Through Innovation

ABBA is one of UMG's most legendary artists



~400M albums sold worldwide
1B+ lifetime digital streams in the UK alone

Our partnership extends well beyond music



25+ year partnership spanning recorded music and publishing

New ventures such as Mamma Mia! The Party, ABBA The Museum and ABBA Voyage

Voyage is a first-of-its-kind project



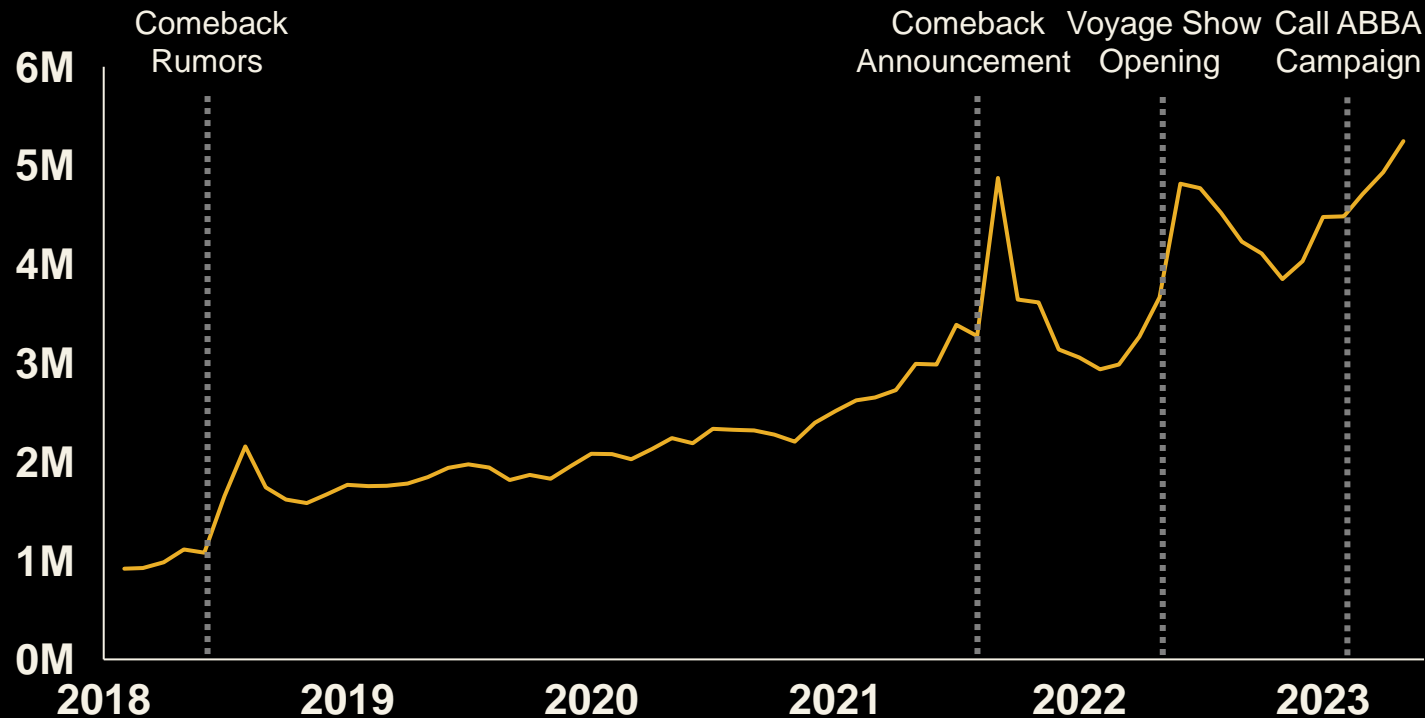
Unique virtual concert format in a custom-built arena

Paired with first studio album release in 40 years

Continuing to Drive Growth Through Superfan Products and Experiences

Voyage helped fuel a 500%+ increase in streams over 5 years

— Avg. Daily Spotify Streams



64%

of listeners below age 34, 55% of overall growth coming from this age group

+1,189%

growth in ABBA's followers across main social media platforms

+566%

growth in superfan revenue through enhanced touchpoints for fans*

Building an Owned Audience to Expand Our Business

Lean-forward consumption through owned audiences



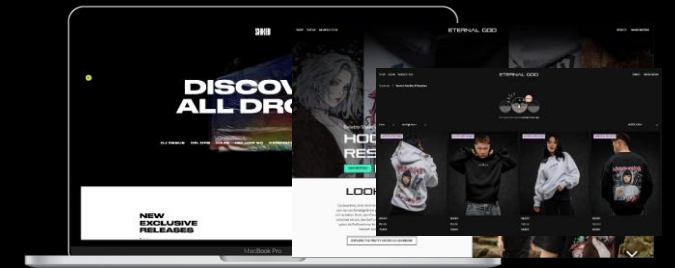
Owned playlist brands and social media presence generate owned audiences

CRM activities to engage with superfans



Brand and artist campaigns key to identify and engage with superfans

D2C activities strengthen business model



Superfan monetization with ~50% YoY customer growth

Well-Positioned to Continue Driving Growth in the Region



Local high-performer

Overall #1 with a strong and growing local frontline



Culturally diverse

Thriving on working with a diverse artist and fan base



Innovative

Diversifying through new formats and owned audiences

High-Potential Markets

Adam Granite EVP, Market Development



UNIVERSAL MUSIC GROUP

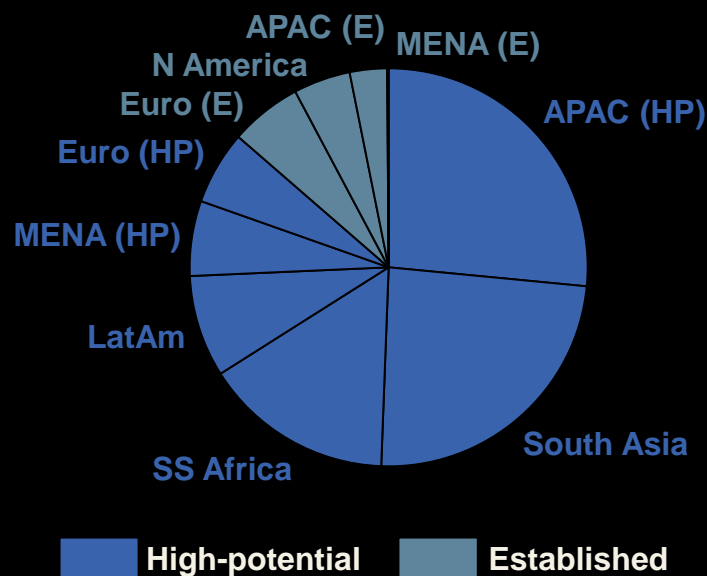
High-Potential Markets Represent a Significant Opportunity for UMG

