

# **FOURTH QUARTER & FULL YEAR ENDED DECEMBER 31, 2021**

**March 3, 2022**

# Important Information

## Forward Looking Statements

This presentation contains statements that may constitute forward-looking statements relating to the business, financial performance and results of Universal Music Group N.V. (the “Company”) and the industry in which the Company operates. These statements may be identified by words such as "expectation", "belief", "estimate", "plan", "target", or "forecast" and similar expressions or the negative thereof; or by forward-looking nature of discussions of strategy, plans or intentions; or by their context. No representation is made that any of these statements or forecasts will come to pass or that any forecast results will be achieved. All statements regarding the future are subject to inherent risks and uncertainties and various factors could cause actual future results, performance or events to differ materially from those described or implied in these statements. Such forward-looking statements are based on numerous assumptions regarding the Company's present and future business strategies and the environment in which the Company will operate in the future. Further, certain forward-looking statements are based upon assumptions of future events which may not prove to be accurate and none of the Company, the Company's shareholders or any adviser acting on behalf of the Company or any such shareholders, or their respective subsidiary undertakings, affiliates, agents or advisers or any of such persons' directors, officers, employees, members or agents nor any other person accepts any responsibility for the accuracy of the opinions expressed in this presentation or the underlying assumptions. Past performance is not an indication of future results and past performance should not be taken as a representation that trends or activities underlying past performance will continue in the future. The forward-looking statements in this presentation speak only as at the date of this presentation. Subject to any continuing obligations under applicable law or any relevant stock market listing rules, the Company, the Company's shareholders or any adviser acting on behalf of the Company or such shareholders, and their respective subsidiary undertakings, affiliates, agents and advisers and any of such persons' directors, officers, employees, members or agents expressly disclaim any obligation or undertaking to release any updates or revisions to these forward-looking statements to reflect any change in the Company's expectations with regard thereto or any change in events, conditions or circumstances on which any statement is based after the date of this presentation or to update or to keep current any other information contained in this presentation. You are therefore cautioned not to place any undue reliance on such forward-looking statements.

## Presentation

The financial information included in this presentation is unaudited. The 2021 financial information included in this presentation contains only part of the 2021 financial statements which still have to be adopted by the shareholders at the upcoming annual general meeting of shareholders and will be included in the 2021 annual report. The 2021 annual report has not yet been published and an auditors' opinion has not yet been issued.

## Non-IFRS measures

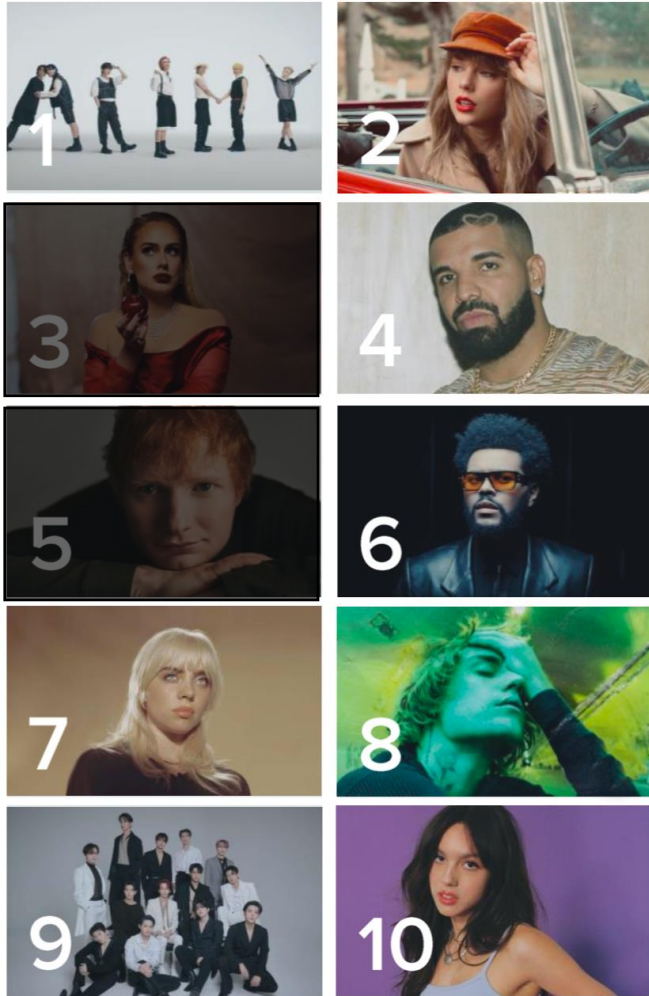
This presentation includes certain alternative performance measures which are not defined in IFRS issued by the International Accounting Standards Board as endorsed by the EU. For further information on non-IFRS measures used by the Company, see the relevant definitions included in the press release of the same date of this Presentation and the reconciliations of such non-IFRS measures included in the Appendix to such press release.

## 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.

**SIR LUCIAN GRAINGE**  
**CHAIRMAN AND CEO**

# 8 OF THE TOP 10 GLOBAL ARTISTS IN 2021



## IFPI GLOBAL ARTIST CHART 2021

1	<b>BTS</b>
2	<b>Taylor Swift</b>
3	<b>Adele</b>
4	<b>Drake</b>
5	<b>Ed Sheeran</b>
6	<b>The Weeknd</b>
7	<b>Billie Eilish</b>
8	<b>Justin Bieber</b>
9	<b>Seventeen</b>
10	<b>Olivia Rodrigo</b>

SOURCE: IFPI

UNIVERSAL MUSIC GROUP

# 2021 GLOBAL ARTIST SUCCESS

SPOTIFY



**4** OF THE **TOP 5**  
GLOBAL ARTISTS OF 2021

**TAYLOR SWIFT**  
**BTS**  
**DRAKE**  
**JUSTIN BIEBER**

APPLE MUSIC



**THE WEEKND**  
GLOBAL ARTIST OF THE YEAR

**H.E.R.**  
SONGRWRITER OF THE YEAR

**OLIVIA RODRIGO**  
BREAKTHROUGH ARTIST OF  
THE YEAR

YOUTUBE



**8** OF THE **TOP 10**  
AND THE **TOP 3**  
MOST SUBSCRIBED ARTISTS

**BLACKPINK**  
**JUSTIN BIEBER**  
**BTS**  
**EMINEM**  
**ARIANA GRANDE**  
**TAYLOR SWIFT**  
**BILLIE EILISH**  
**KATY PERRY**

DEEZER



THE **TOP 4**  
GLOBAL ALBUMS

THE WEEKND *AFTER HOURS*  
OLIVIA RODRIGO *SOUL*  
BILLIE EILISH *HAPPIER THAN EVER*  
JUSTIN BIEBER *JUSTICE*

**NO. 1**  
GLOBAL SONG

THE WEEKND  
"BLINDING LIGHTS"

