

2ND QUARTER & 1ST HALF 2023 RESULTS

WEDNESDAY JULY 26, 2023



UNIVERSAL MUSIC GROUP

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" or "UMG") 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 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 2022 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 financial information included in this presentation is unaudited.

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 Interim Financial Review and Unaudited Condensed Consolidated Interim Financial Statements for the six-month period ended June 30, 2023 which is available on our website at investors.universalmusic.com/reports.

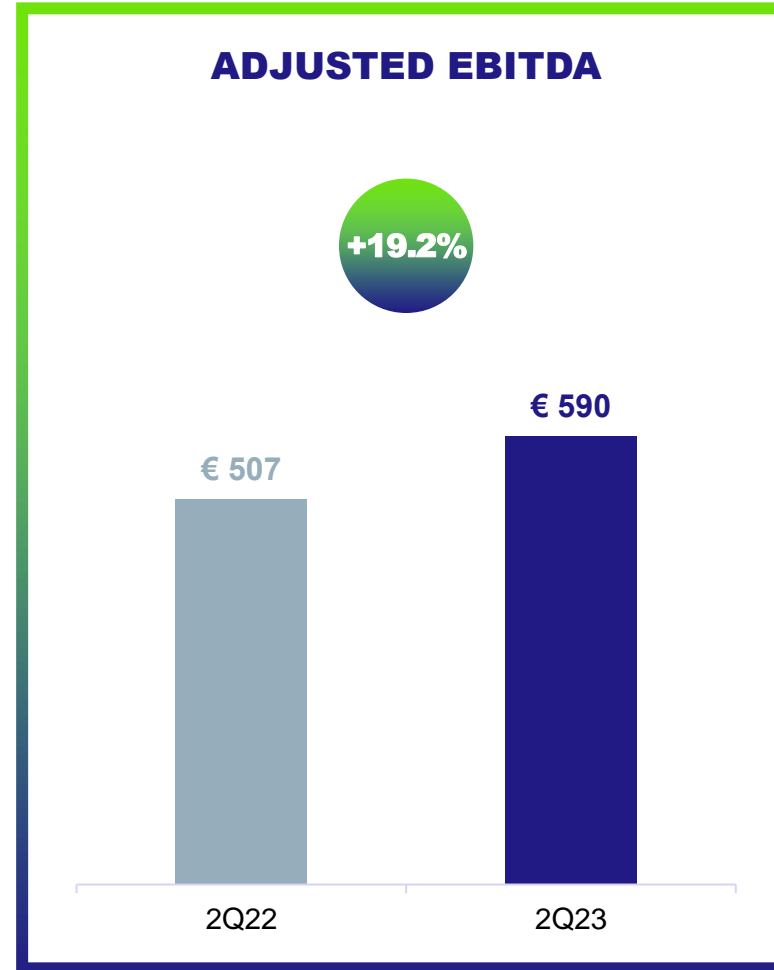
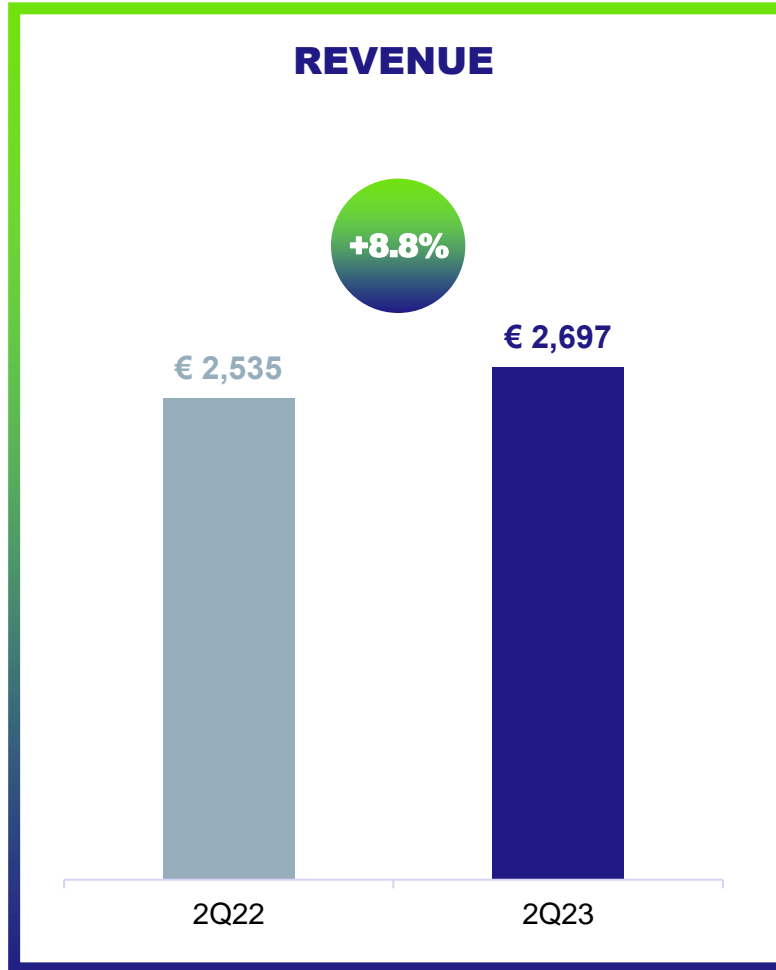
MARKET AND INDUSTRY DATA

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.

SIR LUCIAN GRAINGE

CHAIRMAN & CEO

2Q23 CONSOLIDATED RESULTS



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

H1 2023 U.S. SUCCESS

TOP ALBUMS

7 OF THE **TOP 10**
ALBUMS IN 2023 IN THE U.S.

INCLUDING

4 OF THE **TOP 5**



TOP SONGS

6 OF THE **TOP 10**
SONGS IN 2023 IN THE U.S.

INCLUDING

No. 1



TOP ALBUM DEBUTS

5 OF THE **TOP 5**
ALBUM DEBUT WEEKS IN 2023 IN THE U.S.



Source: Luminate.

H1 2023 U.K. SUCCESS

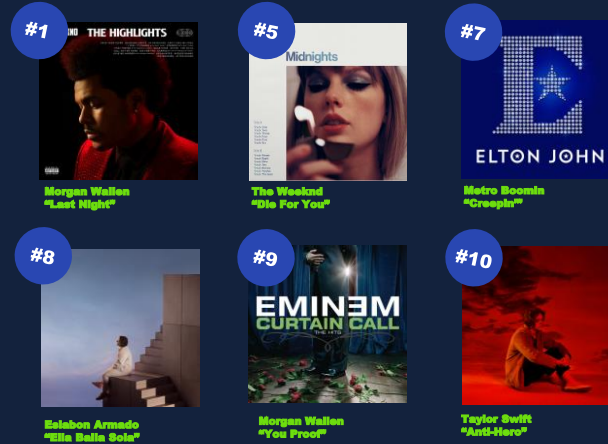
TOP ARTISTS

6 OF THE **TOP 10**
ARTISTS IN 2023 IN THE U.K.



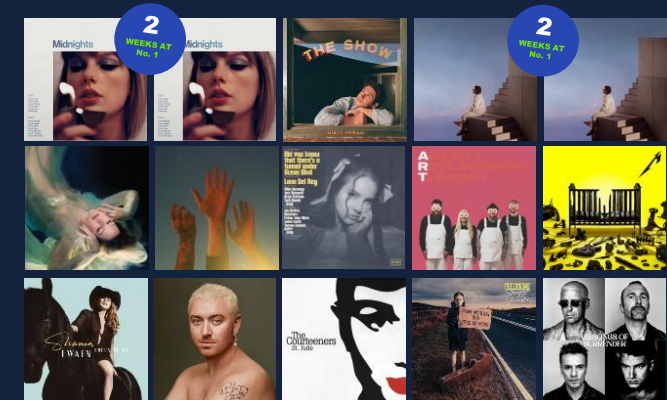
TOP ALBUMS

6 OF THE **TOP 10**
ALBUMS IN 2023 IN THE U.K.



TOP ALBUMS

UMG ARTISTS HELD
THE No.1 POSITION FOR
15 OF THE **26** CHART WEEKS



Source: Official Charts Company (OCC)