High-potential markets represent ~85% of the global population

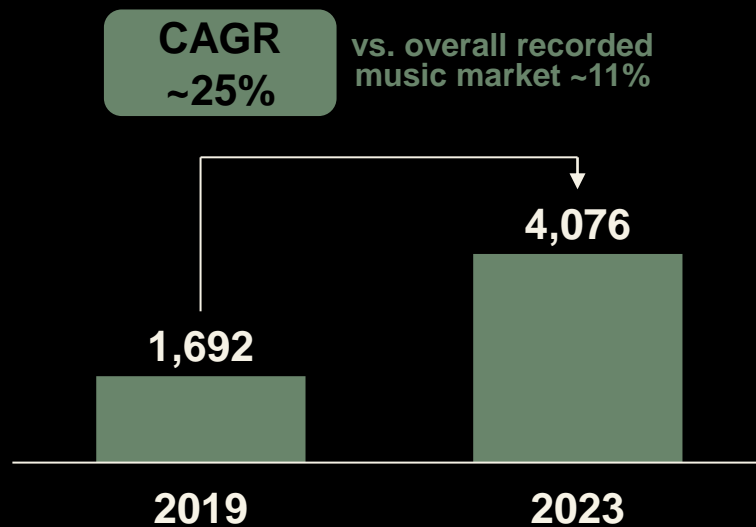
The music industry in these markets is growing quickly

China and India have had differentially higher growth

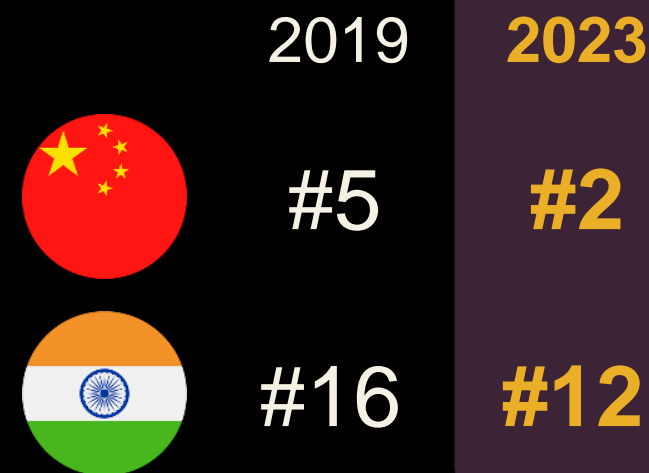
High-potential markets share of global population (2023)



High-potential markets recorded music revenue (\$M, '19-'23)



Global ranking of markets by digital and streaming revenue



Note: High-potential APAC includes China, Indonesia, Philippines, Vietnam, Thailand, Malaysia, and Other East Asia & Pacific. High-potential Europe includes Poland, Romania, Hungary, Bulgaria, and Other Europe. High-potential MENA includes Turkey and Other MENA
 Source: IFPI, World Bank, UMG

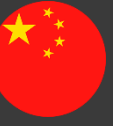
High-Potential Markets

Timothy Xu Chairman & Chief Executive Officer, Greater China



UNIVERSAL MUSIC GROUP

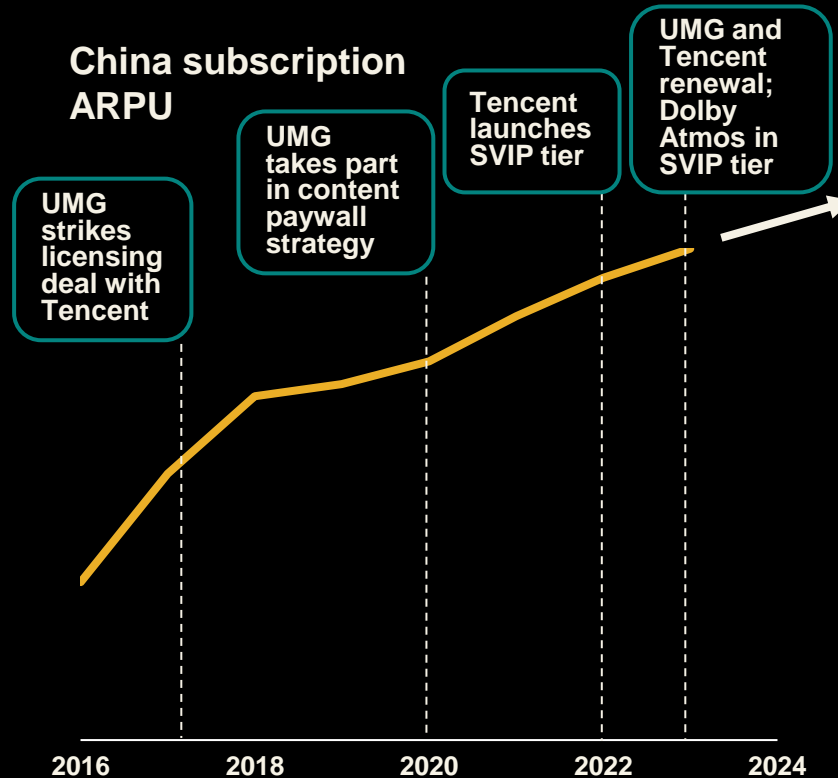
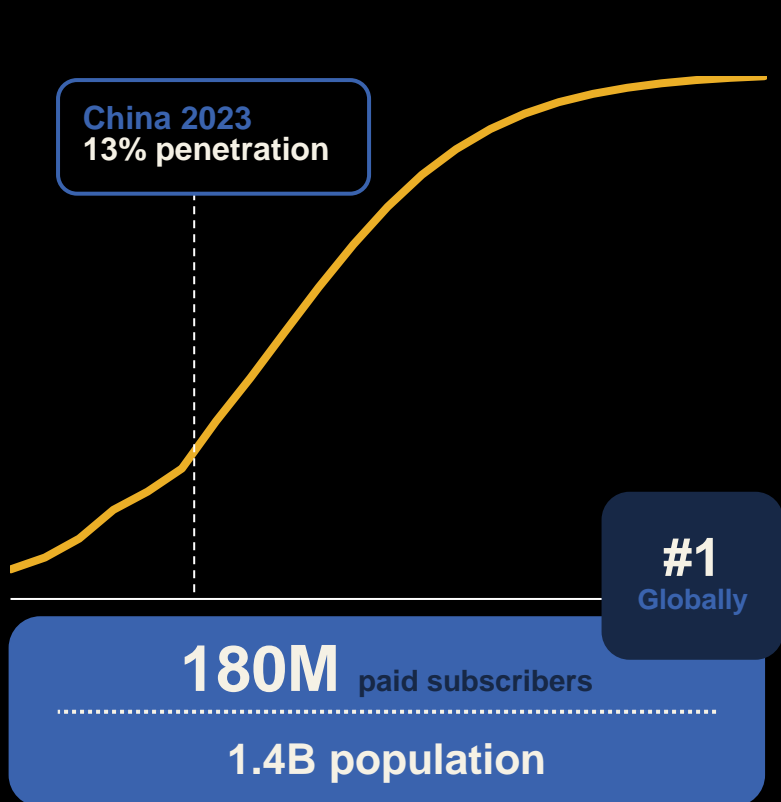
China: Significant Runway for Further Penetration and ARPU Growth