SOURCE: SPOTIFY, APPLE MUSIC, YOUTUBE, DEEZER

UNIVERSAL MUSIC GROUP

# 2021 U.S. SUCCESS

**THE TOP 6  
ARTISTS**

**8 OF THE TOP 10  
ARTISTS**

**THE TOP 5  
ALBUMS**

**7 OF THE TOP 10  
ALBUMS**

**3 OF THE TOP 5  
SINGLES**

**UMPG  
THE TOP 4  
SINGLES**

**UMPG  
7 OF THE TOP 10  
SINGLES**

**TOP ARTISTS:**

**DRAKE  
OLIVIA RODRIGO  
THE WEEKND  
TAYLOR SWIFT  
MORGAN WALLEN  
ARIANA GRANDE**

**TOP ALBUMS:**

**MORGAN WALLEN  
OLIVIA RODRIGO  
POP SMOKE  
TAYLOR SWIFT  
DRAKE**

**UMG TOP SINGLES:**

**THE WEEKND &  
ARIANA GRANDE  
"SAVE YOUR TEARS"  
  
THE WEEKND  
"BLINDING LIGHTS"  
  
OLIVIA RODRIGO  
"GOOD 4 U"**

**UMPG TOP SINGLES:**

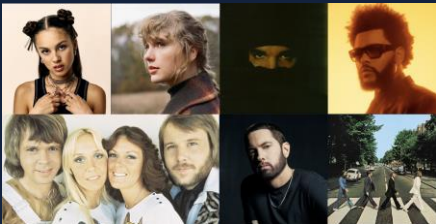
**DUA LIPA  
"LEVITATING"  
  
THE WEEKND &  
ARIANA GRANDE  
"SAVE YOUR TEARS"  
  
THE WEEKND  
"BLINDING LIGHTS"  
  
IANN DIOR  
"MOOD"**

# 2021 REGIONAL SUCCESS

## UNITED KINGDOM:

**7** OF THE  
**TOP 10**  
**ARTISTS**  
OF THE YEAR

OLIVIA RODRIGO  
TAYLOR SWIFT  
DRAKE  
ABBA  
EMINEM  
THE WEEKND  
THE BEATLES



## GERMANY:

**NO.1**  
**SINGLE**  
OF THE YEAR

NATHAN EVANS  
*"WELLERMAN"*

& THE  
**TOP 2**  
**ALBUMS**

ABBA  
*VOYAGE*

HELEN FISCHER  
*RAUSCH*

## FRANCE:

**SPOTIFY'S TOP**  
**STREAMED**  
**ALBUM**

DAMSO  
*QALF INFINITY*

& OUR ARTISTS WON  
**9** OUT OF **14**  
**NRJ AWARDS**

EVA  
**BEST FEMALE ARTIST**

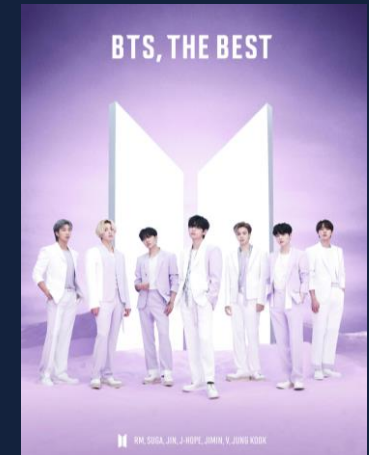
DADJU  
**BEST MALE ARTIST**

KENDJI GIRAC  
*"EVIDEMMENT"*  
**SONG OF THE YEAR**

## JAPAN:

**BILLBOARD'S**  
**TOP SELLING**  
**ARTIST**  
&  
**NO. 1 ALBUM**

**BTS**  
*BTS, THE BEST*



SOURCE: OCC, GFK, SPOTIFY, BILLBOARD

# HEALTH & FITNESS PARTNERS

**ARMY**



**Apple Fitness+**

**BARRY'S**



**CLMBR**

**echelon™**

**EQUINOX+**



**hydrow**

**LITEBOXER**

**MEDRhythms**

**Mentra**  
by SATS

**music**  
health

**PELOTON**

**Supernatural**

**STEEZY**  
STUDIO

**STRYDE**

**zygo**



# WEB3/NFT PARTNERS



billboard



HABET

Genies



THE SANDBOX

snowcrash

UUUM

IIIΞXΞIII

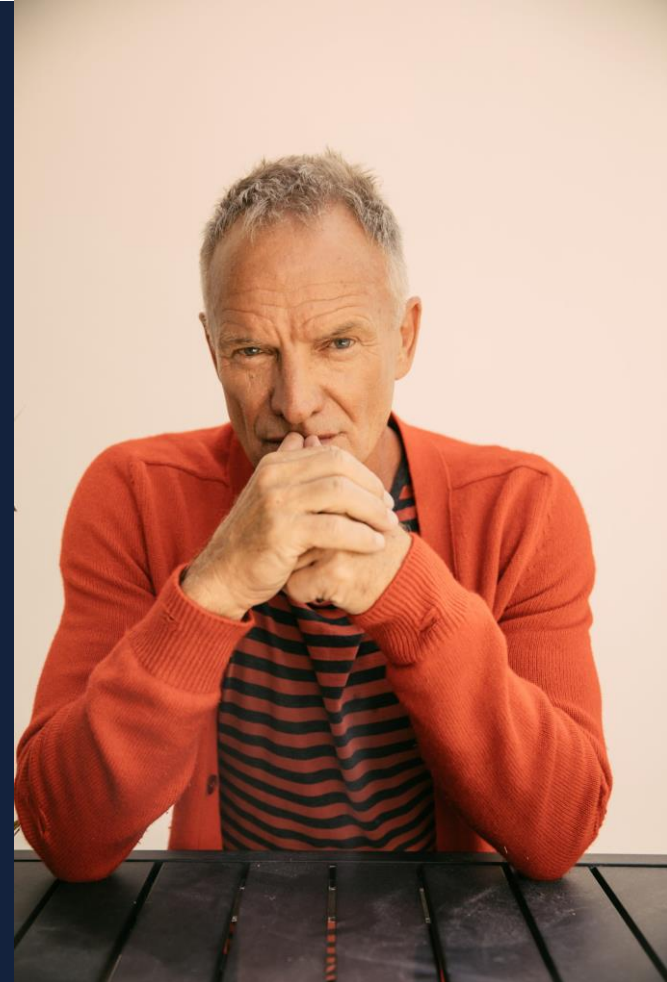


# UMPG ACQUIRES STING'S SONG CATALOG

*UNITING STING'S MUSIC PUBLISHING AND RECORDED MUSIC GLOBALLY  
UNDER UNIVERSAL MUSIC GROUP*

**“It is absolutely essential to me that my career’s body of work have a home where it is valued and respected – not only to connect with longtime fans in new ways, but also to introduce my songs to new audiences, musicians and generations.”**