H1 2023 JAPAN SUCCESS

TOP SELLING ARTIST

KING & PRINCE

#1



TOP NEW ARTISTS

#1 LE SSERAFIM



TRAVIS JAPAN



Source: Oricon mid-year charts 2023

KEY LATIN SIGNINGS

KAROL G



**KAROL G SIGNS WITH
INTERSCOPE RECORDS**

*1st Woman To Debut No. 1 on Billboard 200
with Spanish-Language Album*

ANITTA



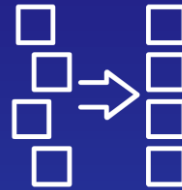
**ANITTA SIGNS TO
REPUBLIC RECORDS**

*1st Solo Latin Artist to Reach No. 1
on Spotify Globally*

ARTIST CENTRIC MODEL



BETTER VALUES
ARTISTRY AND THE
ARTIST / FAN
RELATIONSHIP



GREATER
ALIGNMENT
BETWEEN
ARTISTS
AND PLATFORMS



ENHANCED PLATFORM
VALUE, ACCELERATED
GROWTH, BETTER
SUBSCRIBER
ECONOMICS

DRIVING PRESENCE IN HIGH-GROWTH MARKETS

SIGN & DEVELOP

**SIGN AND
DEVELOP
LOCAL ARTISTS**

PARTNER

**PARTNER WITH
LOCAL LABELS**
**& PROVIDE THEM WITH GLOBAL
PROMOTION, DISTRIBUTION AND A
FULL SUITE OF ARTIST SERVICES**

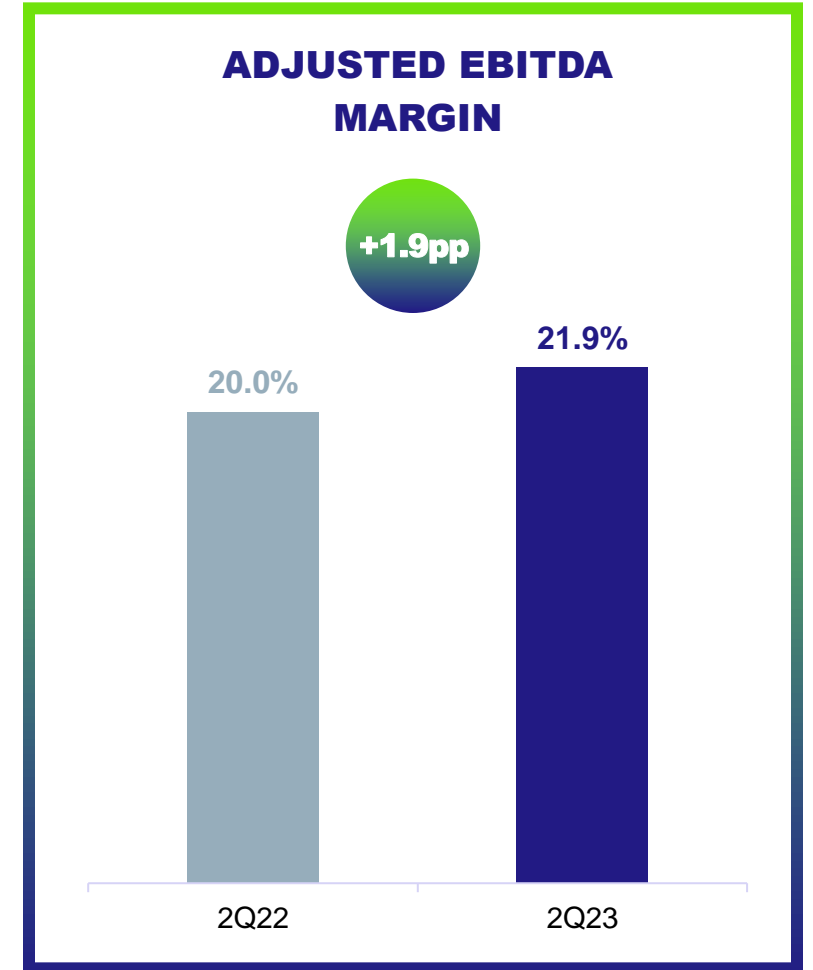
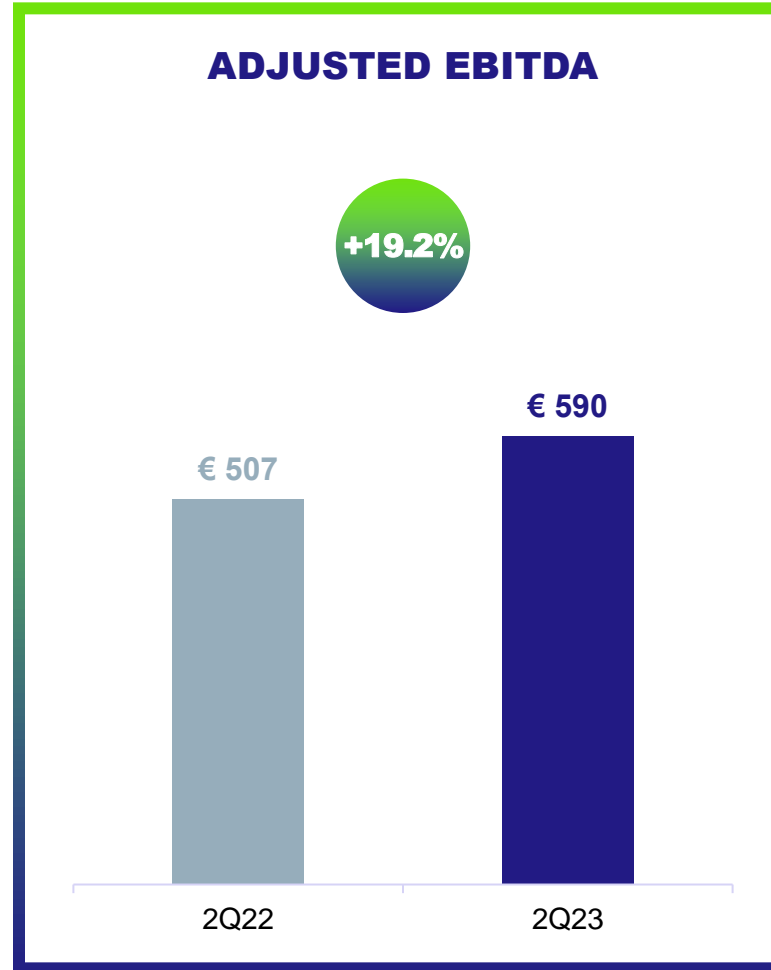
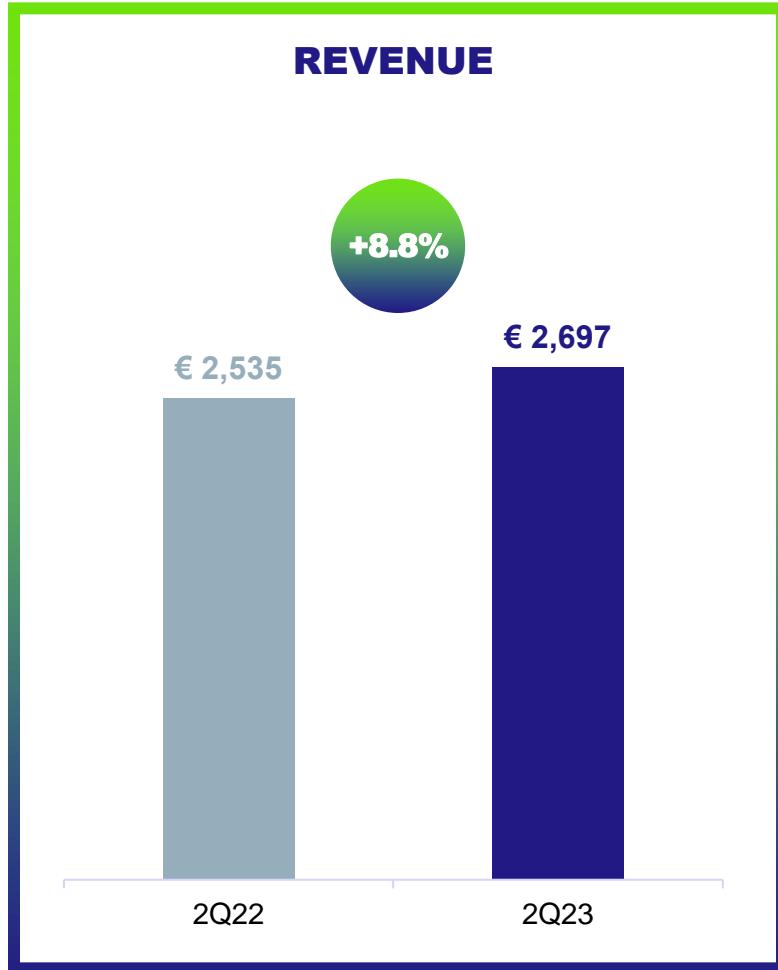
ACQUIRE