China is the largest paid subscriber market, with significant headroom

ARPU has been increasing through product innovation

Opportunity to further increase ARPU via pricing tiers



Superfan monetization

~€5 price of Tencent Super VIP tier (vs. ~€1 standard tier)

Note: S-curve is illustrative. ARPU timeline illustrates MiDiA monthly subscriber trade ARPU
Source: MiDiA, Tencent, World Bank, Music Business Worldwide, UMG

High-Potential Markets

Devraj Sanyal Chairman & Chief Executive Officer, India & South Asia



UNIVERSAL MUSIC GROUP

India: Large Market with Immense Growth Potential



Market potential

#1
by population

1.4B
total population

#2
by volume

>1T
annual streams

#1
by YOY growth

464B
net new streams

#12
by revenue

\$300M
streaming revenue

Meaningful ad-supported growth

\$200M+

revenue from ad-supported audio in 2023

2.5X

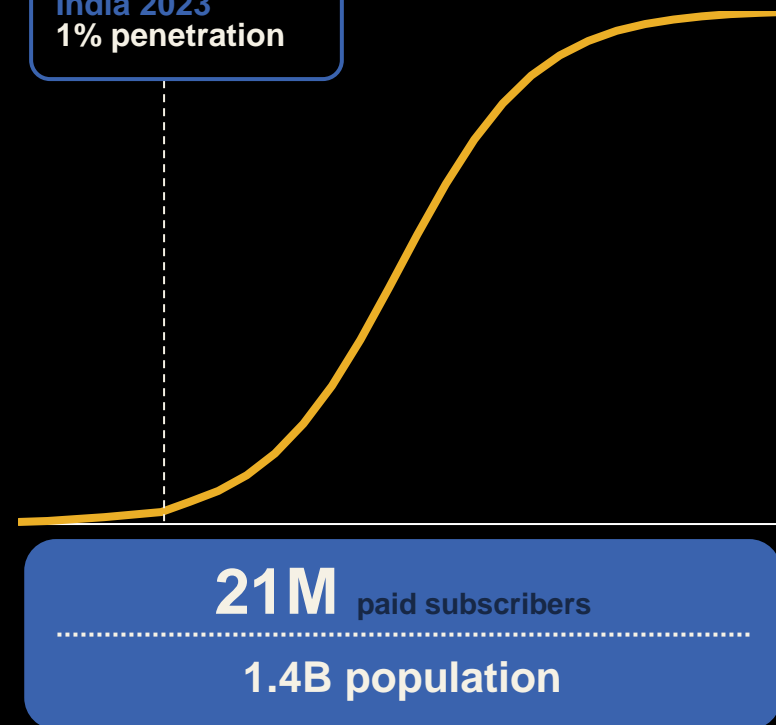
ad-supported audio user growth since 2017

4X

ad-supported audio ARPU since 2017

Longer-term subscription opportunity

India 2023
1% penetration



**Repeatable,
Successful
Model to Scale
Quickly in
High-Potential
Markets**

**Local
A&R teams**



**Build best-in-class local
A&R team to develop local
repertoire into global success**

**Distribution
through
Virgin Music**



**Capture value from the
large independent sector
through label services**

M&A



**Gain scale in attractive
markets through
acquisitions (e.g., labels)**

UMG In-Market A&R Teams Have Local Expertise to Sign and Develop Talent

Greater China

India

SEA

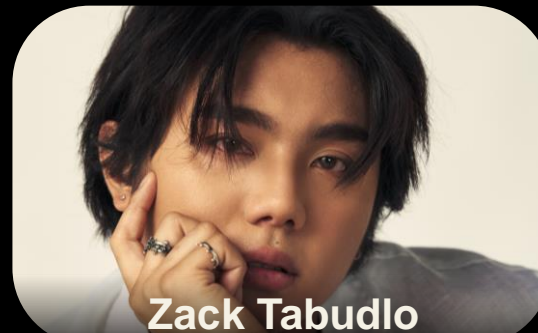
Middle East & Africa



Eason Chan



Anuv Jain



Zack Tabudlo



Rema

- Hong Kong
- Taiwan
- Beijing
- Shanghai
- **Shenzhen**



- Singapore
- Vietnam
- Thailand
- Indonesia
- Malaysia
- Philippines



Expanding Presence in High-Potential Markets With Attractive Financials

High growth and attractive margins

~15-35%

Revenue CAGR ('21-'23)
in high-potential markets

Attractive margins, largely in-line
with established markets

Example markets:



Indonesia

Since 2015 – 8x Revenue Growth, 25x EBIT Growth, 50%+ of Local Top 50 Chart



Thailand

50% market share increase since 2018 via local A&R and M&A (RS Catalog) – on track to become a leader



Vietnam

First local release in 2020 – currently represent 24% of Spotify Top 200

Music Is a Global Business

Turning Local Artists Into Global Superstars

Globalization of music is expanding the TAM for UMG

Indie artists and labels view UMG as the **best possible partner** to achieve global cultural impact and stardom

Our scale and expertise allow us to **partner with more labels** and immediately drive growth and attractive financial returns

Note: Data from 2023. Afrobeats data from August 2024
Source: Luminate, Spotify, UMG

K-Pop

+90.4B

total on-demand global streams from the top 100 K-Pop artists

Latin

+19.4B

on-demand audio streams from Latin artists in the US

Afrobeats

+53%

2-year growth in US frontline Afrobeats streams

India

+32%

growth of Desi repertoire in the US (largest diaspora in the world)

Deploy Model and Playbook Across an Increasing Number of High-Potential Markets

Key High-Potential Investments and Partnerships

Aggressively invest in high-potential markets over the next 3-5 years

Organic A&R



PolyGram

Distribution



TF Entertainment
(China)



JVR Music
(China)

metub

METUB Network
(Vietnam)



P.T. Musica
(Indonesia)



Spicy Disc
(Thailand)



UR Philippines
(Philippines)



Zee
(India)

REPRESENT

Represent
(India)

M&A



Oriental Star Music
(South Asia)



TM Ventures
(India)



chabaka[®]
Chabaka Music
(MENA)



RS Music Group
(Thailand)



Mavin Records
(Nigeria)