**- Sting**



**BOYD MUIR**  
**EVP, CFO AND**  
**PRESIDENT OF OPERATIONS**

**UMG Q4 AND FY 2021 RESULTS**

# FY 2021 SUMMARY RESULTS

(€ MILLION)

**FY 2021**

**REVENUE**

**€8,504**  
**+17.0% YOY**

**ADJUSTED  
EBITDA**

**€1,788**  
**+20.9% YOY**

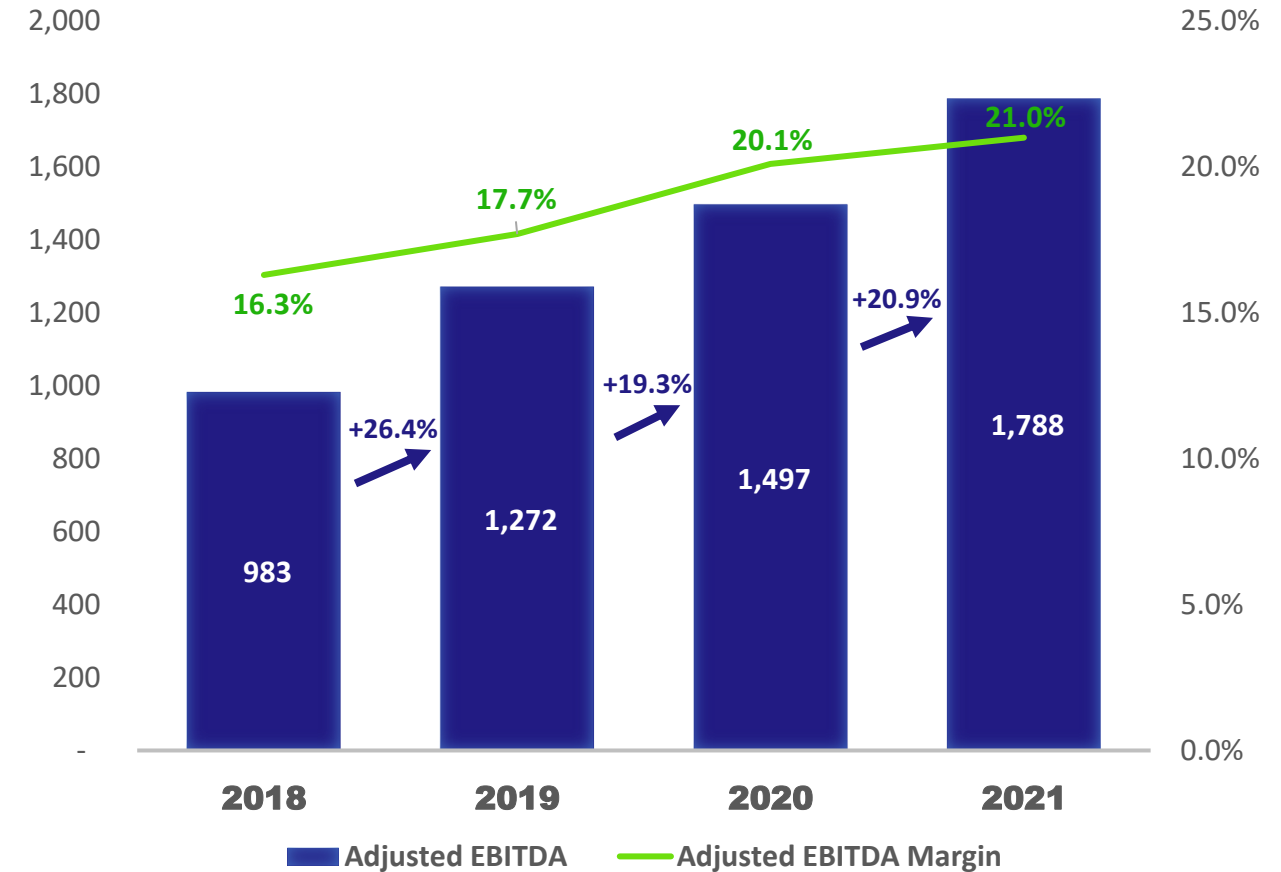
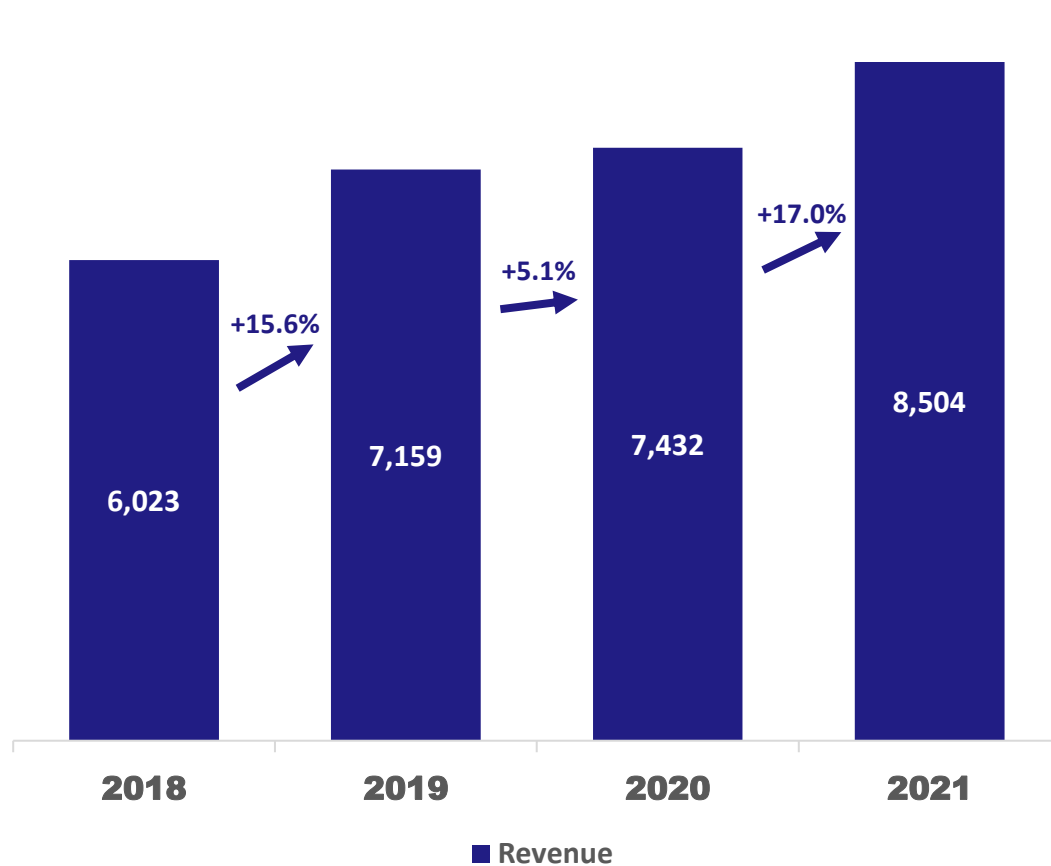
**ADJUSTED  
EBITDA MARGIN**

**21.0%**  
**+0.9 PP YOY**

Note: All growth rates are in constant currency.

