

# Universal Music Group Annual General Meeting **2025**



**UNIVERSAL MUSIC GROUP**

# Important Information

## Forward-Looking Statements

This presentation may contain statements that constitute forward-looking statements relating to the financial condition, results of operations, business, strategy and plans of Universal Music Group N.V. (the “Company” or “UMG”). Such forward-looking statements may be identified by the use of words such as ‘profit forecast’, ‘expect’, ‘estimate’, ‘project’, ‘anticipate’, ‘should’, ‘intend’, ‘plan’, ‘probability’, ‘risk’, ‘target’, ‘goal’, ‘objective’, ‘will’, ‘endeavour’, ‘optimistic’, ‘prospects’ and similar expressions or variations on such expressions. 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, changes in global economic and financial conditions, UMG’s inability to protect its intellectual property and against piracy, challenges related to generative AI, UMG’s inability to attract and retain key personnel, UMG’s restructuring and reorganization activities, UMG’s acquisitions and other investments, changes in laws and regulations (and UMG’s compliance therewith), [UMG’s expectations with respect to ESG-related matters] and the other risks described in UMG’s 2024 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.

## Presentation

The 2024 financial information included in this presentation contains only part of the 2024 financial statements which are included in UMG’s 2024 annual report and still have to be adopted by the shareholders at this annual general meeting of shareholders.

## Alternative Performance Indicators

This presentation includes certain alternative performance indicators which are not defined in IFRS Accounting Standards issued by the International Accounting Standards Board as endorsed by the EU. For further information on non-IFRS measures used by the Company, see the relevant definitions included in UMG’s 2024 annual report and the press releases for the fourth quarter and full year ended December 31, 2024 and the first quarter ended March 31, 2025 and the reconciliations of such non-IFRS measures included in the Appendices to such press releases, as applicable.

## 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.

# Sherry Lansing

Chairman of the Board &  
Non-Executive Director



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# Agenda Item 1

Opening



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# Test vote

Should the sun shine today?

VOOR / FOR	1,152,590,810	70.95%
TEGEN / AGAINST	471,865,885	29.05%
ONTHOUDING / ABSTAIN	8,112,999	

# Agenda Item 2

Discussion of the Annual Report 2024



UNIVERSAL MUSIC GROUP

# Sir Lucian Grainge CBE

Chairman and Chief Executive Officer  
Universal Music Group

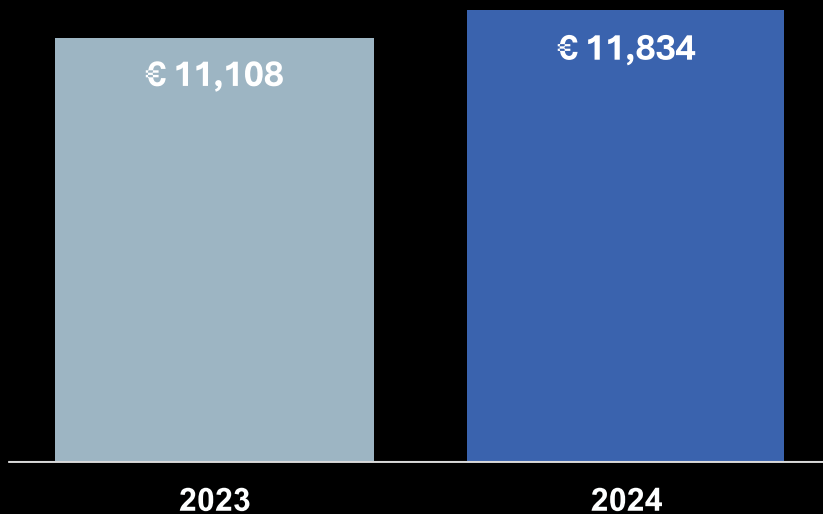


UNIVERSAL MUSIC GROUP

# FY 2024 Consolidated Results

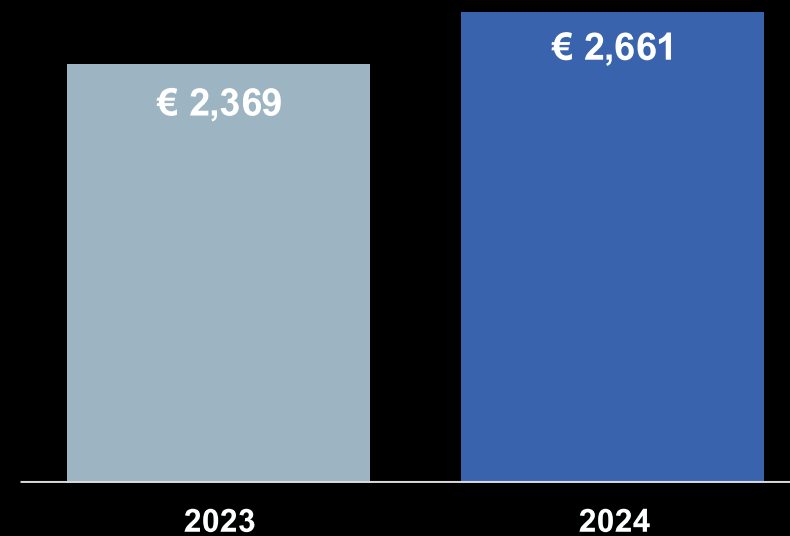
## REVENUE

+7.6%



## ADJUSTED EBITDA

+13.8%



Note: € in Millions; Revenue and Adjusted EBITDA growth shown in constant currency.

# 9 of the Top 10 Global Recording Artists of 2024

## Top 10 Global Artists

1.	Taylor Swift *	6.	Zach Bryan
2.	Drake *	7.	The Weeknd *
3.	Seventeen	8.	Eminem *
4.	Billie Eilish *	9.	Kendrick Lamar *
5.	Stray Kids	10.	Sabrina Carpenter *