**ACQUIRE
LOCAL LABELS,
CATALOGS &
ARTIST SERVICES
BUSINESSES**

BOYD MUIR

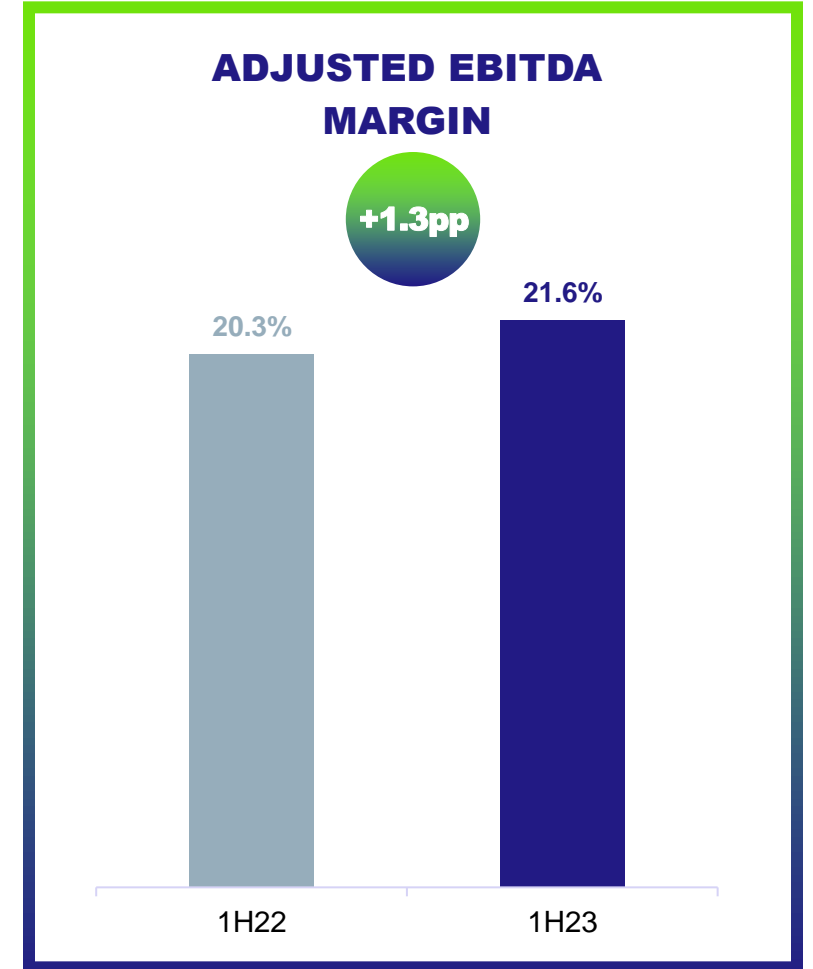
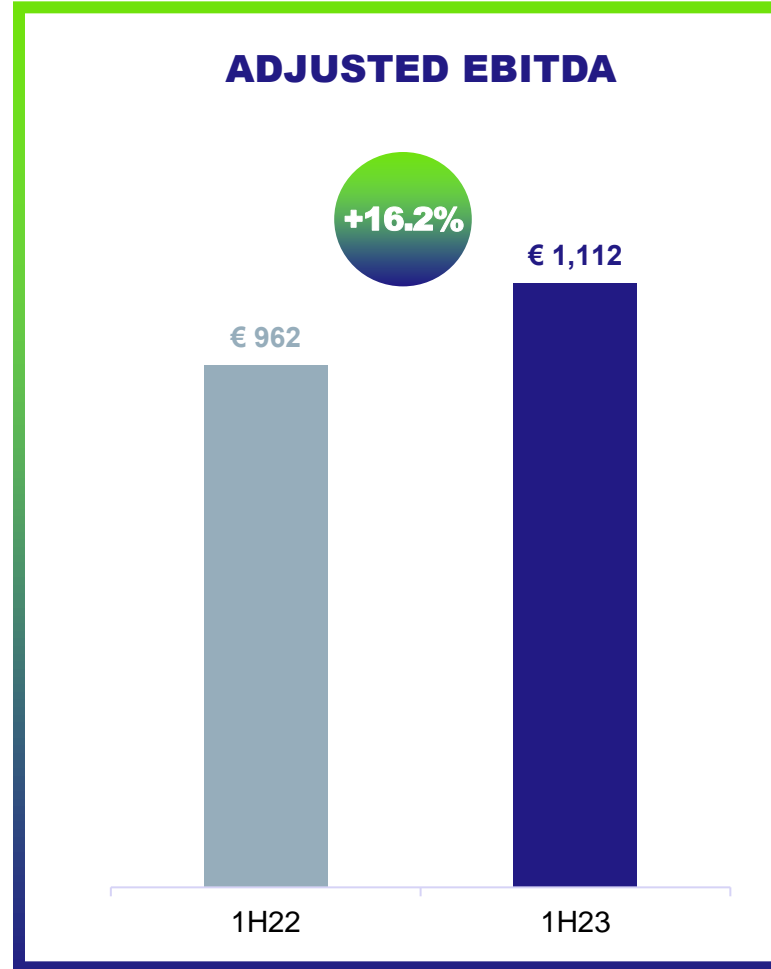
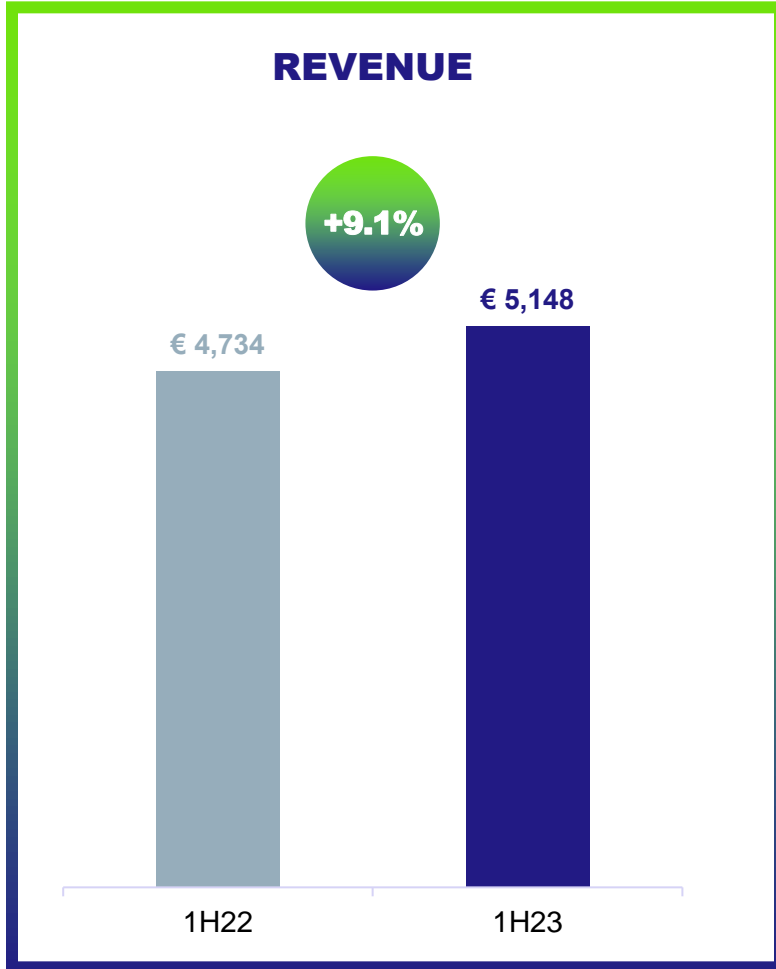
**EVP, CFO &
PRESIDENT OF OPERATIONS**