# SUSTAINED GROWTH OF REVENUE, ADJUSTED EBITDA AND MARGIN

(€ MILLION)

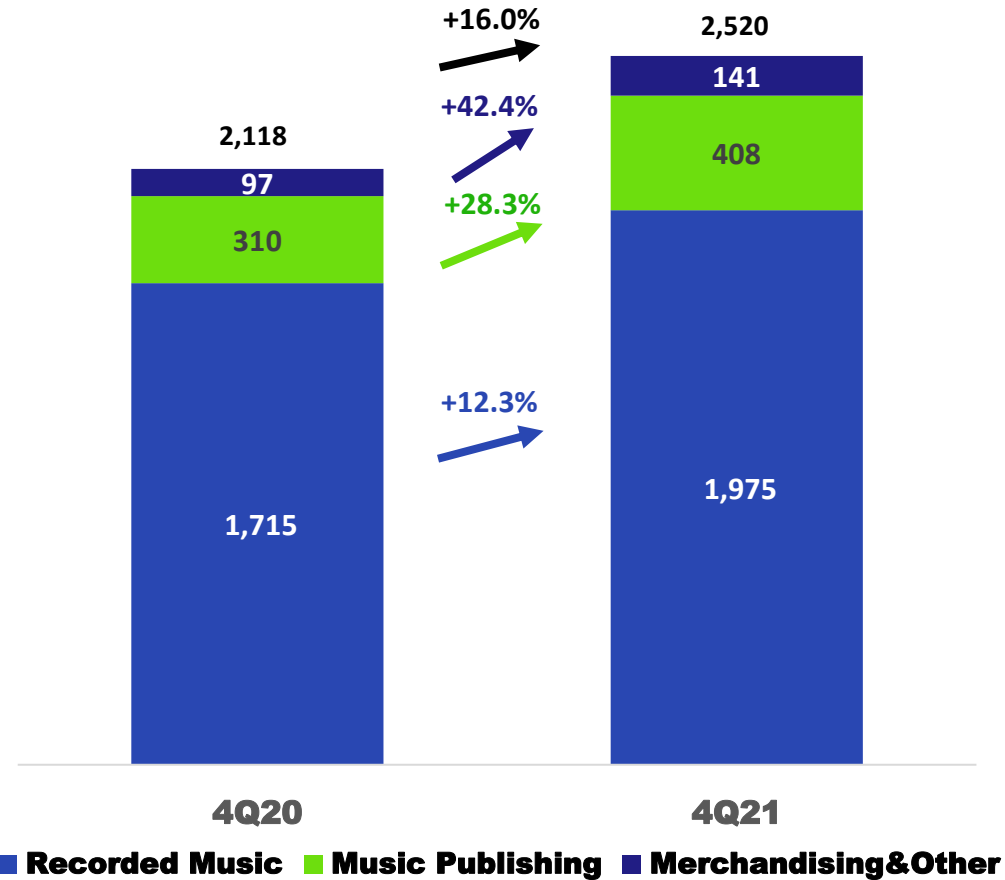


Note: All growth rates are in constant currency. 2019 Adjusted EBITDA improvement benefitted from adoption of IFRS16.

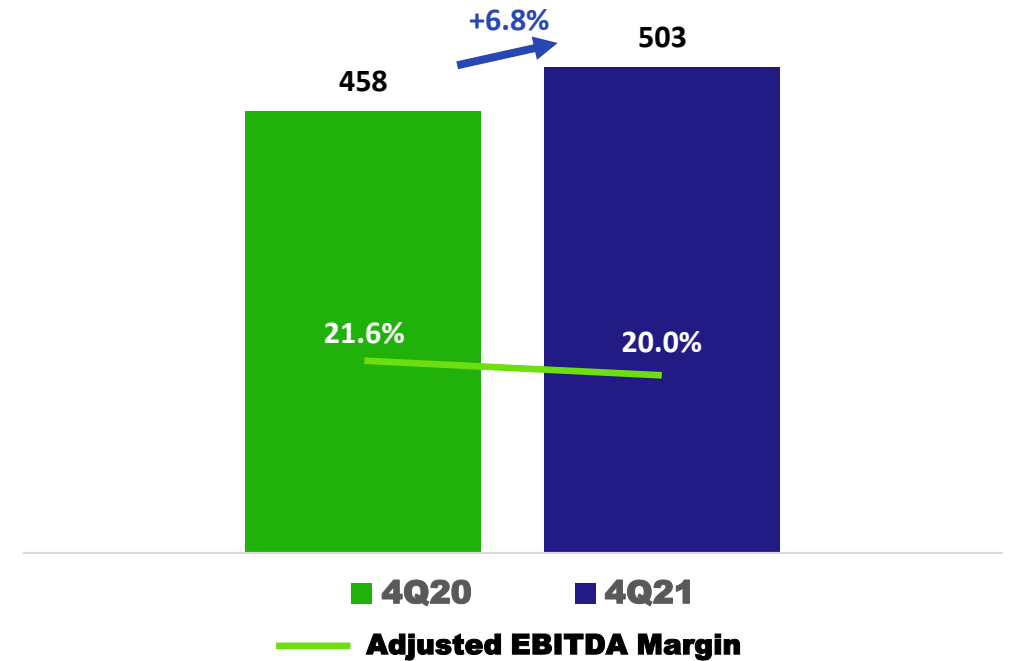
# Q4 REVENUE AND ADJUSTED EBITDA

(€ MILLION)

## REVENUE



## ADJUSTED EBITDA

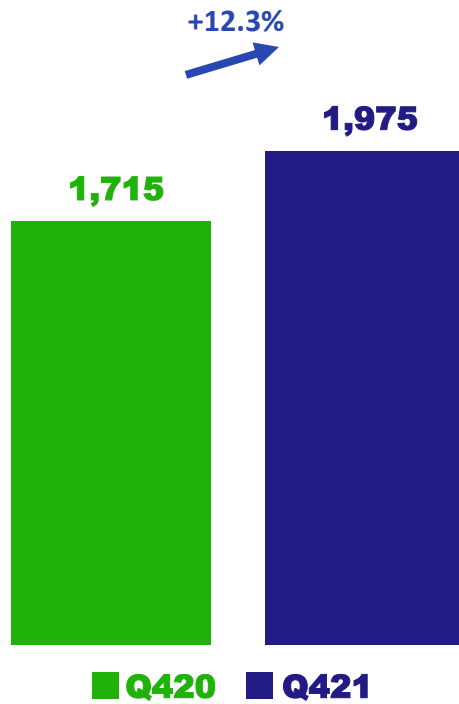


Note: All growth rates are in constant currency. Sum of revenue by segment does not equal total revenue due to intercompany eliminations.