\* Universal Music Publishing Group Songwriter

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

## Top 10 Global Artists (2018-2024)

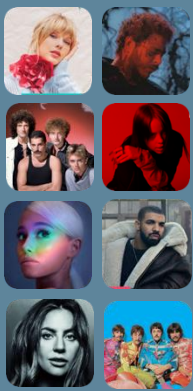
2018

7/10



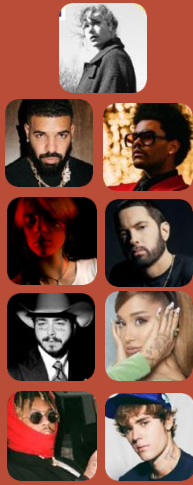
2019

8/10



2020

9/10



2021

8/10



2022

7/10



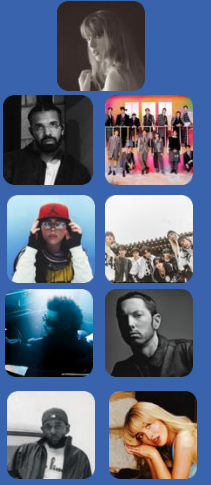
2023

9/10



2024

9/10



# Global Artist Development



Chappell Roan



Sabrina Carpenter



Lola Young



Doechii



Gracie Abrams

# Global Impact Team



**GLOBAL  
GENERATION**

**BallotReady**

*Girls  
Make  
Beats*



**HEADCOUNT**



**MALALA  
FUND**



**Music  
Will**

**NAACP**  
Empowerment Programs



**T.J. Martell Foundation**  
Music's Promise for Curing Cancer



# Streaming 2.0: Next Era of Streaming Growth

## Streaming 1.0 Achieving scale

Simple compelling proposition

Volume over value

Scale digital monetization

Established market focus

Focus on subscriber growth

## Streaming 2.0 Maximizing customer value

Segmented customer propositions

Artist-Centric principles

Broader and deeper monetization

Global focus

Focus on subscriber and ARPU growth



# Streaming 2.0: Next Era of Streaming Growth



## Universal Music Group and Spotify Strike New Multi-Year Agreement

***COMPANIES TO ACCELERATE PRODUCT INNOVATION, ADVANCE MUSIC MONETIZATION AND DEEPEN ENGAGEMENT BETWEEN ARTISTS AND FANS***

Under the new agreements, UMG and Spotify will collaborate closely to advance the next era of streaming innovation. Artists, songwriters and consumers will benefit from new and evolving offers, new paid subscription tiers, bundling of music and non-music content, and a richer audio and visual content catalog.



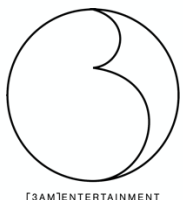
## Universal Music Group and Amazon Music Expand Global Relationship

***REFLECTS NEW ERA IN MUSIC STREAMING, INCLUDING ARTIST-CENTRIC PRINCIPLES THAT FURTHER AUTHENTIC ENGAGEMENT BETWEEN ARTISTS AND FANS***

This reflects the two companies' shared commitment to advancing and safeguarding human artistry and attacking fraud, while ensuring UMG's artists achieve their commercial potential through the service's continued focus on growth-promoting product enhancements.

# Expanding Global Reach

South Asia



Japan



India



China



United Arab Emirates



South Asia



China



Nigeria



China



South Asia



China & India



Ghana



Thailand



Latin America



Socios Music

China



# Universal Music Group Annual General Meeting **2025**



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# Boyd Muir

Chief Operating Officer and Chief Financial Officer  
Universal Music Group



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# FY 2024 Consolidated Results

## REVENUE

+7.6%

## ADJUSTED EBITDA

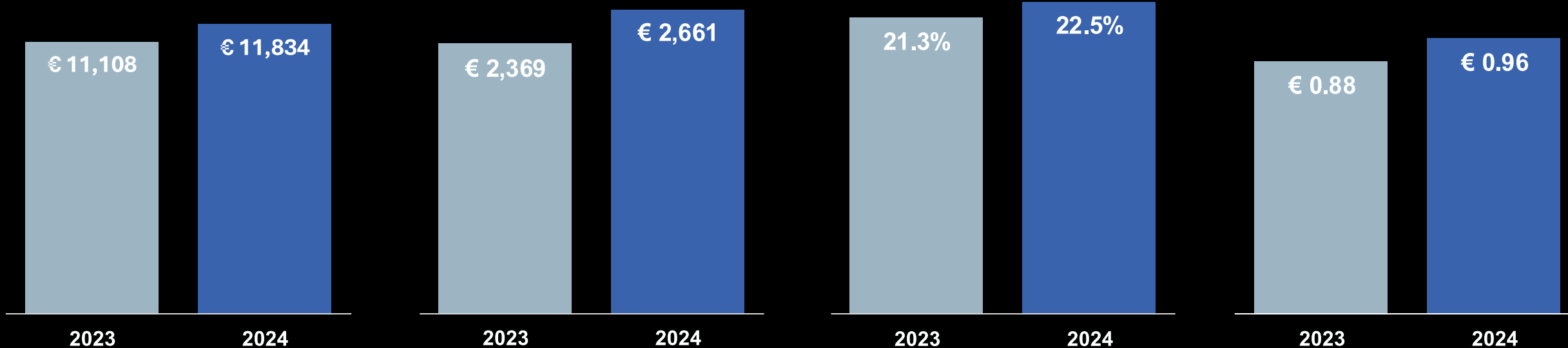
+13.8%

## ADJUSTED EBITDA MARGIN

+1.2pp

## ADJUSTED DILUTED EPS

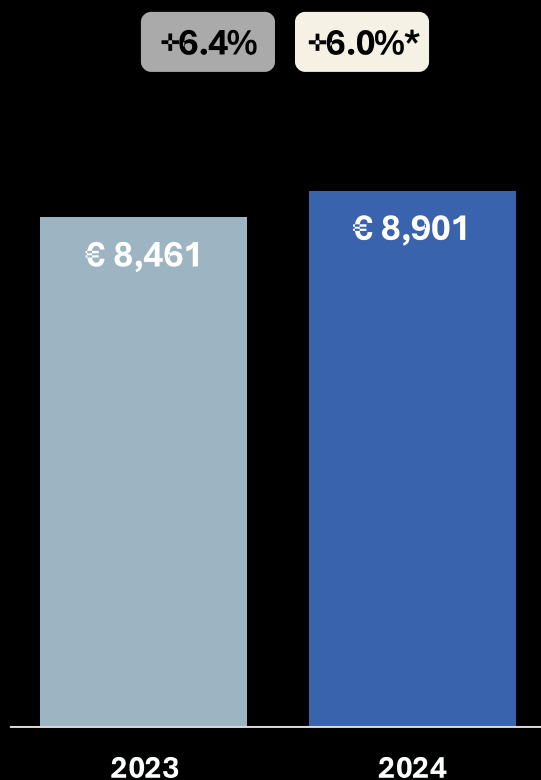
+9.1%



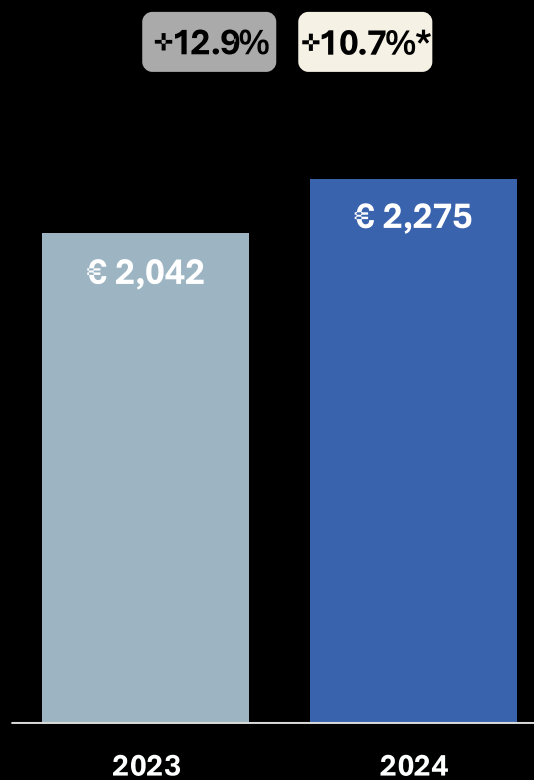
Note: € in Millions; Revenue and Adjusted EBITDA growth shown in constant currency, Adjusted Diluted EPS as reported.