2Q23 CONSOLIDATED RESULTS



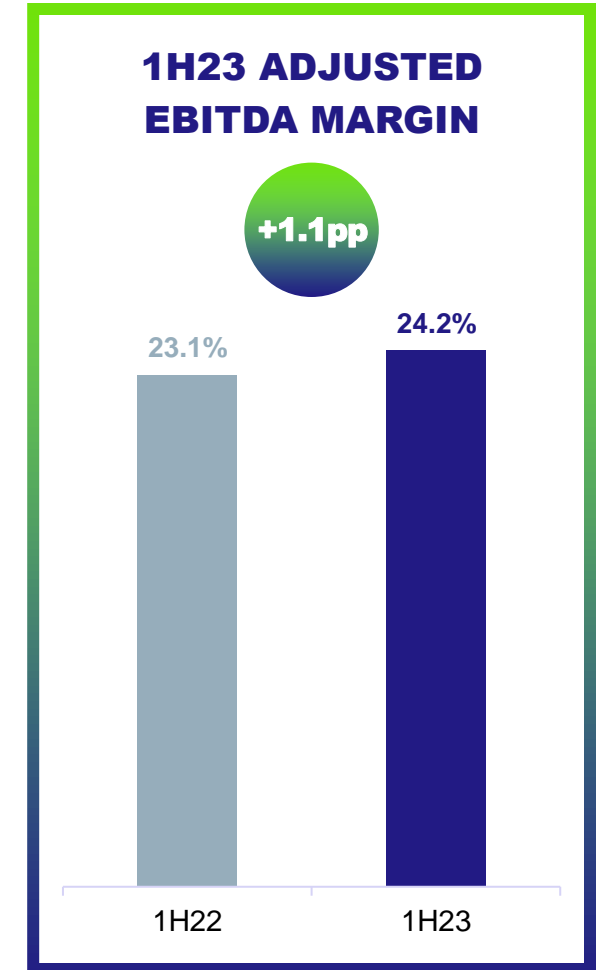
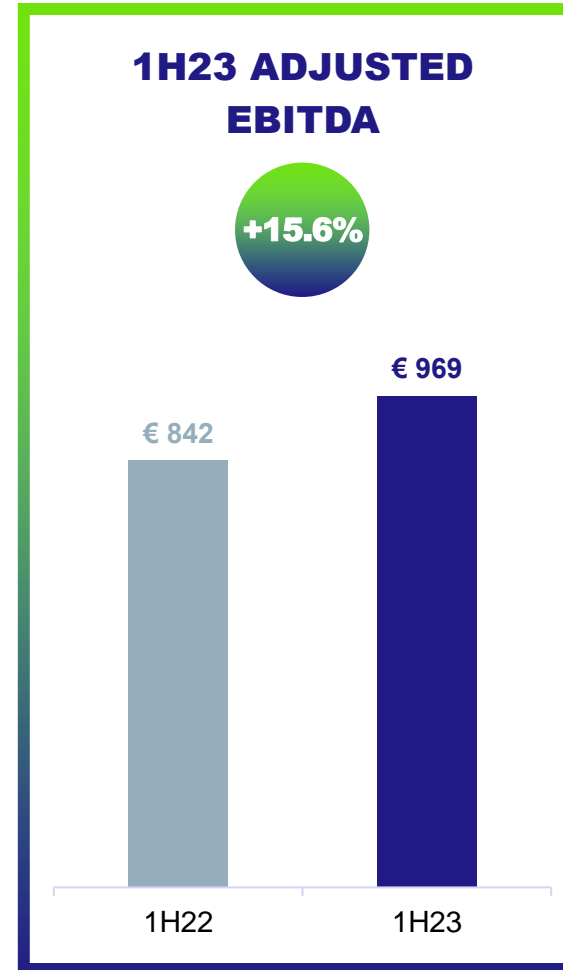
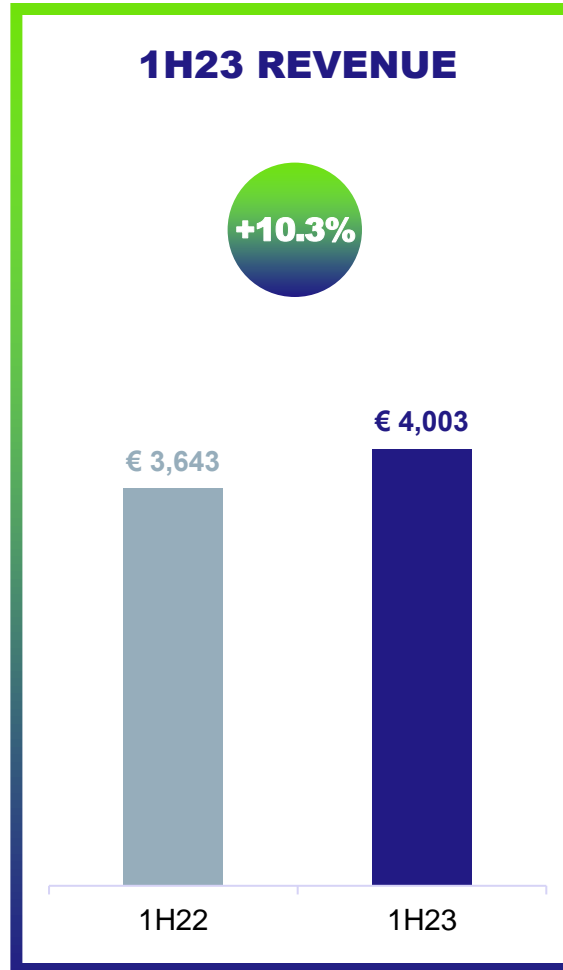
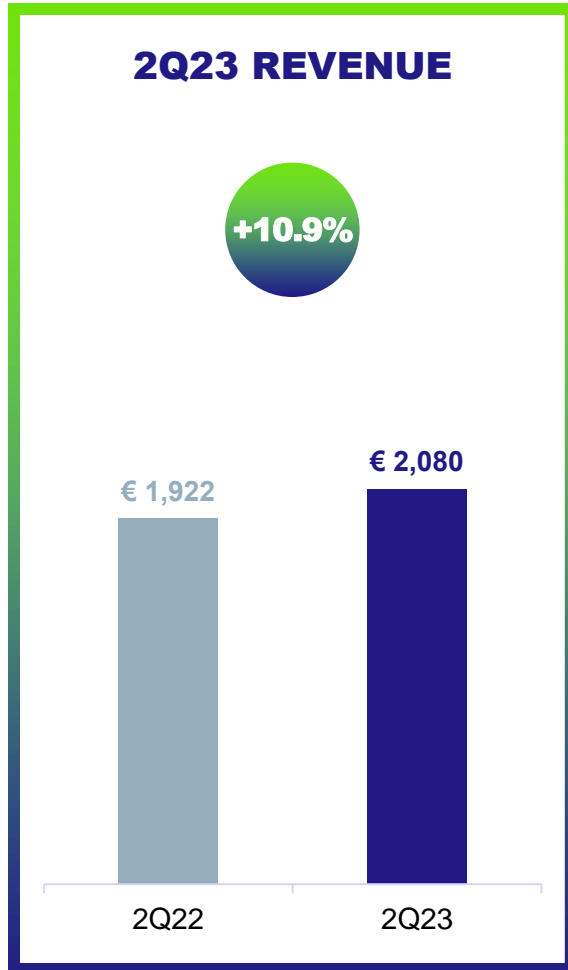
Note: € in Millions; Revenue and Adjusted EBITDA growth in constant currency.