Virgin Music

Nat Pastor Co-Chief Executive Officer

JT Myers Co-Chief Executive Officer



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HYBE
TXT



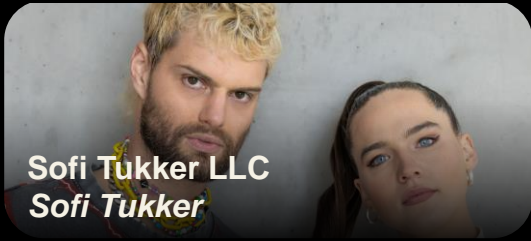
Clairo Records
Clairo



Dirty Hit Records
Beabadoobee



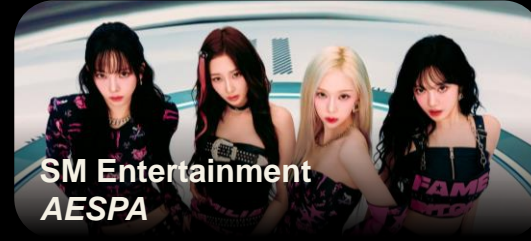
Total Pleasure
St. Vincent



Sofi Tukker LLC
Sofi Tukker



Socios Music
Carin Leon



SM Entertainment
AESPA



Disparate / Virgin Music
Zaho de Sagazan

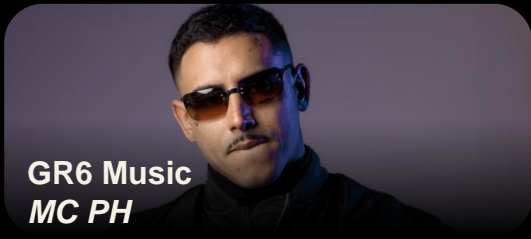


Sumerian Records
Bad Omens

Our Mission: Support Creative Entrepreneurs to Achieve Global Success



SALXCO UAM
Elyanna



GR6 Music
MC PH



Wicked Game / Primary Wave
Chris Isaak



JYP Entertainment
Stray Kids



Hundred Days Records
Mark Ambor



EGA
D-Block Europe



APG
Odetari



Music VIP Entertainment
Grupo Firme



Play DMF
Rito Riba

What Is “Independent”?

Entrepreneurial labels...

SUMERIAN RECORDS

BEGGARS GROUP

JYP

RIMAS



HYBE



EGA DISTRO



...and the companies that support them



believe®



EMPIRE DISTROKID



AWAL



tunecore



Independents and Majors Are Complementary Segments That Have Both Participated in Dramatic Industry Growth

Global recorded music revenues ('21-'23)

Majors

Independents

CAGR ~7%

CAGR ~11%

2021

2023

2021

2023

Virgin Music Is a Leading Provider of Independent Services, Enabling UMG to Participate in Growing Sector

Fully Independent Labels

- Small scale / niche focus
- Identify, sign and develop artists
- Digitally distributing own rosters directly, often with 3rd party physical distribution

Example Labels



Companies

Independent Services

- Premium services (e.g., marketing, financing, promotion, international, royalty reporting)
- Digital and physical distribution for independent partners



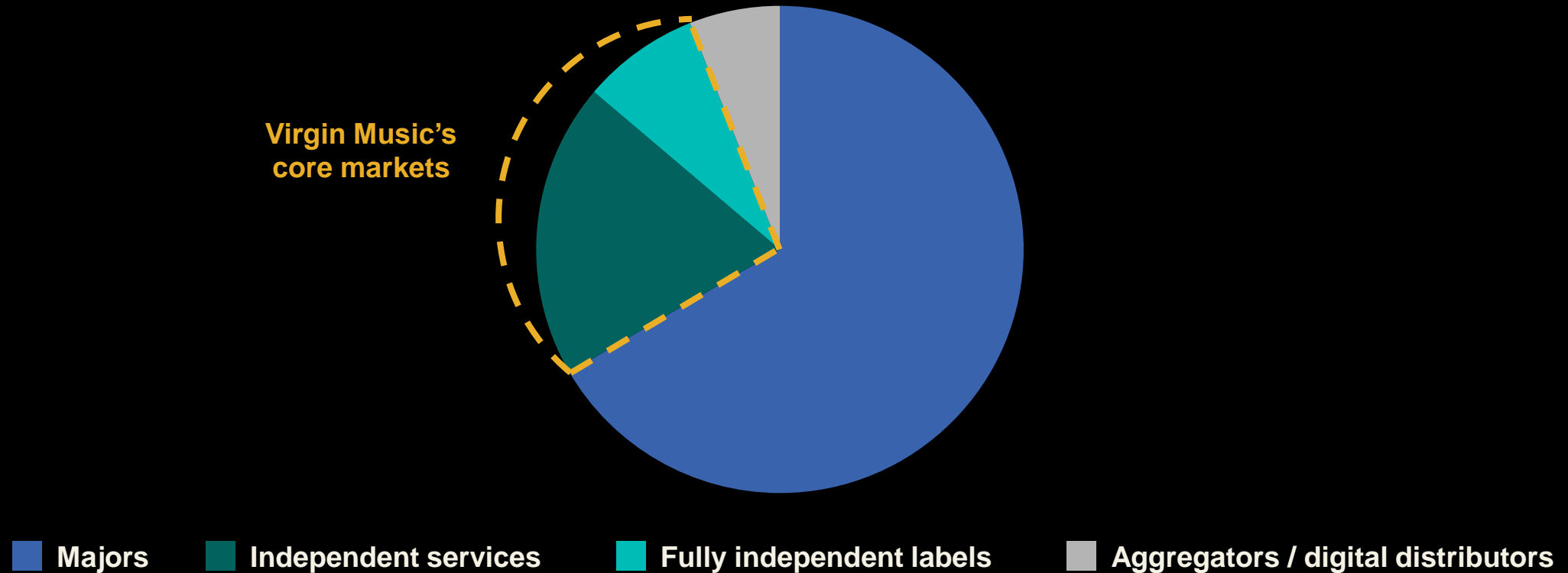
Aggregators / Digital Distributors

- Digital distribution



Independent Services Is the Largest Segment of the Global Independent Sector...

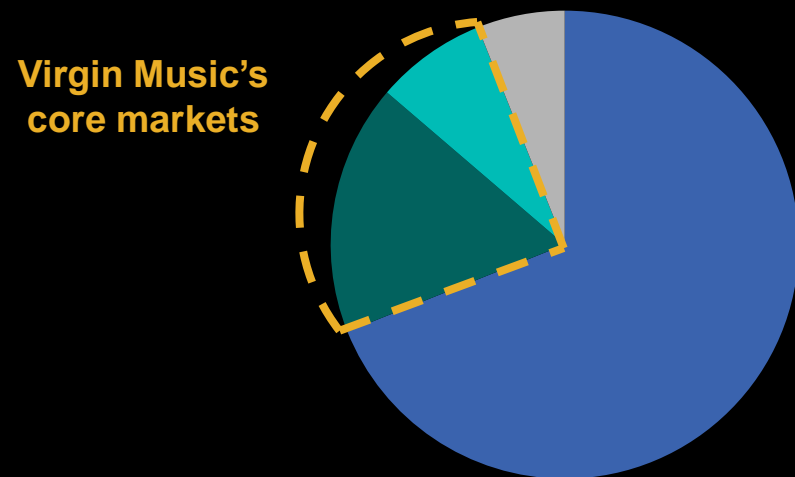
Share of global streaming revenue (1H24)