# Recorded Music

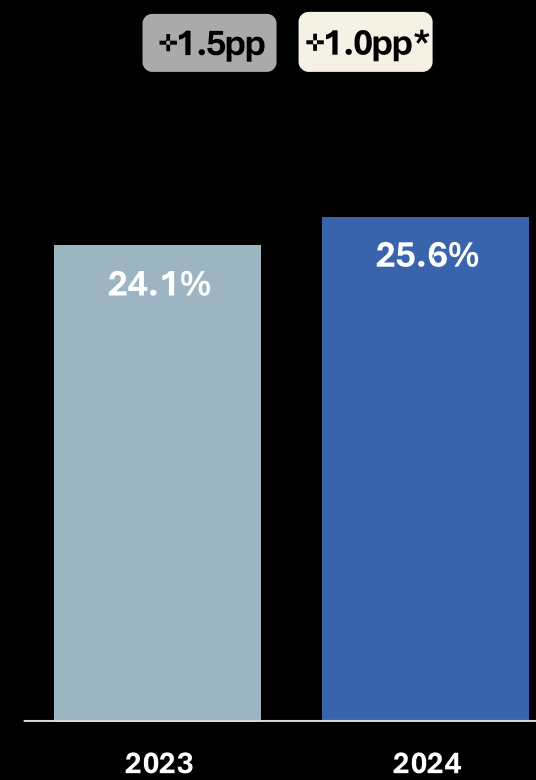
## FULL YEAR REVENUE



## FULL YEAR ADJUSTED EBITDA



## FULL YEAR ADJUSTED EBITDA MARGIN

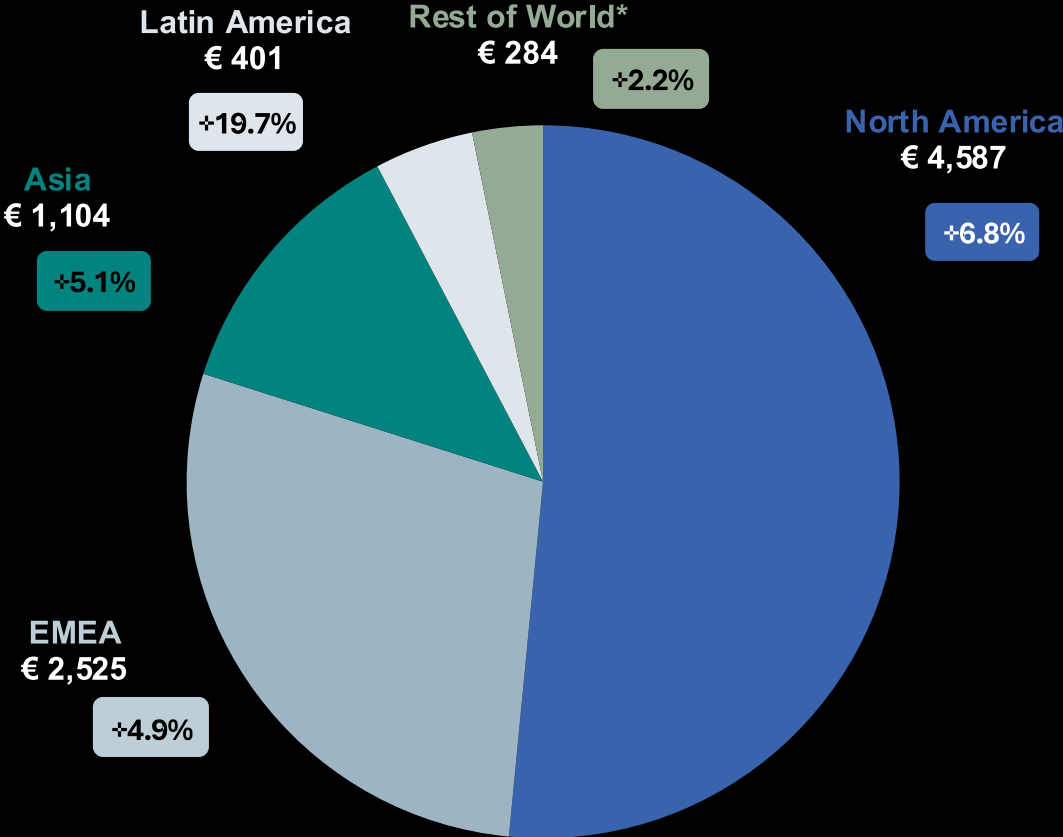


Note: € in Millions; All growth rates are in constant currency.

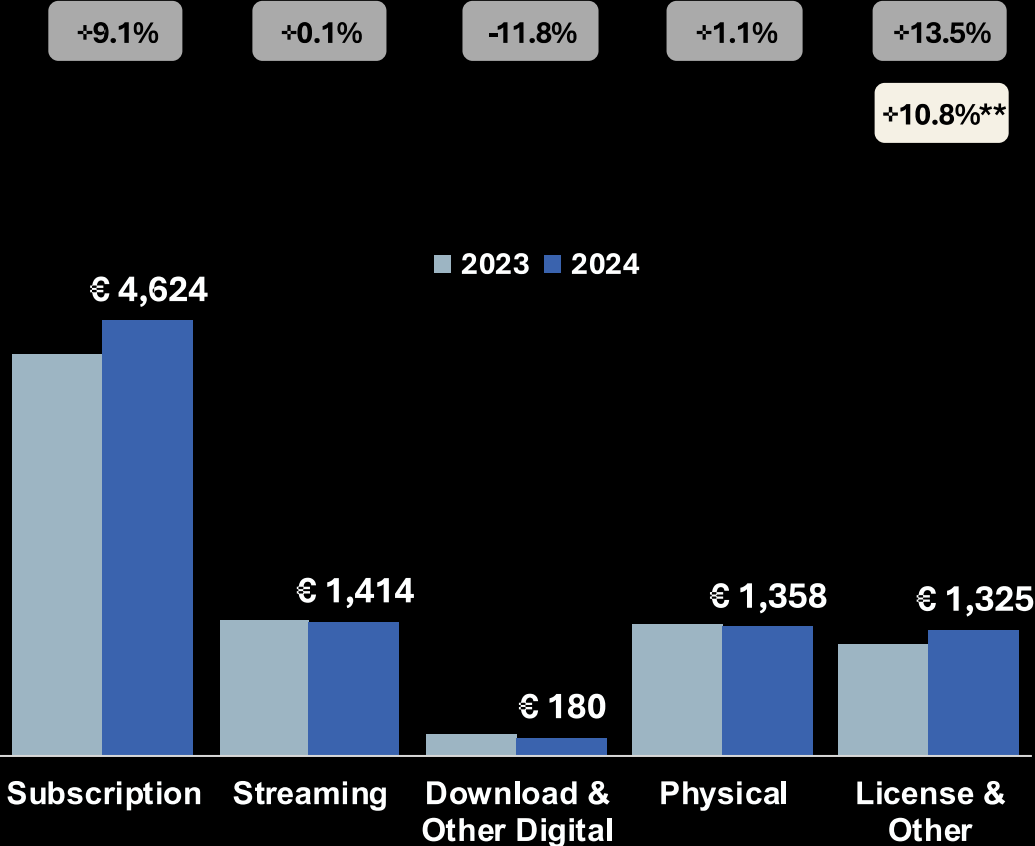
\*Full year revenue growth is adjusted to exclude Legal Settlements in 2024. Full Year Adjusted EBITDA and margin growth is adjusted to Legal Settlements in 2024 and the Legal Provision in 2023. For more information, see "Items Impacting Comparability of Results" in the 4Q and Full Year 2024 Earnings Press Release.