1H23 CONSOLIDATED RESULTS



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

RECORDED MUSIC

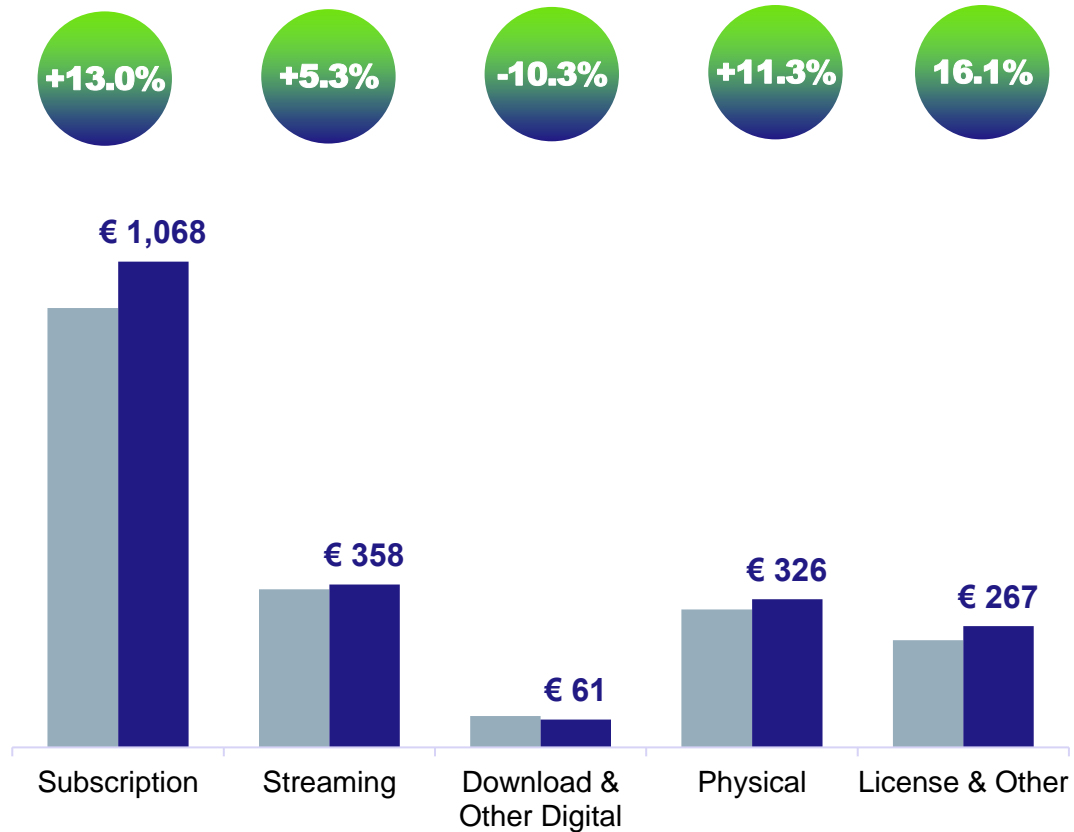


Note: € in Millions; All growth rates are in constant currency.