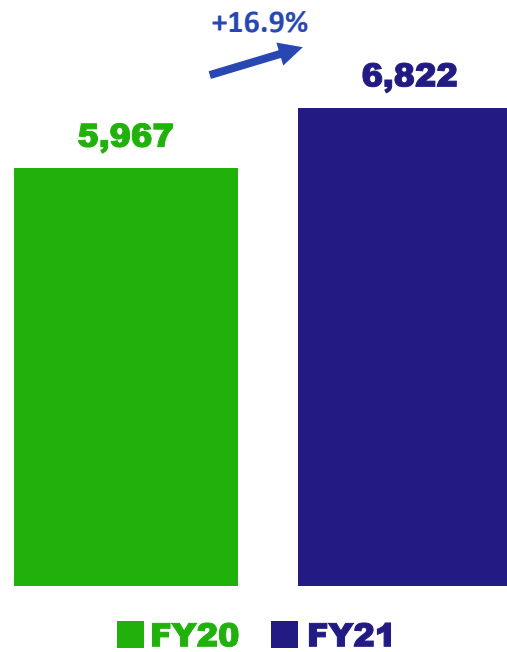
# RECORDED MUSIC

(€ MILLION)

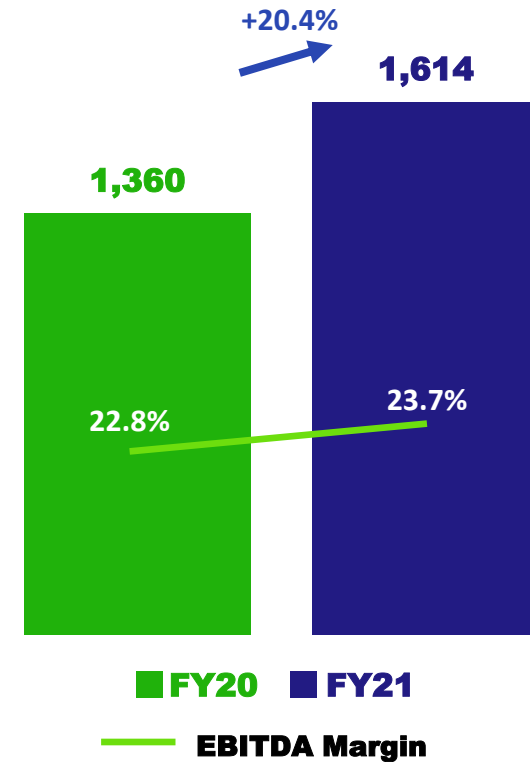
## 4Q REVENUE



## FY REVENUE



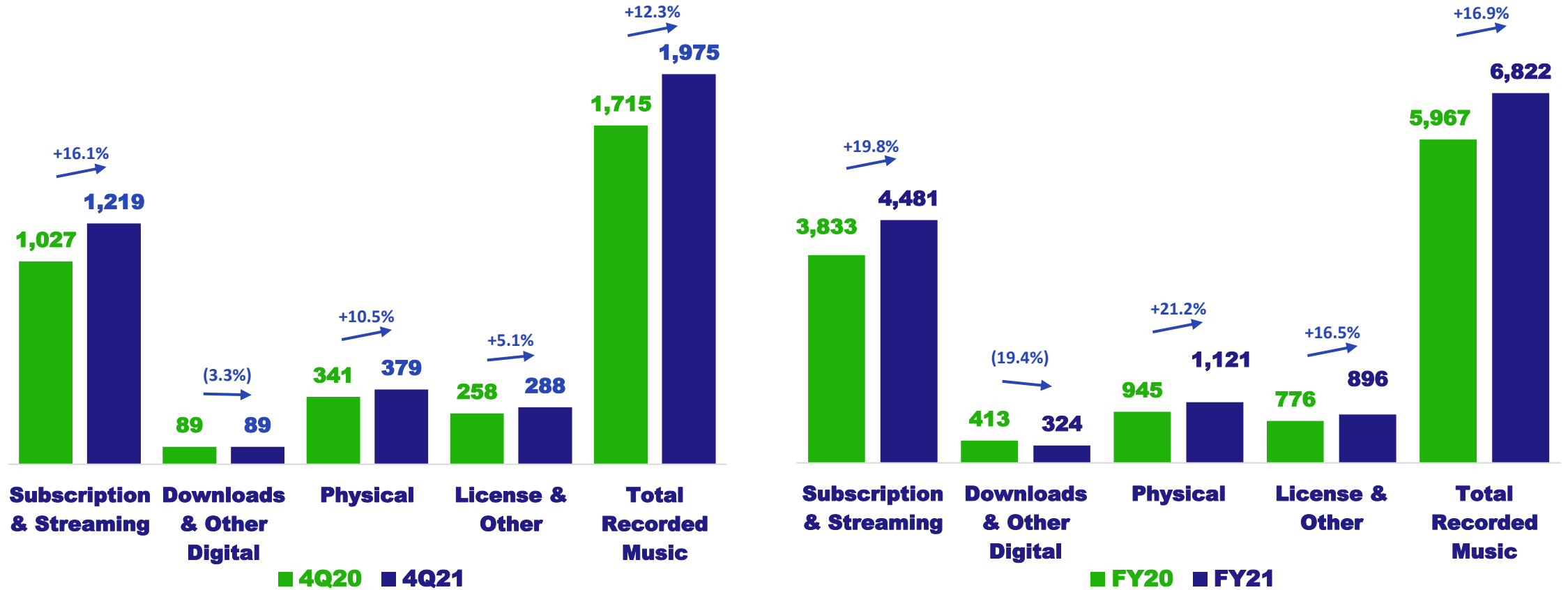
## FY EBITDA



Note: All growth rates are in constant currency.