# Recorded Music Revenue

FY24 Recorded Music Regional Breakdown



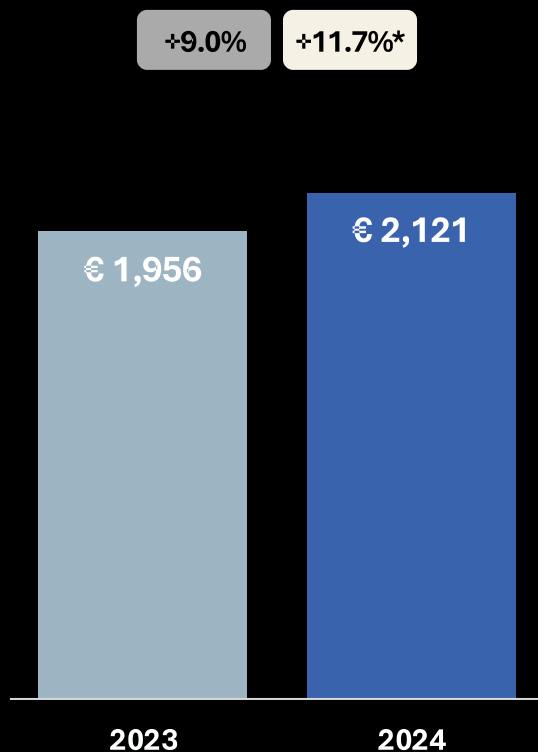
Full Year Recorded Music Revenue Breakdown



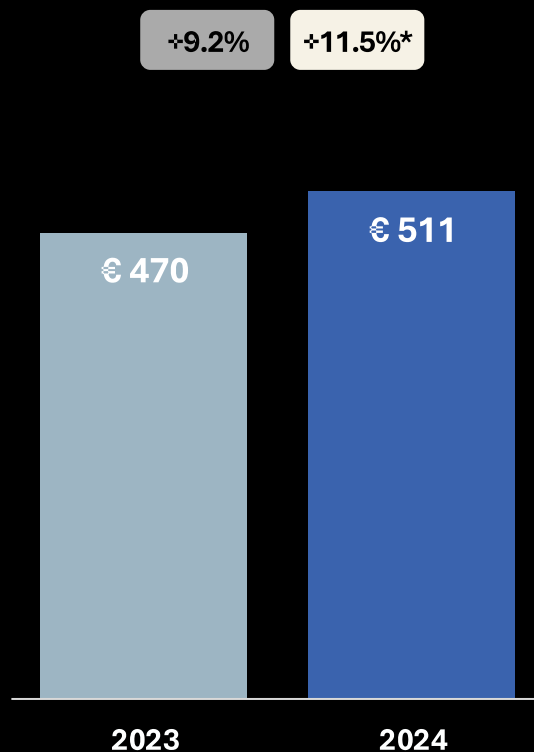
Note: € in Millions.  
\*Rest of World growth rate is adjusted to exclude intercompany allocations.  
\*\*Full Year License & Other growth is adjusted to exclude Legal Settlements in 2024. For more information, see "Items Impacting Comparability of Results" in the 4Q and Full Year 2024 Earnings Press Release.

# Music Publishing

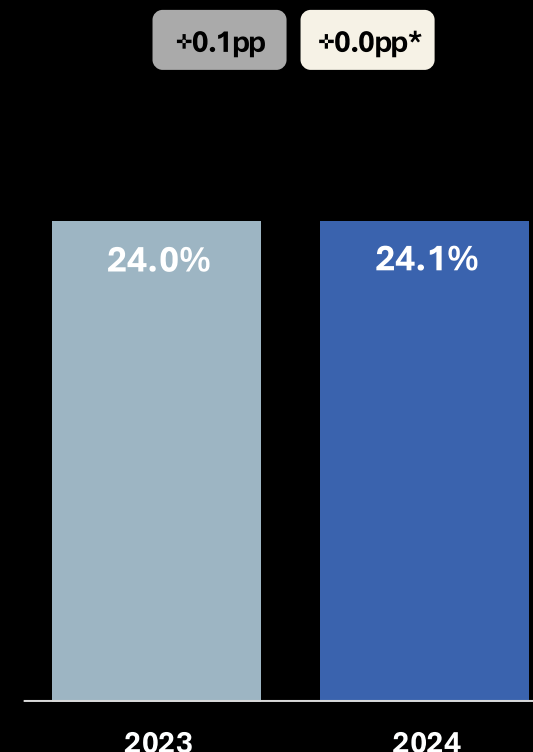
## FULL YEAR REVENUE



## FULL YEAR ADJUSTED EBITDA



## FULL YEAR ADJUSTED EBITDA MARGIN

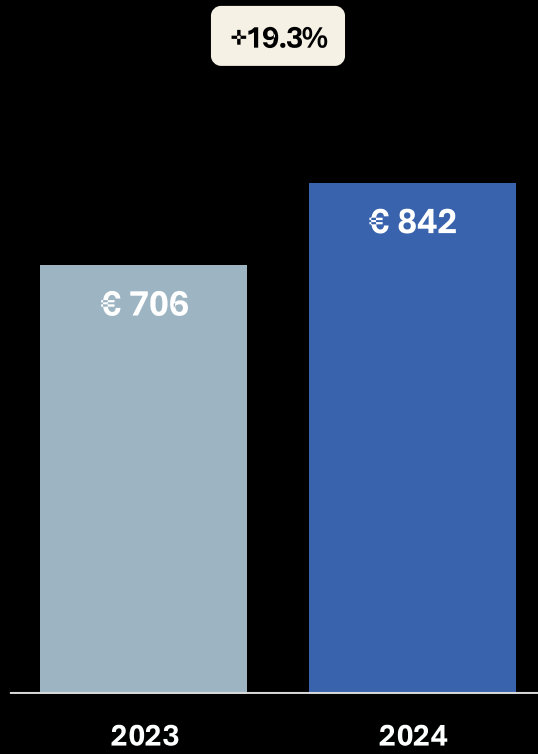


Note: € in Millions; All growth rates are in constant currency.