RECORDED MUSIC REVENUE

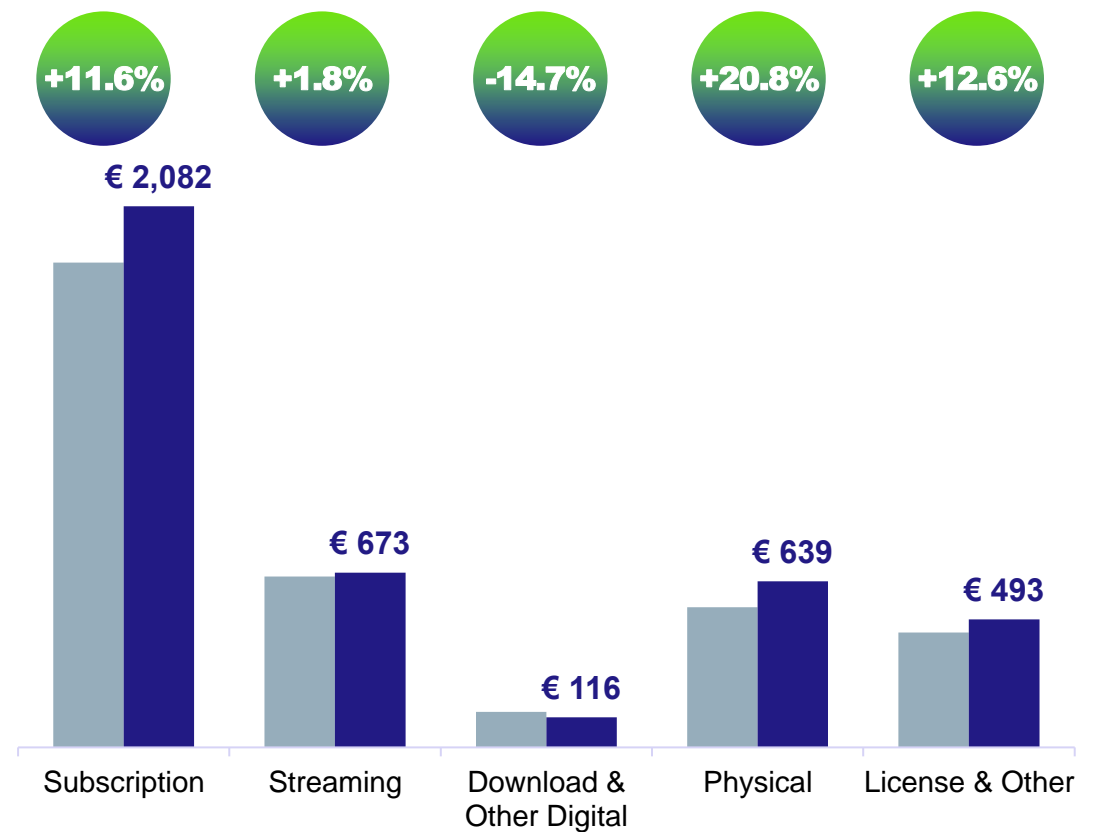
2Q23 REVENUE BREAKDOWN

■ 2Q22 ■ 2Q23



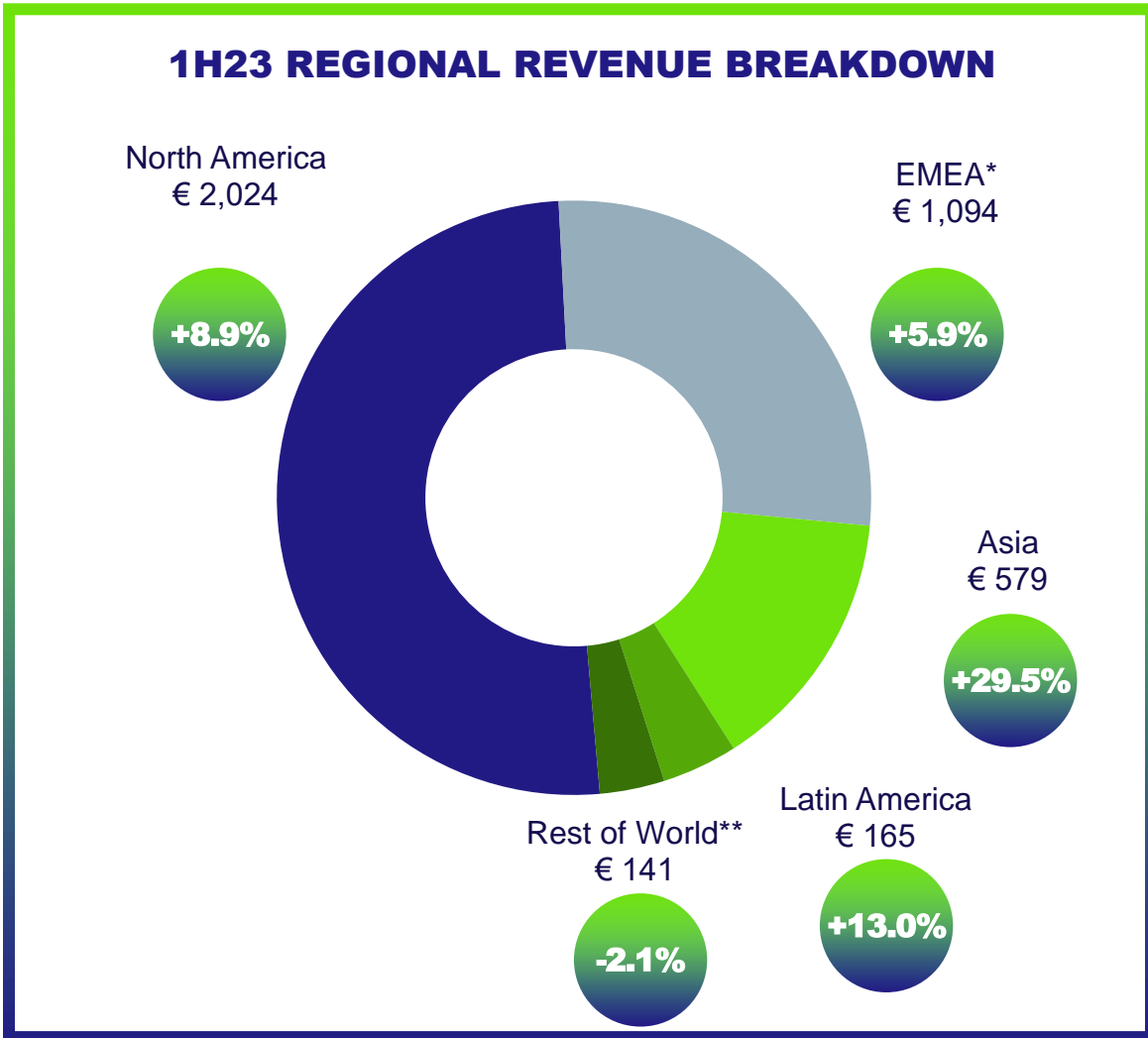
1H23 REVENUE BREAKDOWN

■ 1H22 ■ 1H23



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

RECORDED MUSIC REVENUE



Note: € in Millions; All growth rates are in constant currency.
 *EMEA previously labeled as Europe in past reports. Countries included in this category have not been changed.
 **Rest of World includes Australia and New Zealand as well as corporate centers.

UNIVERSAL MUSIC GROUP

TOP SELLERS

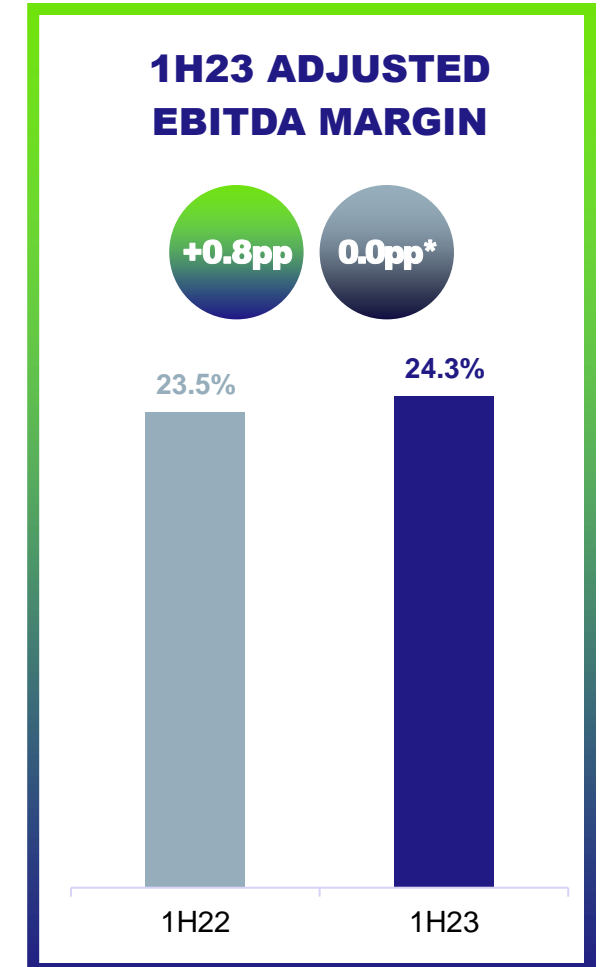
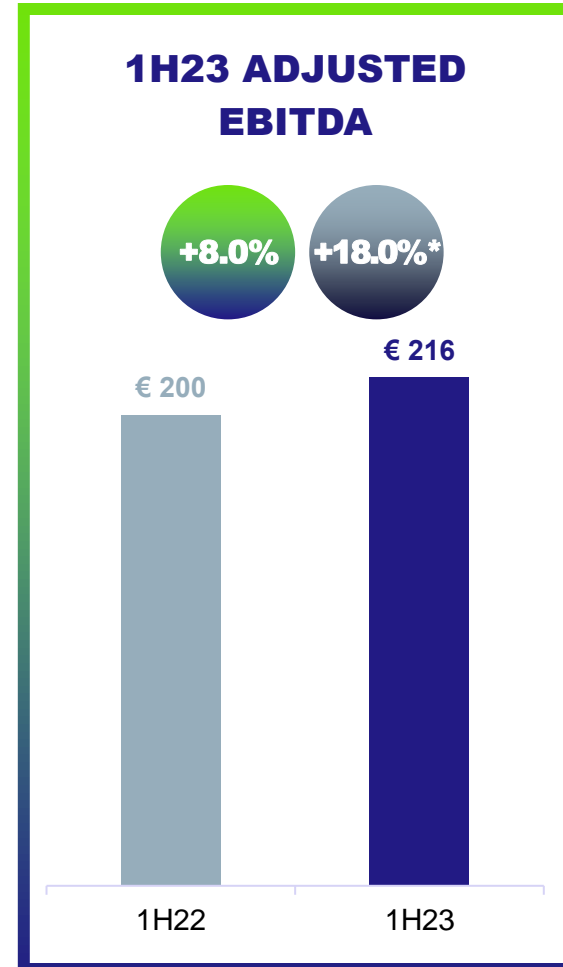
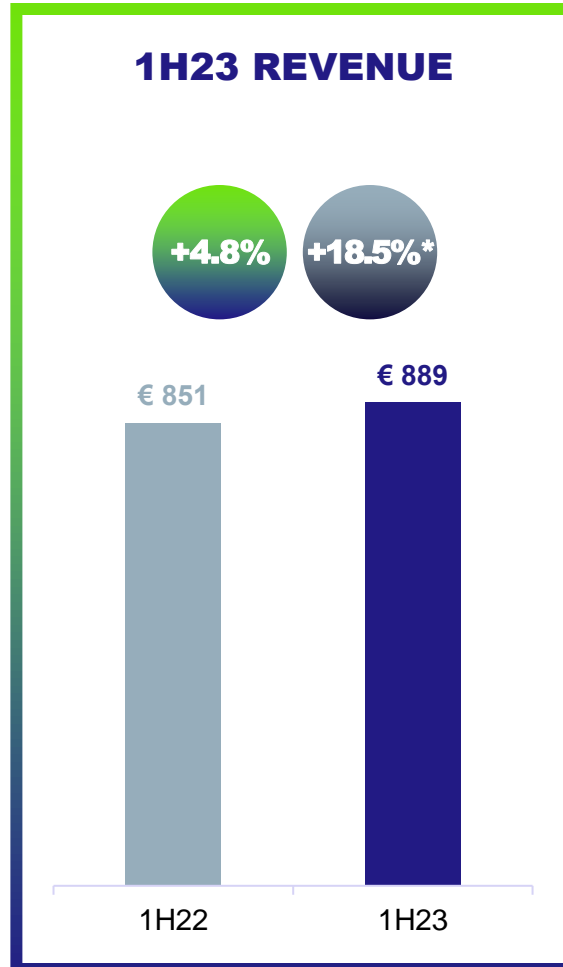
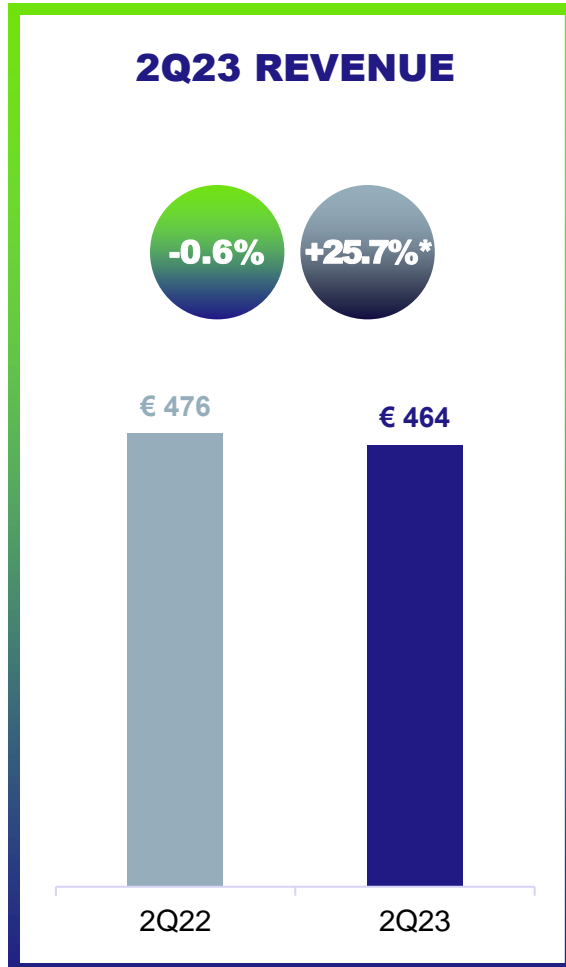
1H23