# RECORDED MUSIC REVENUE

(€ MILLION)



Note: All growth rates are in constant currency.



# RECORDED MUSIC REVENUE

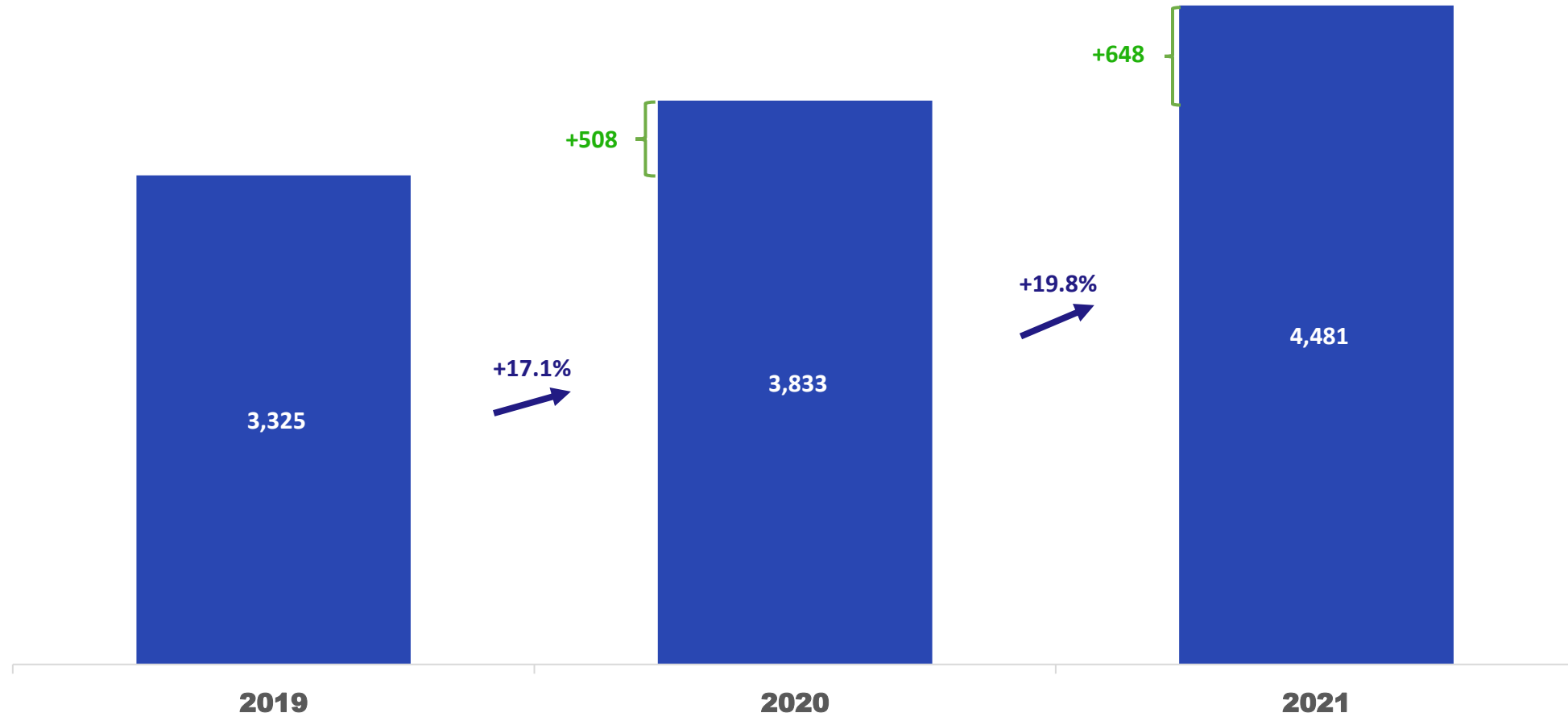
(€ MILLION)

	2021	% Change
North America	3,392	21%
Europe	2,020	12%
Asia	896	17%
Latin America	216	20%
Rest of World	298	10%
<b>Recorded Music Revenue</b>	<b>6,822</b>	<b>17%</b>

BEST SELLERS	
2020	2021
<b>The Weeknd</b>	<b>Olivia Rodrigo</b>
<b>Billie Eilish</b>	<b>BTS</b>
<b>Post Malone</b>	<b>Justin Bieber</b>
<b>Lil Baby</b>	<b>The Weeknd</b>
<b>Pop Smoke</b>	<b>Morgan Wallen</b>
<b>BTS</b>	<b>ABBA</b>
<b>Justin Bieber</b>	<b>Billie Eilish</b>
<b>King &amp; Prince</b>	<b>Taylor Swift</b>
<b>Taylor Swift</b>	<b>The Beatles</b>
<b>Juice WRLD</b>	<b>Drake</b>

Note: All growth rates are in constant currency.

# ACCELERATION IN STREAMING & SUBSCRIPTION REVENUE GROWTH (€ MILLION)

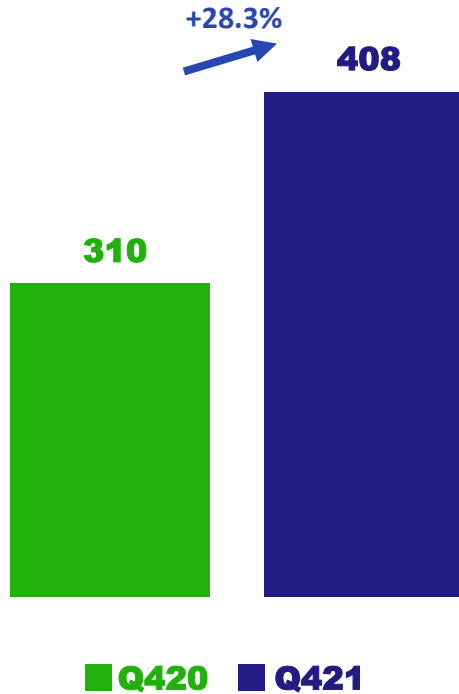


Note: All growth rates are in constant currency.