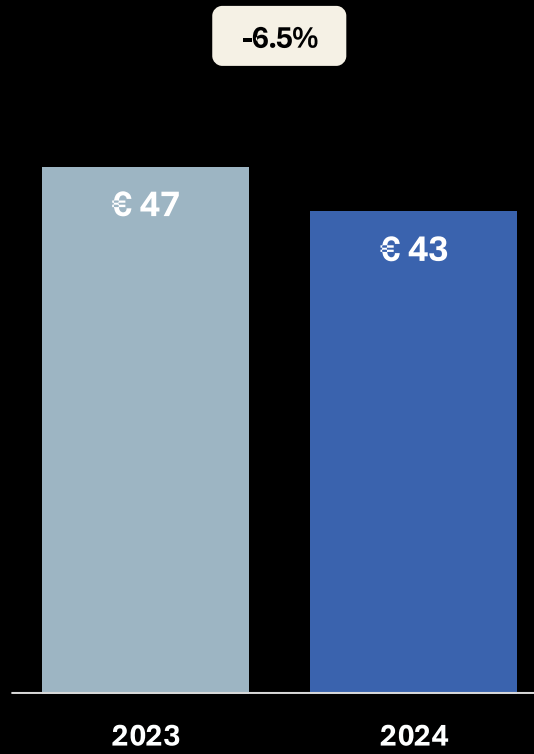
\*Full year Revenue, Adjusted EBITDA and margin growth is adjusted to exclude Legal Settlements in 2024 and the Copyright Royalty Board Phonorecords III Accrual in 2023. For more information, see “Items Impacting Comparability of Results” in the 4Q and Full Year 2024 Earnings Press Release.

# Merchandising & Other

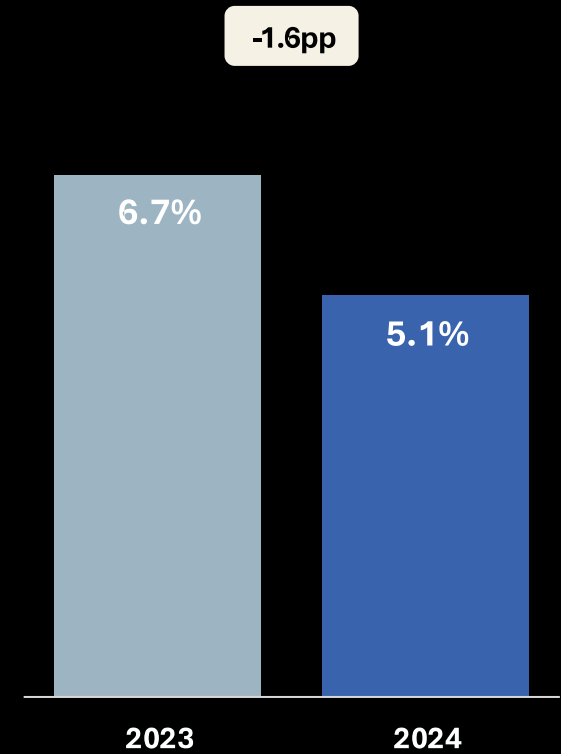
## FULL YEAR REVENUE



## FULL YEAR ADJUSTED EBITDA



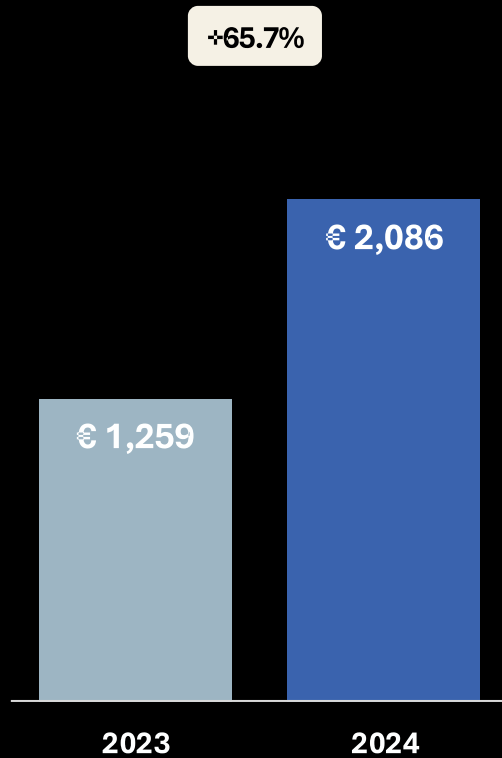
## FULL YEAR ADJUSTED EBITDA MARGIN



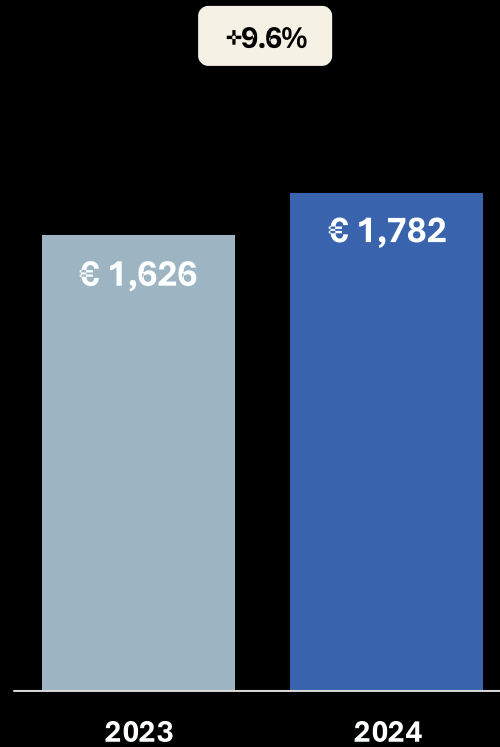
Note: € in Millions; All growth rates are in constant currency.