King & Prince Mr. 5	Morgan Wallen One Thing at a Time	King & Prince First Dome Tour	Taylor Swift Midnights	King & Prince Arena Tour 2022
Metro Boomin	TOMORROW X TOGETHER	Karol G	The Weeknd	Morgan Wallen Dangerous

1H22

BTS	Encanto OST	Olivia Rodrigo	The Weeknd	King & Prince Re:Sense
Morgan Wallen	King & Prince Made in	Rammstein	Justin Bieber	Drake

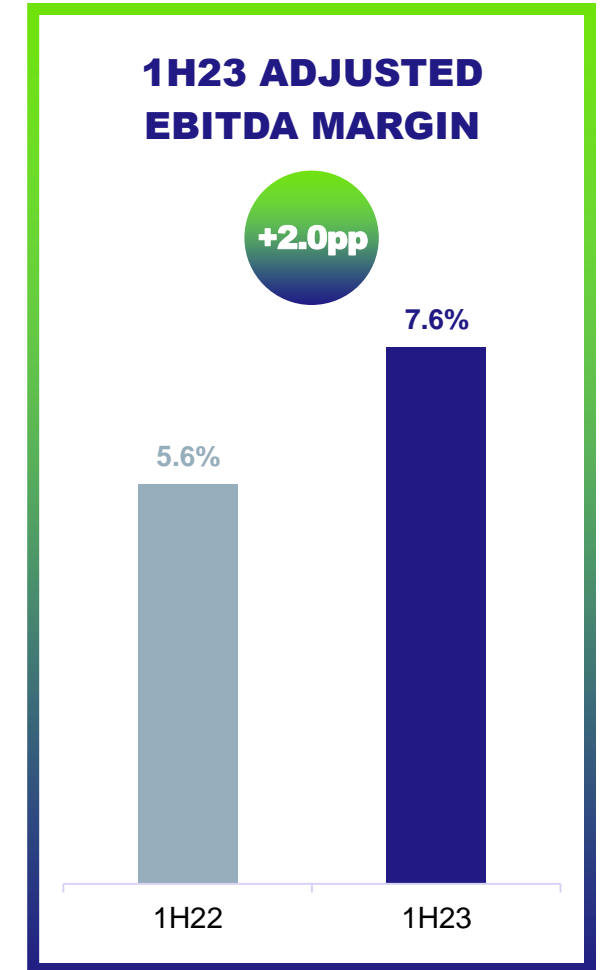
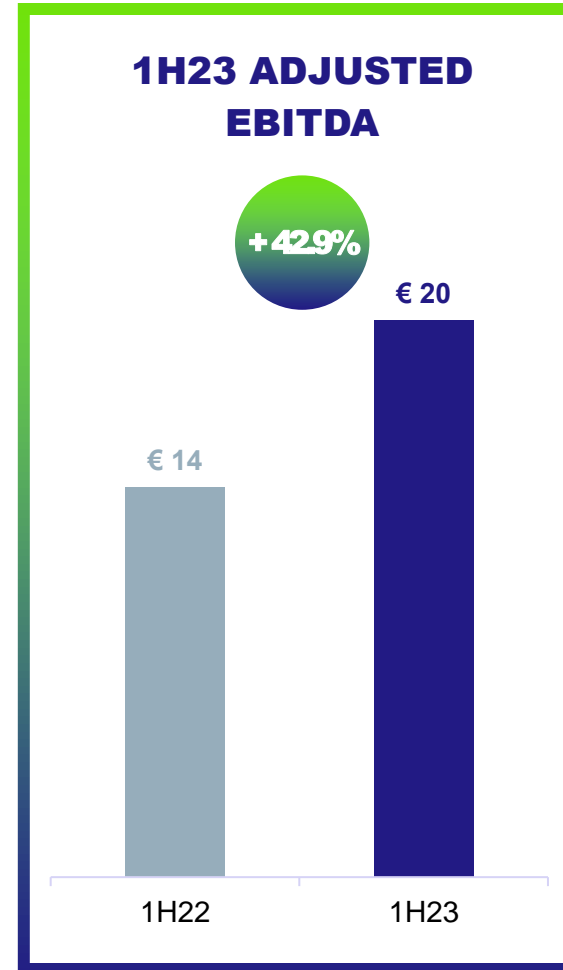
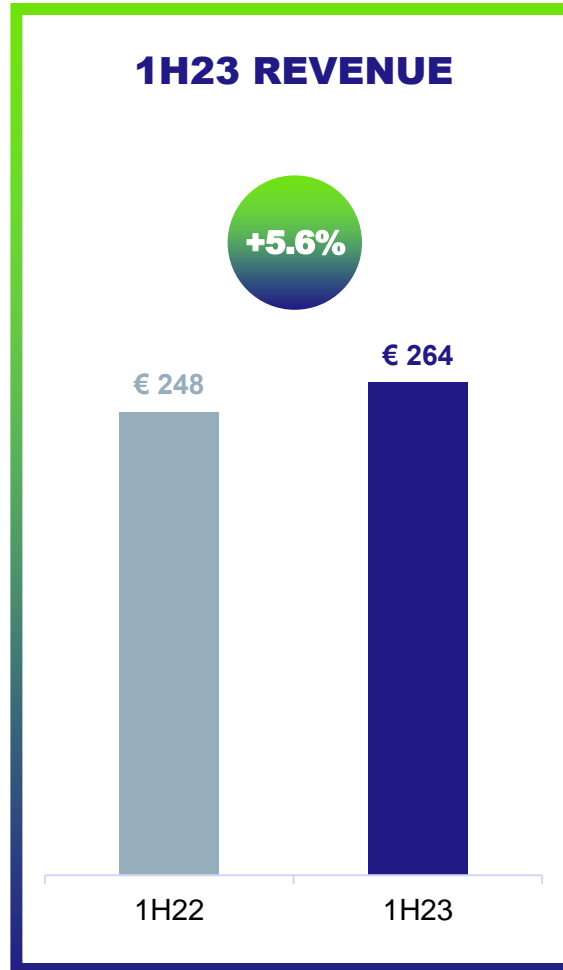
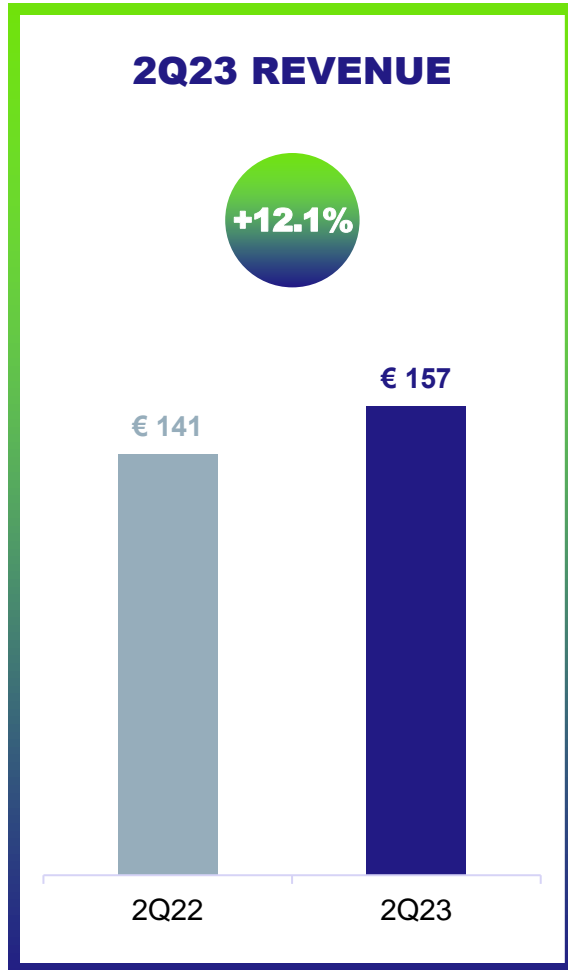
MUSIC PUBLISHING



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

*Adjusted to exclude unusual impact of prior-year benefit from Change in Society Accounting.

