



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	81	May 14, 2025	Third term	Until annual general meeting to be held in 2027
Cathia Lawson-Hall	54	May 13, 2026	Third term	Until annual general meeting to be held in 2028
Eric Sprunk	62	May 13, 2026	Second term	Until annual general meeting to be held in 2028
Haim Saban	81	May 14, 2025	Second term	Until annual general meeting to be held in 2027
James Mitchell	52	May 13, 2026	Third term	Until annual general meeting to be held in 2028
Luc van Os	59	May 14, 2025	Third term	Until annual general meeting to be held in 2027
Mandy Ginsberg	56	May 13, 2026	Second term	Until annual general meeting to be held in 2028
Margaret Frerejean-Taittinger	40	May 13, 2026	Third term	Until annual general meeting to be held in 2028
Nicole Avant	58	May 13, 2026	Third term	Until annual general meeting to be held in 2028

*As at May 13, 2026

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.