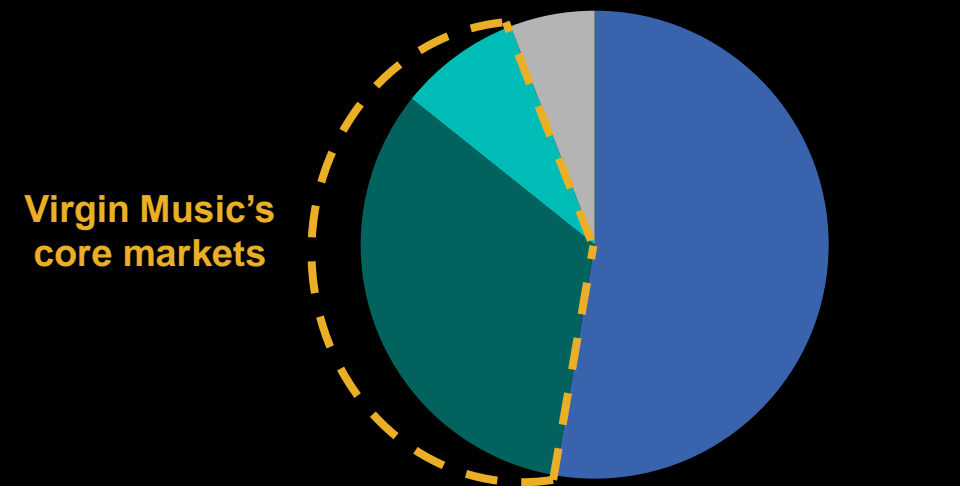
Note: Majors are UMG, Sony, Warner (excluding The Orchard, Virgin, ADA, etc.)
Source: UMG

...And Has Higher Representation in High-Potential Markets

Established markets
streaming revenue (1H24)



High-potential markets
streaming revenue (1H24)



■ Majors

■ Independent services

■ Fully independent labels

■ Aggregators / digital distributors

Virgin Music Brings Valuable Capabilities and Economies of Scale to Independents – Beyond Just Distribution

Basic Distribution

Digital Distribution

Physical Distribution

Content & Release Operations

Rights Administration

Value-Add Services

Sales & Commercial Marketing

Catalog Marketing

Promotion & Publicity

eCommerce

Marketing Strategy

TV & Film Synchronization and Licensing

International Support

Project Management

Financing

Digital Marketing & Audience Development

Data & Insights at Scale

Claiming & Content Protection

Virgin Music Generates Attractive, Low-Risk Returns by Providing Services to Established Independent Labels

Typical Virgin Music deal structures

% revenue

Fixed-term

Recoupable advance

Value-add services fees

Majority of both traditional frontline and independent services deals generate attractive risk-adjusted returns

Distribution of artist / label deal returns *(illustrative)*

% of deals



Internal rate of return

Why Independents Choose Virgin Music

Standalone global infrastructure

Allows independent sector to benefit from scale and resources of world's largest music company

Run by music entrepreneurs

Better understanding of the needs of the independent sector

We are not a label

We are a world-class services organization designed to “wrap around” entrepreneurs' existing structures to deliver their goals

Strategic Importance to UMG

**Profitably
participate in
\$10B TAM**

**Capital-light way to
accelerate growth
in high-potential
markets with a
large independent
sector**

**Pipeline to
entrepreneurial
talent**

Virgin Music Provides Best-in-Class Services to Creative Entrepreneurs

Mavin Records

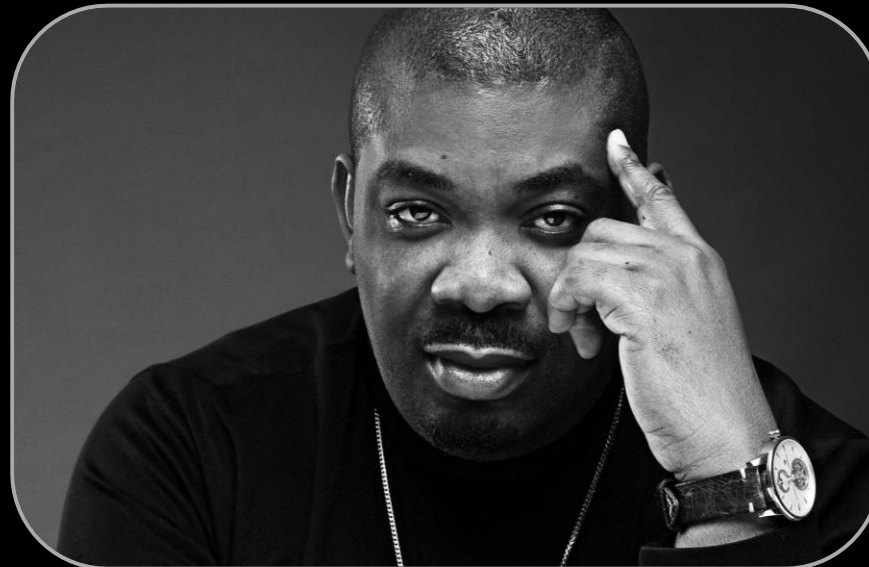


Context

- Well-regarded label in critical high-potential market, Nigeria
- Partnered with Virgin Music on Mavin's high-potential artist, Rema

Activity

- Financed and collaborated on a global Rema campaign, starting with hit single "Calm Down"
- Created a new global superstar, supported by Virgin Music around the world
- Worked with Interscope on "Calm Down" remix featuring Selena Gomez



Results

- Biggest Afrobeats song of all time
- >12B audio and video streams
- Highly profitable outcome for Rema, Mavin and Virgin Music
- Established Mavin relationship, which led to UMG investment

Financial Outlook

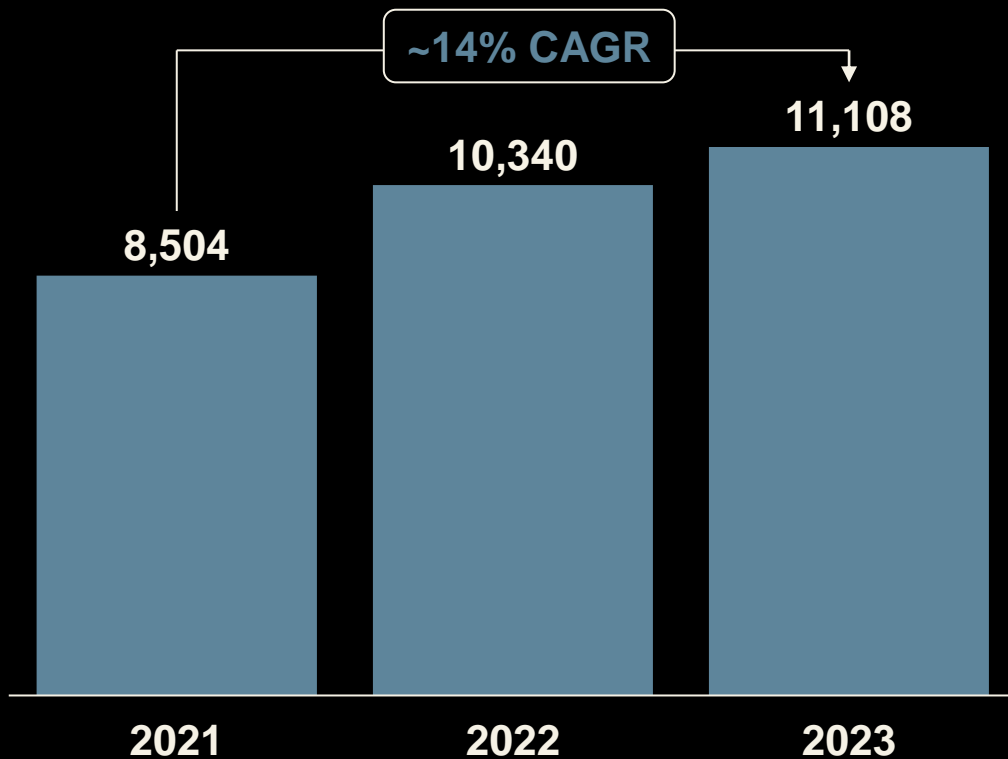
Boyd Muir EVP, President of Operations & Chief Financial Officer