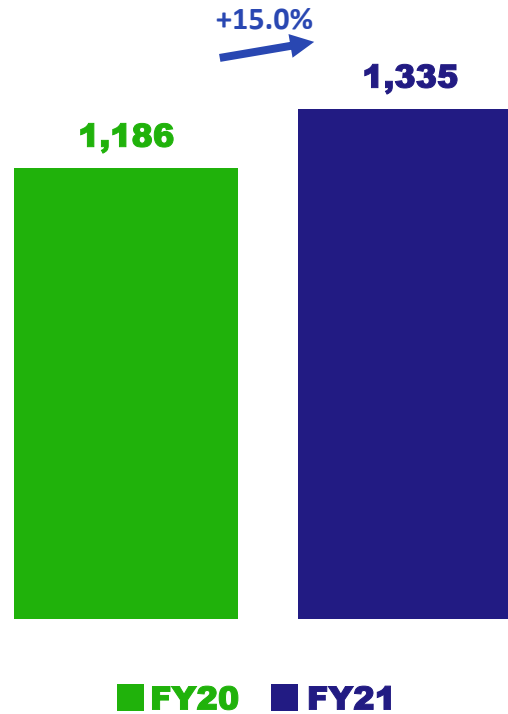
# MUSIC PUBLISHING

(€ MILLION)

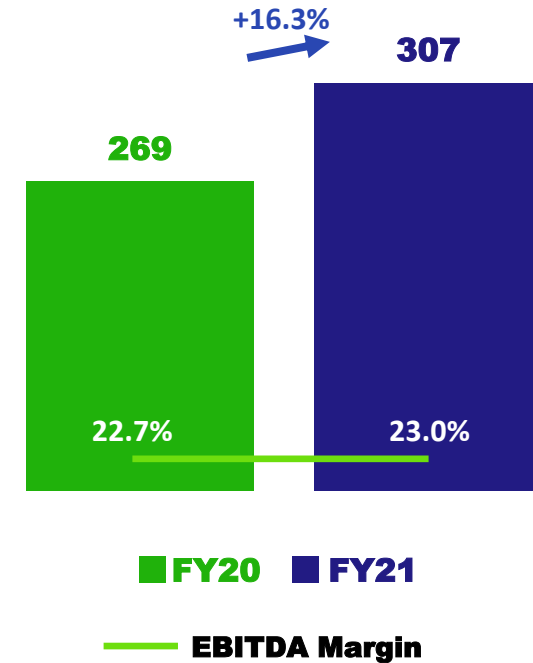
### 4Q REVENUE



### FY REVENUE



### FY EBITDA

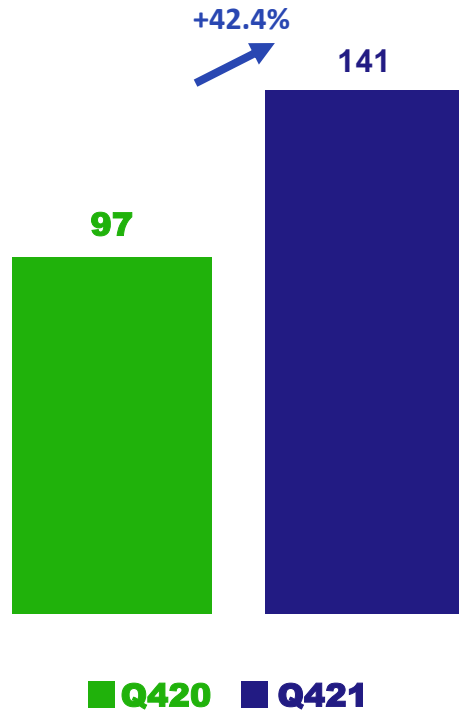


Note: All growth rates are in constant currency.

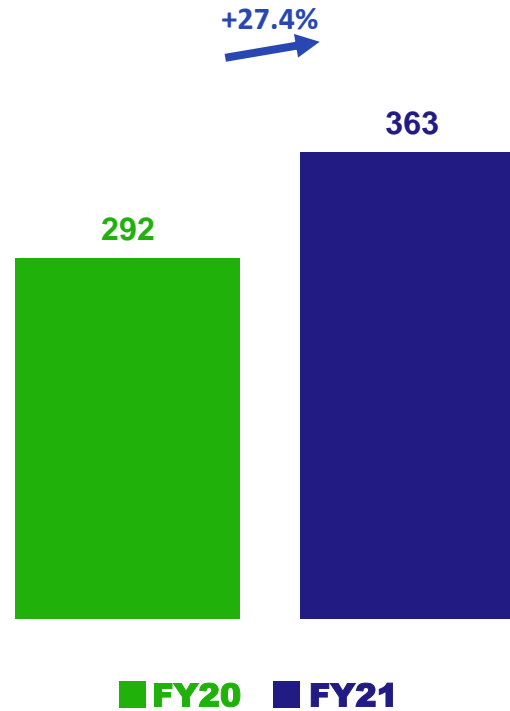
# MERCHANDISING AND OTHER

(€ MILLION)