# Net Profit & EPS

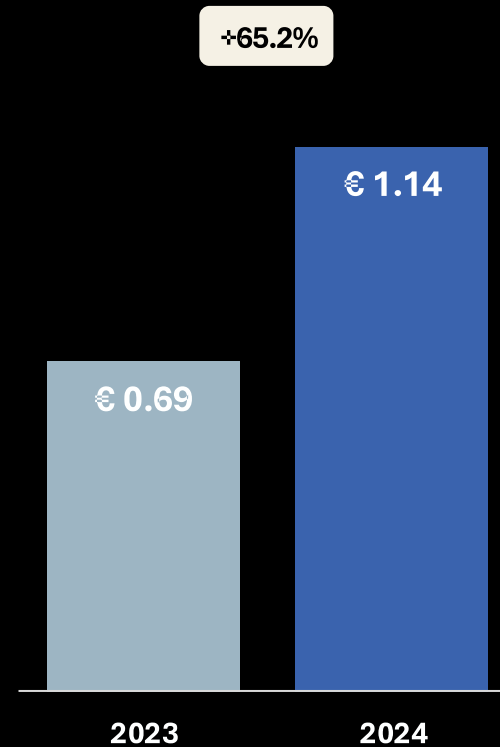
## NET PROFIT



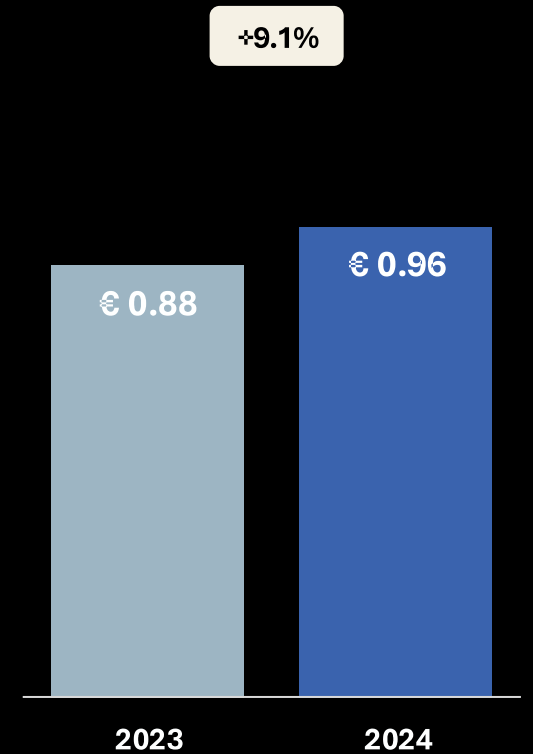
## ADJUSTED NET PROFIT



## EPS - BASIC



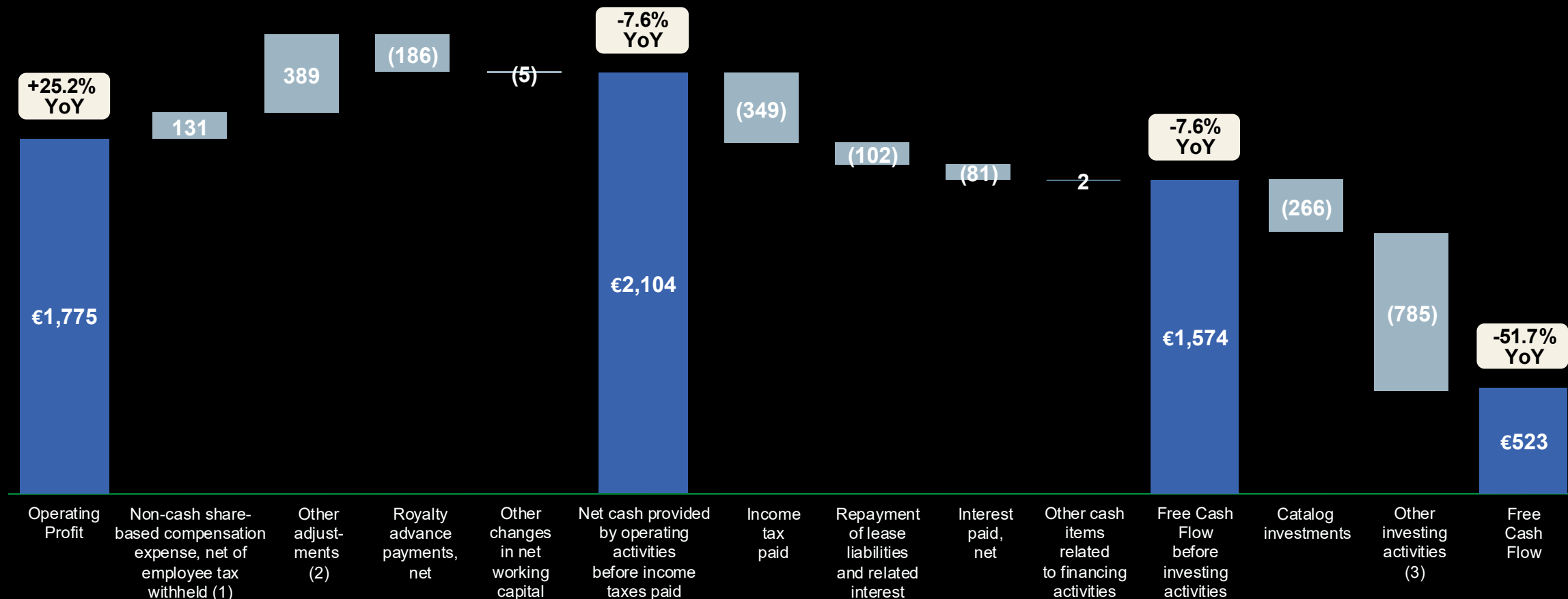
## ADJUSTED EPS - DILUTED



Note: Net Profit € Millions; All growth rates are as reported.

# FY24 Free Cash Flow

- Dividend policy: 50% of adjusted net income
  - 2H24 final dividend proposal: €512 million (€0.28/share)
  - FY24 dividend proposal: €951 million (€0.52/share)



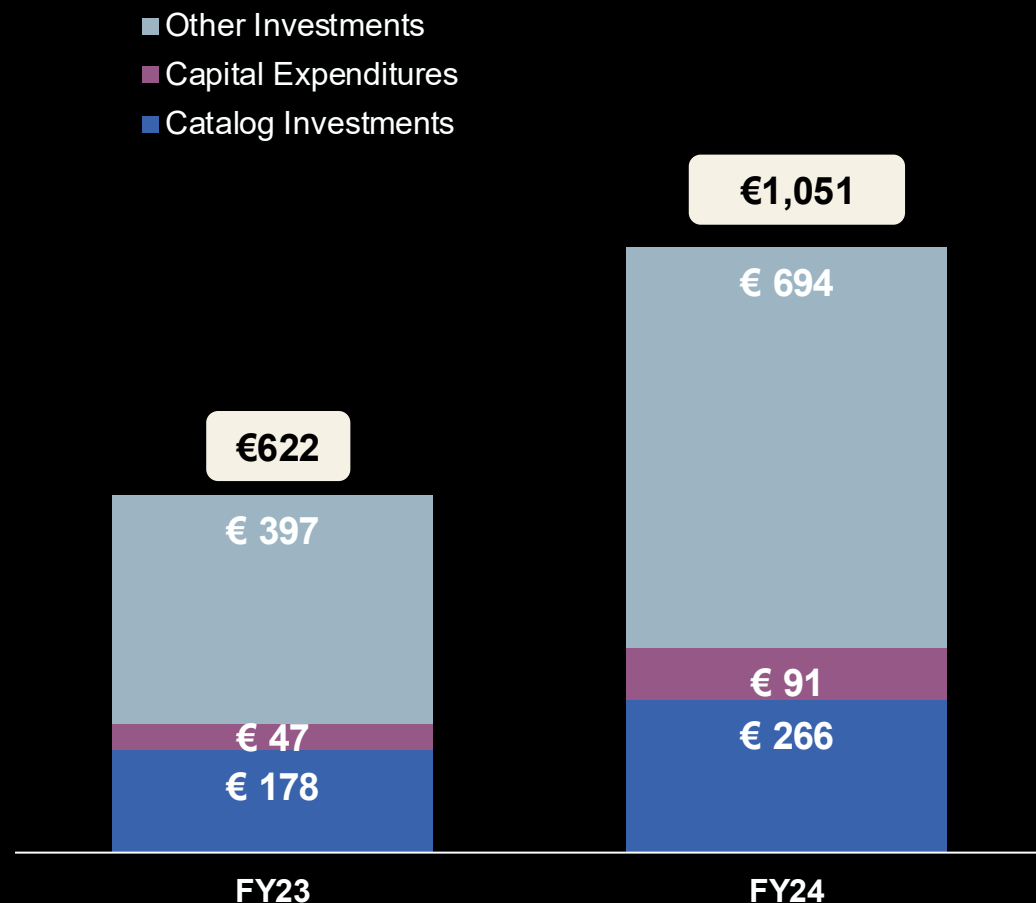
Note: € in Millions; YoY growth rates as reported.