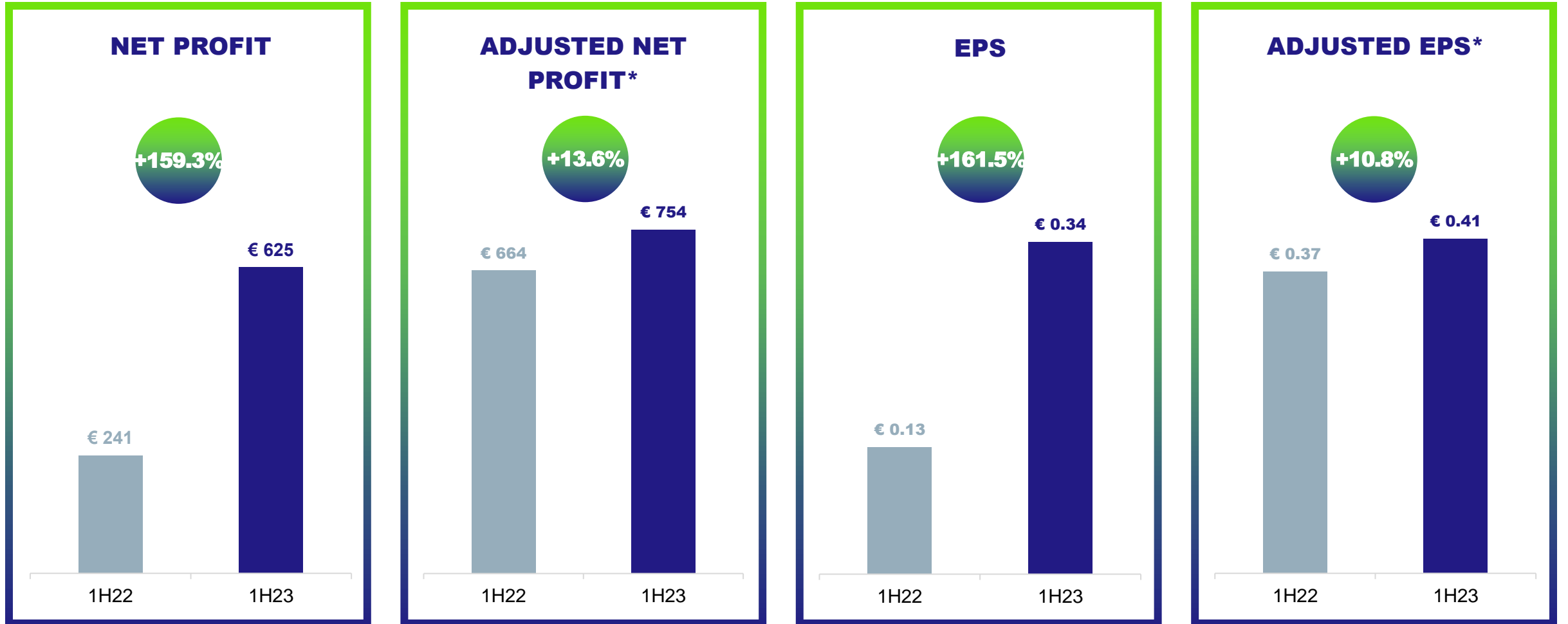
MERCHANDISING & OTHER



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

1H23 NET PROFIT AND EPS

(NET PROFIT IN € MILLIONS)

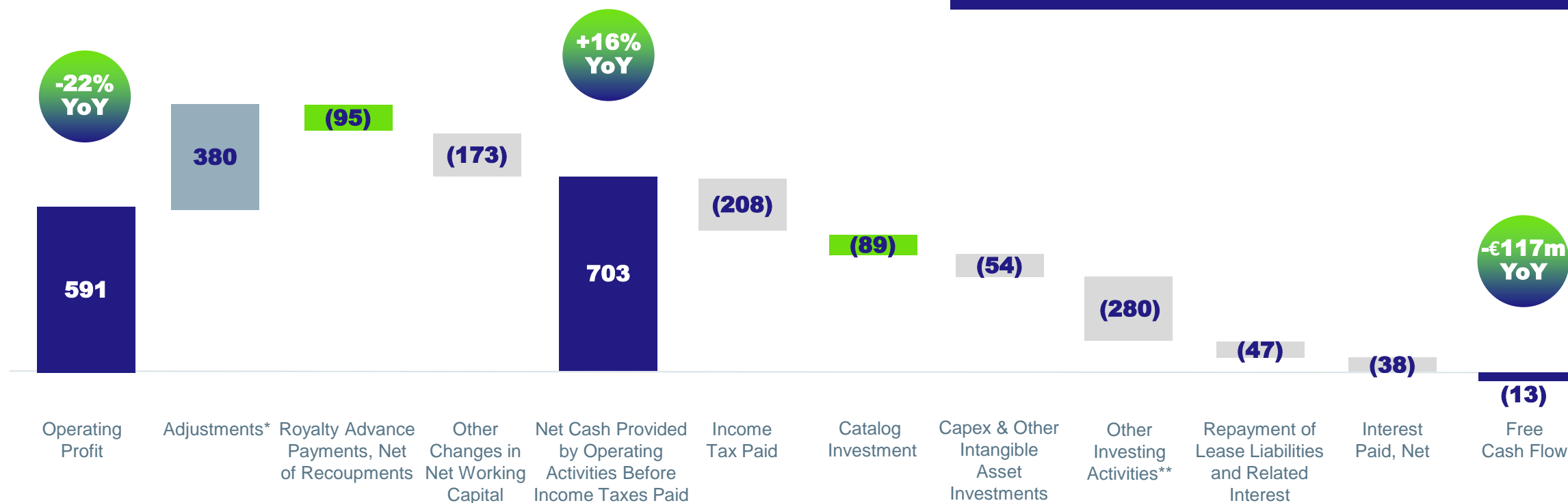


Note: Net Profit € Millions; All growth rates are YoY as reported.

* 2022 restated amounts are presented in the reconciliation of Adjusted net profit and Adjusted net profit per share in the 2023 Interim Financial Review.

1H23 FREE CASH FLOW

- Strong growth in operating cash flow funds long-term strategic M&A and other investment in the business
- €125m taxes paid to cover employee withholding on transition grants to lessen dilutive impact of equity plan
- Dividend policy: At least 50% of adjusted net income
- 1H23 interim dividend proposal: €437m (€0.24/share)



Note: € in Millions; Y/Y growth rates as reported.

*Adjustments include €220m for share-based compensation (€345m of non-cash share-based compensation expense offset by €125m of taxes withheld on behalf of employees), 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.

**Other investing activities includes acquisition of 50% stake in entity that owns Capitol Records building, strategic acquisitions of a brand services company and a niche record label, and cash put into escrow for a catalog acquisition, among other items.

Q&A

SIR LUCIAN GRAINGE
CHAIRMAN AND CEO

BOYD MUIR
EVP, CFO & PRESIDENT OF OPERATIONS

MICHAEL NASH
EVP, CHIEF DIGITAL OFFICER