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UMG Has Achieved Strong Revenue Growth

Revenue (€M, '21-'23)

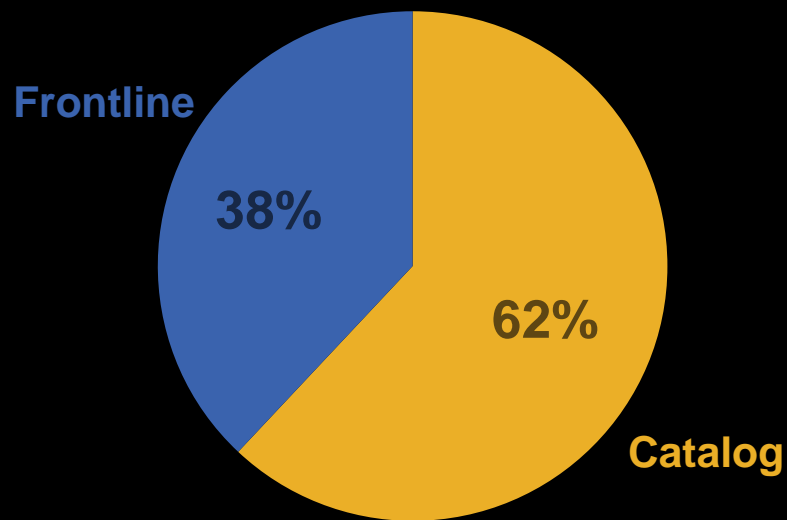


Drivers of Revenue

- Industry-leading frontline business and the world's largest music catalog
- Acceleration of superfan businesses
- Expanded growth of our ecosystem partners
- Continued growth of our publishing business

Industry-Leading Frontline Business Fuels the Industry's Best and Most Iconic Catalog

UMG recorded music digital and physical revenue (2023)



~15%

UMG global catalog revenue CAGR ('21-'23)

Recorded Music

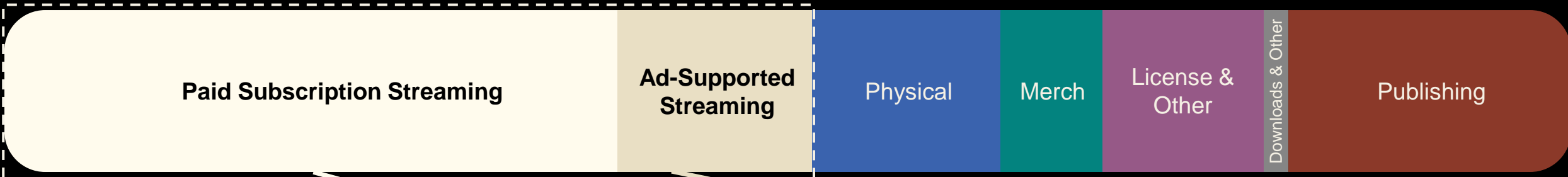
>3.2 Million

Recordings



Strong Streaming Growth Anchors Revenue and Earnings Growth

UMG revenue (2023)



Growth balanced across both subscriber volume and better monetization

~€4.3B

~€1.4B

Ad-supported revenues fortified by social & video complement subscription

Increasingly Diverse Set of Growing Revenue Streams

UMG revenue (2023)

Paid Subscription Streaming

Ad-supported Streaming

Physical

Merch

License & Other

Downloads & Other

Publishing

Superfan business



~€1.4B



~€0.7B



~€1.2B



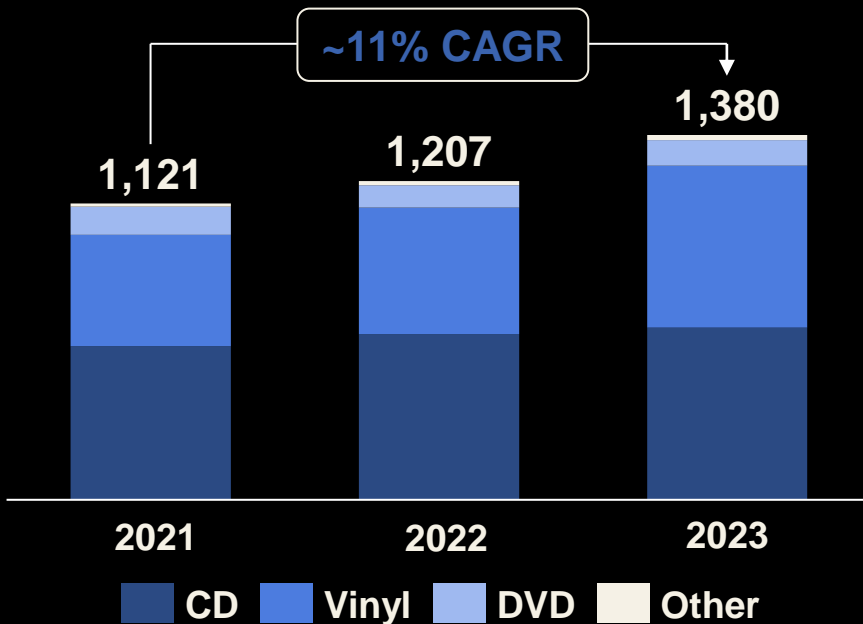
~€2.0B

Superfans Driving a Physical Music Collectibles Business...

Growth primarily driven by premium vinyl

Growth drivers

UMG physical revenue (€M, '21-'23)