(1) Non-cash share-based compensation expense of €329m less €198m cash costs primarily to cover employee withholding tax on equity grants.

(2) Other adjustments include amortization and depreciation expense, Impairments of intangibles, Changes in provisions, net, and Gain/(loss) on sale of assets.

(3) Other investing activities includes Other intangible assets investments, Capital Expenditures, Purchases of consolidated companies, Investments in equity affiliates, Purchase of financial assets, Divestitures and Dividends received.

# Investing Activity



## Catalog Investments

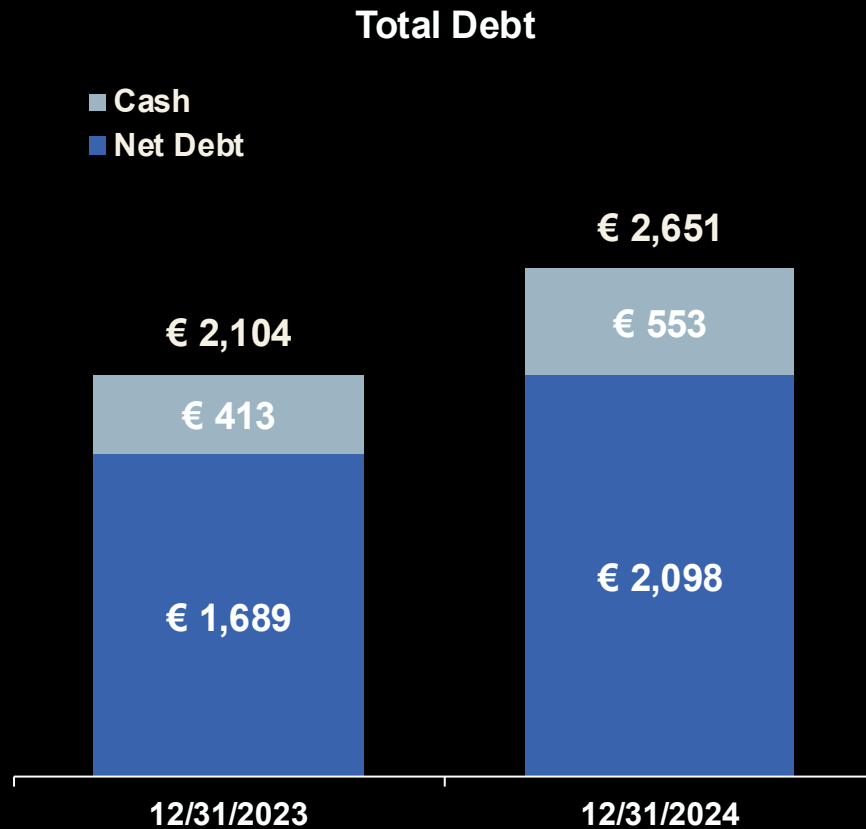
- Not required investment, opportunistic like M&A
- Multiple ways to finance: Chord Music Partners, operating cash flow, balance sheet capacity
- 2024 catalog acquisitions include: a 2023 catalog acquisition that was held in escrow until 1Q24, and the remaining 30% stake in RS Group in Thailand, among others

## Other Investing Activities

- Low capital intensity business: Capex €91m in 2024
- M&A focused on high-growth music market expansion, superfan engagement and building the label of the future
- 2024 investments include: Minority stakes in Chord Music Partners and Complex / NTRK; majority stake in Mavin Global; and the acquisitions of [PIAS] Group and Outdustry, among others

Note: € in Millions; Other Investments in both years includes: Other intangible asset investments; Purchases of consolidated companies, after acquired cash; Investments in equity affiliates; Purchase of financial assets; Proceeds from sales of property, plant, equipment and intangible assets; Proceeds from sales of consolidated companies, after divested cash; Proceeds from sale of financial assets; Dividends received from equity affiliates; and Dividends received from investments.

# Balance Sheet & Liquidity



Note: € in Millions.

## Strong Balance Sheet Provides Strategic Flexibility

- Net Debt / EBITDA <1x
- Investment grade rating
- Average debt maturity: 4.5 years
- 68% of gross debt at fixed rate

## Capital Allocation Priorities

- Investing in core business
- M&A to support our strategic initiatives, including growth markets, artist and label services, direct to consumer activities and catalog acquisitions
- Returning capital to shareholders (currently through dividends)

# Mid-Term Guidance: Continued High Growth in Revenue and Adjusted EBITDA

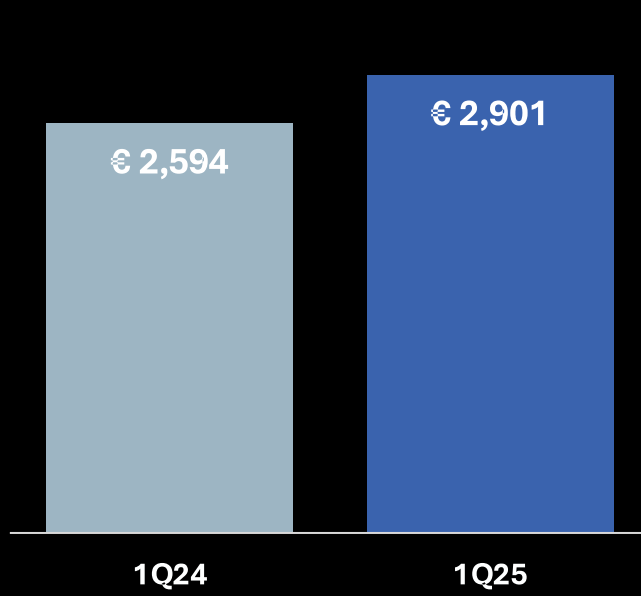
	Mid-term CAGR through 2028	
<b>Total revenue growth</b>	<b>7%+</b>	<ul style="list-style-type: none"><li>• Scaling superfan business</li><li>• Penetrating high-potential markets</li><li>• Reinvestment in the business</li></ul>
<ul style="list-style-type: none"><li>• <i>Subscription revenue growth</i>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

