



UNIVERSAL MUSIC GROUP

RETIREMENT SCHEDULE FOR NON-EXECUTIVE DIRECTORS

UNIVERSAL MUSIC GROUP N.V.

1. Background

- 1.1 Pursuant to best practice provision 2.2.4 of the Dutch Corporate Governance Code, the board of directors (the **Board**) of Universal Music Group N.V. (**UMG** or the **Company**) has established this retirement schedule for non-executive directors of the Board (the **Retirement Schedule**).
- 1.2 The Retirement Schedule applies to the non-executive directors of the Board (the **Non-Executive Directors**). The Non-Executive Directors shall retire periodically in accordance with this Retirement Schedule. A Non-Executive Director shall resign early in the event of inadequate functioning or structural incompatibility of interests, and may be requested to resign in other instances where resignation is deemed necessary at the reasonable discretion of the Board.

2. Retirement schedule

- 2.1. The (initial) (re-)appointment dates and expected dates of retirement of the Non-Executive Directors are as follows:

Name	Age	Date of (re-)appointment	Term	End of current term
Sherry Lansing	79	May 11, 2023	Second term	Until annual general meeting to be held in 2025
Antoine Fiévet	59	September 20, 2021	First term	Until annual general meeting to be held in 2024
Bill Ackman	57	May 12, 2022	First term	Until annual general meeting to be held in 2024
Cathia Lawson-Hall	52	September 20, 2021	First term	Until annual general meeting to be held in 2024
Cyrille Bolloré	38	May 12, 2022	First term	Until annual general meeting to be held in 2024
Haim Saban	79	May 11, 2023	First term	Until annual general meeting to be held in 2025
James Mitchell	49	September 20, 2021	First term	Until annual general meeting to be held in 2024
Luc van Os	57	May 11, 2023	Second term	Until annual general meeting to be held in 2025
Manning Doherty	51	September 20, 2021	First term	Until annual general meeting to be held in 2024
Margaret Frerejean-Taittinger	38	September 20, 2021	First term	Until annual general meeting to be held in 2024
Nicole Avant	55	May 12, 2022	First term	Until annual general meeting to be held in 2024



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2.2. In line with the best practices of the Dutch Corporate Governance Code, the Board shall strive to get to or safeguard a position that not all Non-Executive Directors shall retire at the same time.