~30-35%
Physical gross margins

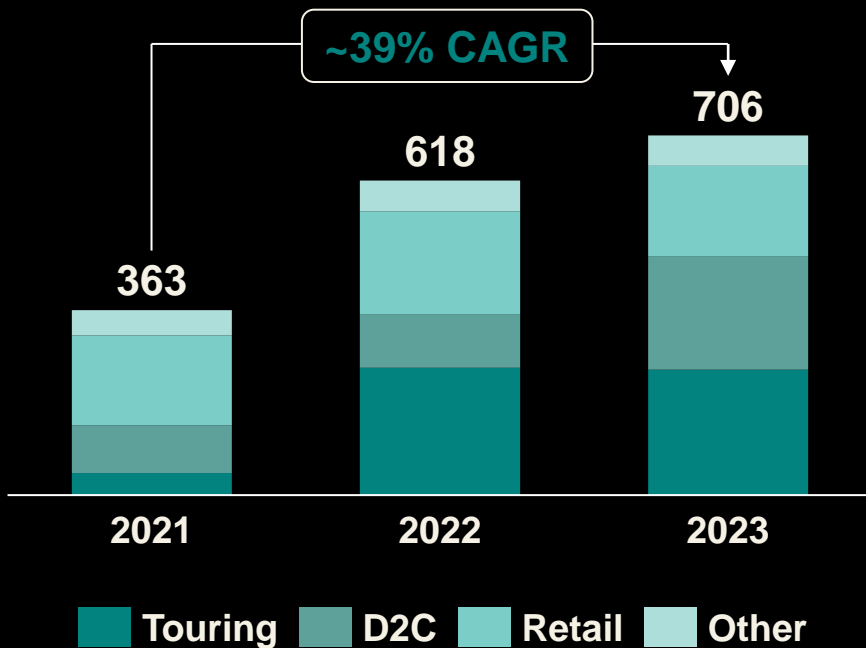
- Development of innovative physical products and premium vinyl catered to collectors and superfans
- Resurgence in vinyl popularity and analog music listening (e.g., record players) among younger fans
- Growth in popularity of CD / DVD collectibles in Japan
- Expansion in vinyl production capacity

... and Fueling a Premium Merchandise Business

Growth driven by touring and D2C

Growth drivers

UMG merchandise revenue (€M, '21-'23)



~10-25%

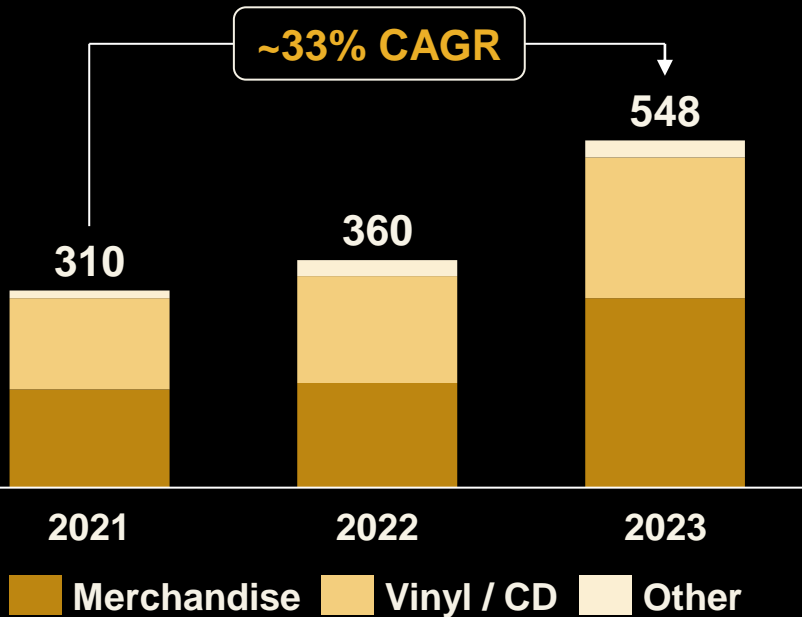
Merchandise gross margins by channel

- Innovative new products driving demand for premium, customized merchandise
- Increased opportunity for brand collaborations
- Enhanced design and production capabilities to offer a diverse range of SKUs

Building a Scaled D2C Capability

Sustained strong growth in D2C sales

UMG D2C revenue (€M, '21-'23)



Growth from loyal customers and high-spend owned audiences

~54%

D2C customers are repeat purchasers*

~42%

YoY growth in owned audiences

~1.5x

Increased D2C spend from owned audiences vs. other customers**

Growth drivers

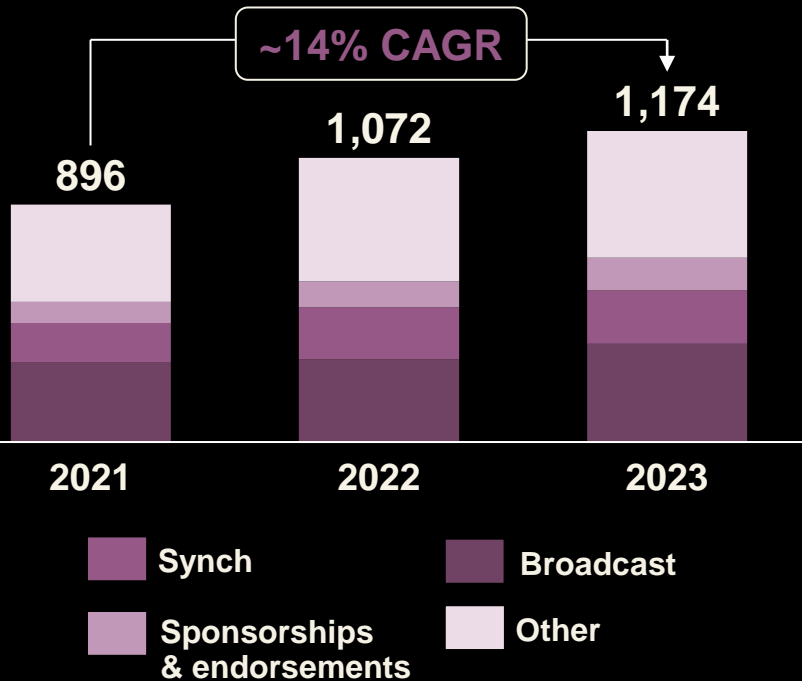
- Growing global footprint of D2C stores
- Scaling supply chain infrastructure to meet consumer demand
- Sophisticated customer data platform to enhance marketing and acquisition capabilities

Growing “License & Other” Revenues

License & other covers a broad range of innovative products

Growth drivers

UMG license & other revenue
(€M, '21-'23)