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

# 1Q25 Consolidated Results

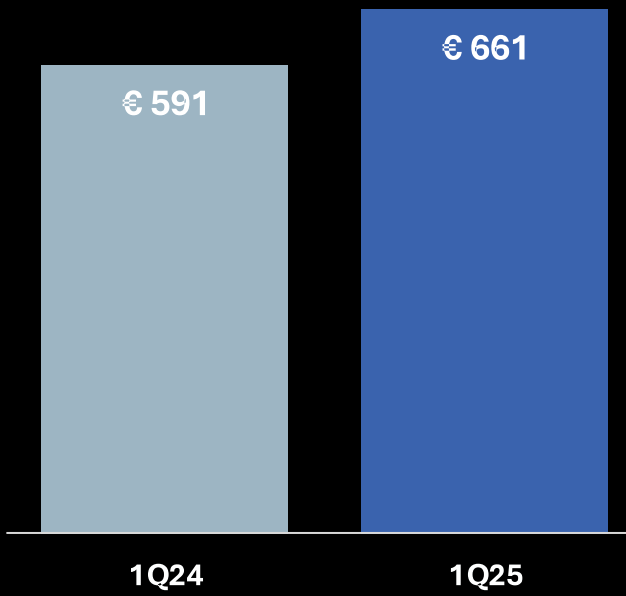
## REVENUE

+9.5%



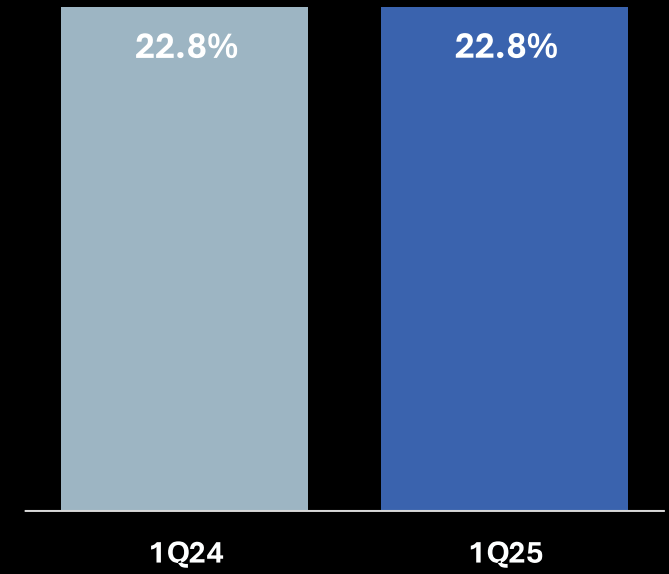
## ADJUSTED EBITDA

+10.0%



## ADJUSTED EBITDA MARGIN

+0.0pp



Note: € in Millions; Revenue and Adjusted EBITDA growth shown in constant currency.

# Universal Music Group Annual General Meeting **2025**



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# Q&A



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# Agenda Item 3

Advisory Vote on the Remuneration Report 2024



UNIVERSAL MUSIC GROUP

# Mandy Ginsberg

Chairman of the Remuneration Committee and  
Non-Executive Director



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# Q&A



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# Remuneration Report 2024

(Advisory) Voting Item



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# Agenda Item 4

Adoption of the Financial Statements 2024



UNIVERSAL MUSIC GROUP

# EY Accountants B.V.

External Auditor



UNIVERSAL MUSIC GROUP

# Annual General Meeting Universal Music Group N.V.

Annual Report 2024

EY Accountants BV

14 May 2025



Shape the future  
with confidence

# Q&A



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# Financial Statements 2025

Voting Item



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# Agenda Item 5

Dividend



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# Agenda Item 5A

Discussion of the Dividend Policy



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# Q&A



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# Agenda Item 5B

Adoption of the Dividend Proposal



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# Q&A



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# Dividend Proposal

Voting Item



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# Agenda Item 6

Discharge



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# Agenda Item 6A

Discharge of the Executive Directors



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# Q&A



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# Discharge of the Executive Directors

Voting Item



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# **Agenda Item 6B**

## **Discharge of the Non-Executive Directors**



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# Q&A



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# Discharge of the Non-Executive Directors

Voting Item



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# Agenda Item 7

Re-appointment of Vincent Vallejo as Executive Director



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# Q&A



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# **Re-appointment of Vincent Vallejo as Executive Director**

**Voting Item**



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# Agenda Item 8

Non-Executive Directors



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# Agenda Item 8A

Re-appointment of Sherry Lansing as Non-Executive Director



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# Q&A



**UNIVERSAL MUSIC GROUP**

# **Re-appointment of Sherry Lansing as Non-Executive Director**

**Voting Item**



**UNIVERSAL MUSIC GROUP**

# Agenda Item 8B

Re-appointment of Haim Saban as Non-Executive Director



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# Q&A



**UNIVERSAL MUSIC GROUP**

# **Re-appointment of Haim Saban as Non-Executive Director**

**Voting Item**



**UNIVERSAL MUSIC GROUP**

# Agenda Item 8C

Re-appointment of Luc van Os as Non-Executive Director



UNIVERSAL MUSIC GROUP

# Q&A



**UNIVERSAL MUSIC GROUP**

# **Re-appointment of Luc van Os as Non-Executive Director**

**Voting Item**



**UNIVERSAL MUSIC GROUP**

# Agenda Item 9

Adoption of the Executive Directors' Remuneration Policy



UNIVERSAL MUSIC GROUP

# Mandy Ginsberg

Chairman of the Remuneration Committee and  
Non-Executive Director



UNIVERSAL MUSIC GROUP

# Q&A



**UNIVERSAL MUSIC GROUP**

# **Adoption of the Executive Directors' Remuneration Policy**

**Voting Item**



**UNIVERSAL MUSIC GROUP**

# **Agenda Item 10**

## **Repurchase and Cancellation of Shares**



**UNIVERSAL MUSIC GROUP**

# Agenda Item 10A

Authorization of the Board as the  
Competent Body to Repurchase Shares



UNIVERSAL MUSIC GROUP

# Q&A



**UNIVERSAL MUSIC GROUP**

# **Authorization of the Board as the Competent Body to Repurchase Shares**

**Voting Item**



**UNIVERSAL MUSIC GROUP**

# Agenda Item 10B

Cancellation of Shares



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# Q&A



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# Cancellation of Shares

Voting Item



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# Agenda Item 11

Any other Business



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# Agenda Item 12

Closing



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# Universal Music Group Annual General Meeting **2025**



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