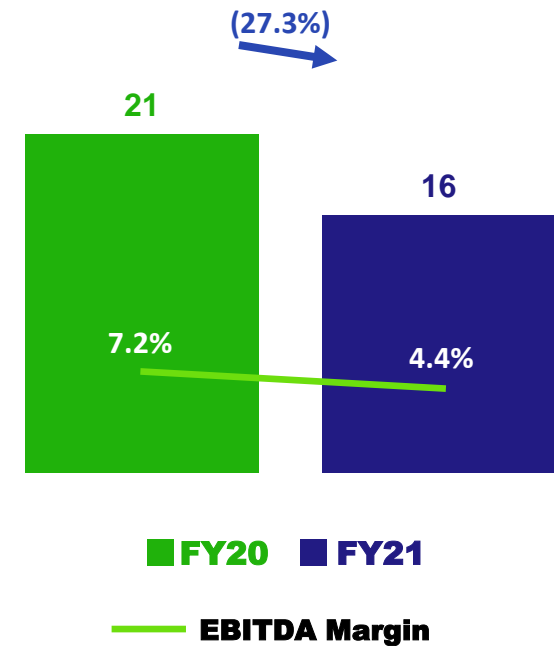
### 4Q REVENUE



### FY REVENUE



### FY EBITDA

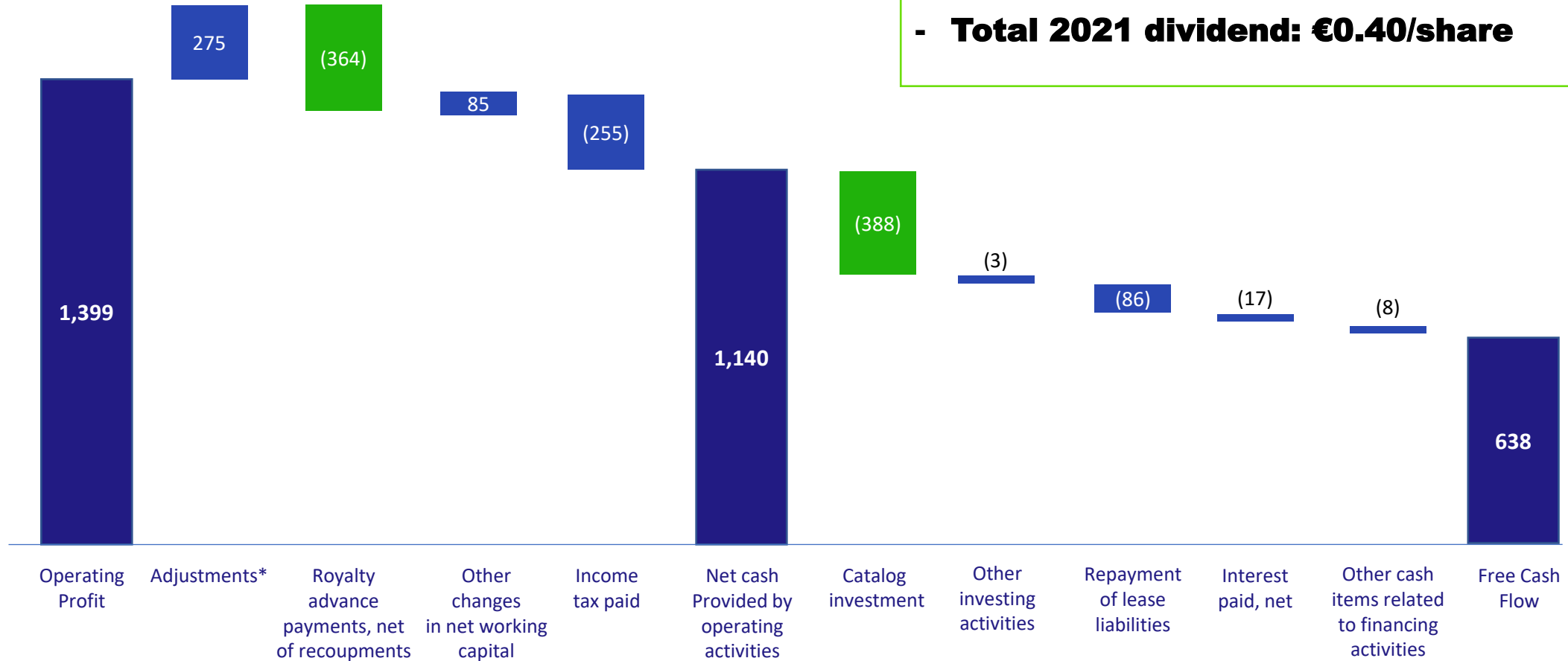


Note: All growth rates are in constant currency.

# FREE CASH FLOW

(€ MILLION)

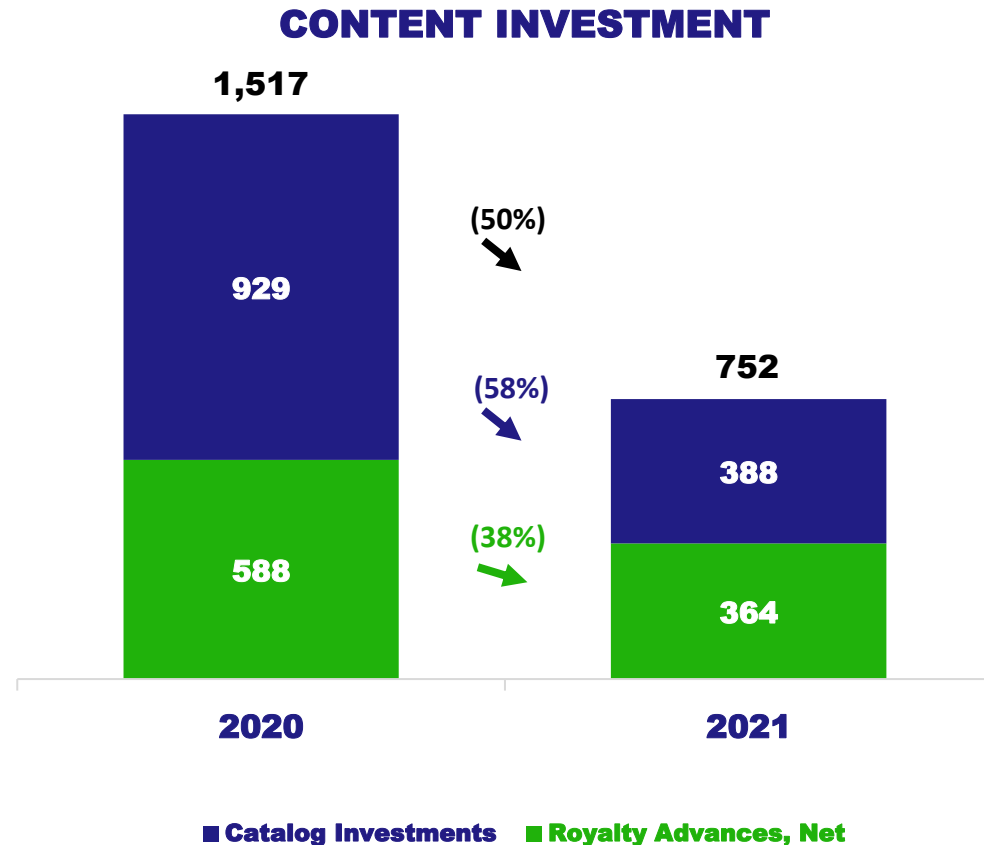
- **Dividend policy: 50% of net income**
- **2021 interim dividend: €0.20/share**
- **Final dividend proposal 2021: €0.20/share**
- **Total 2021 dividend: €0.40/share**



\*Adjustments include amortization and depreciation of intangible assets, change in provisions, income/(loss) from equity affiliates, gain/(loss) on sale of assets and other non-recurring items.

# CONTENT INVESTMENT

(€ MILLION)



## ROYALTY ADVANCES, NET

- **Required / core to our business**
- **Driver of long-term growth**
- **Investing into a growing market**
- **Mix of new and established artists**
- **Recent opportunities with superstar artists wanting to do more with us; Front loaded advances to secure long-term broader, multifaceted rights**

## CATALOG INVESTMENTS

- **Not required, M&A like**
- **Highly selective strategic acquirers of assets we can control and improve monetization; Not passive rights**
- **Financially disciplined, ROI-based approach**
- **Multiple ways to finance: Cash from operations, Balance sheet capacity, Special purpose vehicles**

# BALANCE SHEET @ 12/31/21

**€2,595M**  
GROSS DEBT

**€585M**  
CASH

**€2,010M**  
NET DEBT

**1.2X**  
NET DEBT/  
EBITDA

# Q&A

**SIR LUCIAN GRAINGE**

**CHAIRMAN AND CEO**

**BOYD MUIR**

**EVP, CFO AND PRESIDENT OF OPERATIONS**

**MICHAEL NASH**

**EVP, DIGITAL STRATEGY**