Global reach



Pokémon 25th Anniversary
6.5B impressions



Coke Studio
Magic moments with artists

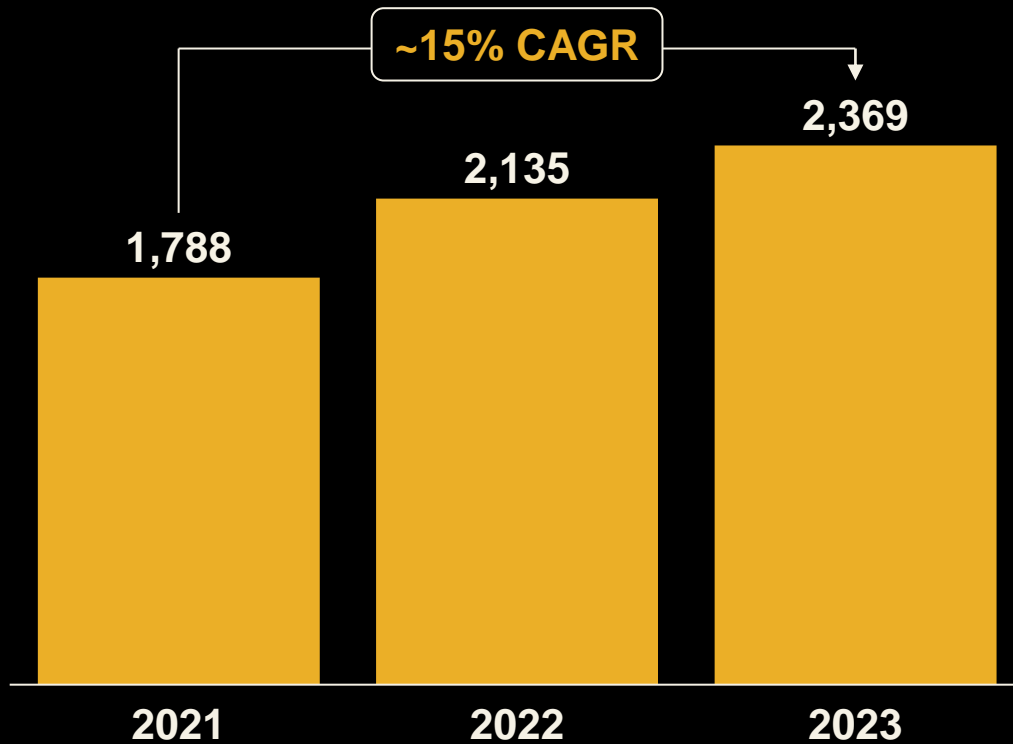


STAX: Soulsville U.S.A.
Emmy-nominated documentary

- Music continues to drive engagement across a broad ecosystem of partners
- Continued influence of musicians, creating a wide spectrum of opportunities (e.g., audio-visual, live events)
- Best-in-class artist brand-building capabilities
- Long history of established licensing partner relationships

UMG Has Achieved Strong Adjusted EBITDA Growth

Adjusted EBITDA (€M, '21-'23)

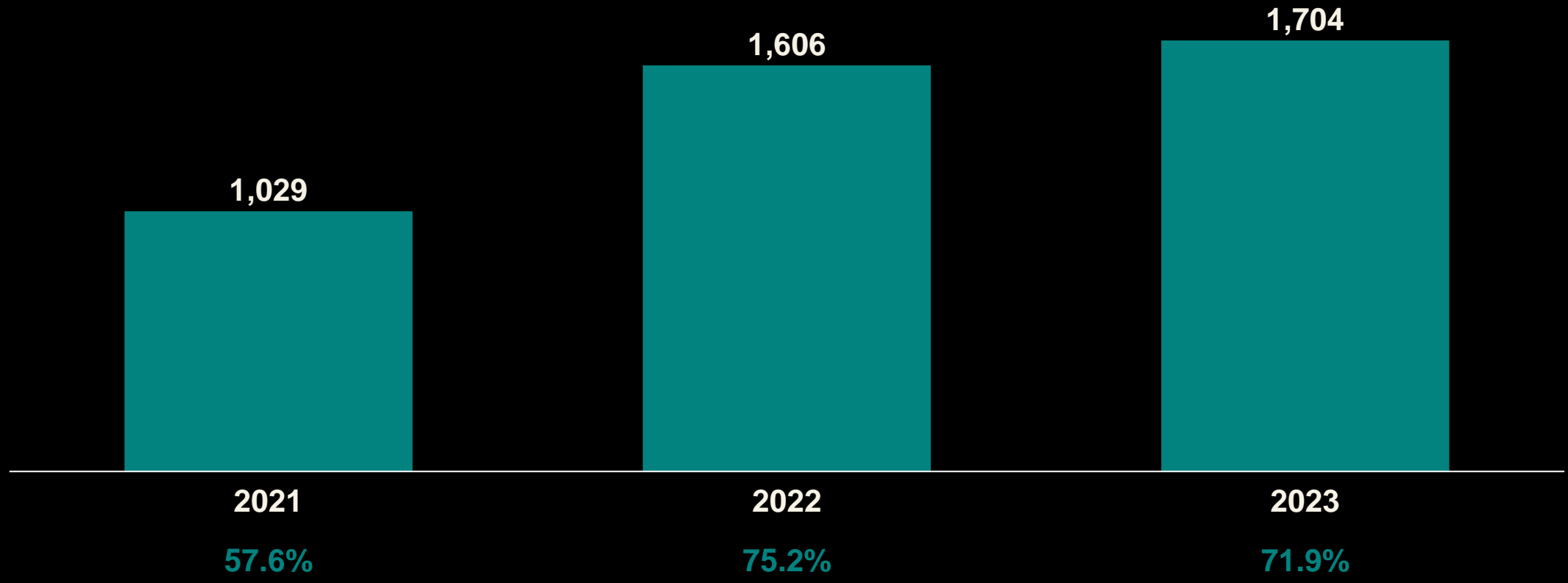


Drivers of Adjusted EBITDA

- Operating leverage from increasing scale:
 - Corporate overhead
 - Business unit operations
 - Sales and marketing
- Organizational redesign efficiencies

Generating Significant Free Cash Flow

Free cash flow before investment activities (€M, '21-'23)



Adj. EBITDA
conversion

Note: Historical financials are as reported
Source: UMG

Driving Long-Term Returns for Investors

Organic investment in the business

Artist and songwriter signings & development

Continued investment in high-quality roster

Geographic expansion

Build local teams and expertise

Scale D2C

Enhance capabilities and scale of UMG-owned superfan channels

Strategic M&A

High-potential markets

M&A of local labels and catalogs

Label and artist services

Opportunistic expansion within independent services sector

Rights acquisitions

Invest in high-quality publishing and recorded music assets primarily through investment vehicles (e.g., Chord)

Return capital to shareholders

€2.6B

Dividends paid to shareholders ('21-'24)

Share repurchases

Opportunity for excess cash deployment after meeting other key priorities

Continued High Growth in Revenue and Adjusted EBITDA

	Mid-term CAGR through 2028	
Total revenue growth	7%+	<ul style="list-style-type: none">• Scaling superfan business• Penetrating high-potential markets• Reinvestment in the business
Subscription revenue growth	8-10%	<ul style="list-style-type: none">• Continued subscriber growth• Improved monetization from price increases and customer segmentation
Adj. EBITDA growth	10%+	<ul style="list-style-type: none">• Fully implementing strategic organizational redesign (~€250M in run-rate savings)• Continued improvements in operating leverage
Free cash flow before investment conversion rate	60-70%	<ul style="list-style-type: none">• Continued investment in both new and established artists• Meaningful free cash flow allows for attractive, operational, non-transformative M&A investment

Note: All CAGRs in constant currency; slide has been updated to replace "ARPU Growth" by "Improved Monetization" for clarification purposes
Source: UMG

Summary of Investment Highlights

Driving innovation and expanding TAM with long runway for high growth

Powering the next era of recurring streaming growth (Streaming 2.0)

Unlocking superfan monetization through innovative new products and experiences

Fueling an expanding ecosystem of music driven businesses

Attractive opportunities for expansion – high-potential markets, independent label services

Leading labels and music publishing business – expanding iconic catalog

Strong free cash flow with improving operating leverage

World-class management team

Closing

Sir Lucian Grainge CBE Chairman & Chief Executive Officer



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Fact #1

**Streaming is
a quantum leap forward
in music access and monetization**

Fact #2

**Superfandom will
accelerate music industry
economics**

Fact #3

**Music is
Universal**



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