



UNIVERSAL MUSIC GROUP

Notice convening the annual general meeting of shareholders (the **General Meeting**) of Universal Music Group N.V. (**UMG** or the **Company**) to be held on Wednesday, May 13, 2026, at 2:00 p.m. CEST at Felix Meritis, Keizersgracht 324, 1016 EZ Amsterdam, the Netherlands.

Upon registration in accordance with the procedure as set out under 'Registration procedure', the annual General Meeting can also be followed via a live webcast.

Agenda

1. Opening
2. Discussion of the 2025 annual report (*discussion item*)
3. Advisory vote on the 2025 remuneration report (*(advisory) voting item*)
4. Adoption of the 2025 financial statements (*voting item*)
5. Dividend
 - a. Discussion of the dividend policy (*discussion item*)
 - b. Adoption of the dividend proposal (*voting item*)
6. Discharge
 - a. Discharge of the Executive Directors (*voting item*)
 - b. Discharge of the Non-Executive Directors (*voting item*)
7. Reappointment of Vincent Vallejo as Executive Director (*voting item*)
8. Non-Executive Directors
 - a. Reappointment of Nicole Avant as Non-Executive Director (*voting item*)
 - b. Reappointment of Margaret Frerejean-Taittinger as Non-Executive Director (*voting item*)
 - c. Reappointment of Mandy Ginsberg as Non-Executive Director (*voting item*)
 - d. Reappointment of Cathia Lawson-Hall as Non-Executive Director (*voting item*)
 - e. Reappointment of James Mitchell as Non-Executive Director (*voting item*)
 - f. Reappointment of Eric Sprunk as Non-Executive Director (*voting item*)
9. Approval of the Universal Music Group 2026 Global Employee Stock Purchase Plan (*voting item*)
10. Repurchase and cancellation of shares
 - a. Authorization of the Board as the competent body to repurchase Shares (*voting item*)
 - b. Cancellation of Shares (*voting item*)
11. Reappointment of the external auditor to issue an independent auditor's opinion on the 2026 and 2027 financial statements (*voting item*)
12. Any other business (*discussion item*)
13. Closing

Documentation

The following documents are available on the Company's website:

- the agenda with explanatory notes and annexes,
- the 2025 annual report, including the 2025 financial statements,
- the 2025 remuneration report,
- the Universal Music Group 2026 Global Employee Stock Purchase Plan, and
- the proxy and voting instructions form.

These documents can also be obtained free of charge via the Company at the following addresses:

Universal Music Group N.V.
's-Gravelandseweg 80
1217 EW Hilversum
The Netherlands



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e-mail: investorrelations@umusic.com
website: <https://investors.universalmusic.com/>

or via ABN AMRO Bank N.V. (**ABN AMRO**) at the following addresses:

ABN AMRO Bank N.V.
e-mail: ava@nl.abnamro.com
website: www.abnamro.com/evoting

Record Date

Shareholders (which for the purposes of this notice also include holders of rights of usufruct and pledgees with voting rights) are entitled to attend and exercise their voting rights at the annual General Meeting if they (i) are registered as such in one of the registers designated by the Company on Wednesday, April 15, 2026, after the processing of all entries and deletions on that date (the **Record Date**) and (ii) have registered for the annual General Meeting in accordance with the procedure as set out under 'Registration procedure'.

For shareholders, other than those holding so-called direct registered shares, the designated registers are the administrations of the intermediaries within the meaning of the Dutch Securities Giro Transfer Act (*Wet giraal effectenverkeer*) identifying the shareholders on the Record Date. For shareholders holding so-called direct registered shares, the designated registers are the shareholders registers of the Company which are administered by ABN AMRO in its capacity as registrar identifying the shareholders holding so-called direct registered shares on the Record Date.

Registration procedure

Shareholders who wish to attend (either in person or by proxy) and/or exercise their voting rights (either in person or by proxy) at the annual General Meeting must notify the Company by registering electronically with ABN AMRO via www.abnamro.com/evoting or via the intermediary through which their shares are administered in the period following the Record Date and by no later than on Wednesday, May 6, 2026, at 5:30 p.m. CEST. (Please note that the deadline set by an individual intermediary may differ from the deadline of Wednesday, May 6, 2026, at 5:30 p.m. CEST.) Upon registration, shareholders are requested to indicate whether they wish to attend the annual General Meeting in person and whether they wish to exercise their voting rights by proxy.

By no later than on Thursday, May 7, 2026, at 1:00 p.m. CEST, the intermediaries must provide ABN AMRO via www.abnamro.com/intermediary with an electronic statement confirming the number of shares held by the relevant shareholders on the Record Date and for which number of shares registration for the annual General Meeting has been requested. In addition, the intermediaries are requested to include the full address details of the relevant shareholders.

A registration confirmation, including a registration number, will be sent by ABN AMRO either directly or via the intermediaries, which registration confirmation will, together with a valid identification document, serve as an admission ticket for those attending the annual General Meeting in person.

Notwithstanding the requirement to notify the Company in accordance with the procedure as set out above, shareholders who wish to follow the annual General Meeting by live webcast must notify the Company by sending an email to umg@eventvision.com in the period following the Record



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Date and by no later than on Wednesday, May 6, 2026, at 5:30 p.m. CEST. The email must include the shareholder's name and the registration number included in the registration confirmation. In the days immediately prior to the annual General Meeting, shareholders will receive a link to and log-in details for the live webcast per return email.

Shareholders holding so-called direct registered shares who wish to attend (either in person or by proxy) and/or exercise their voting rights (either in person or by proxy) at the annual General Meeting can also notify the Company in accordance with the instructions set forth in the email sent to them in the period following the Record Date and by no later than on Wednesday, May 6, 2026, at 5:30 p.m. CEST.

Voting by proxy to a third party

Notwithstanding the requirement to notify the Company in accordance with the procedure as set out under 'Registration procedure', shareholders can also give a proxy to a third party to exercise their voting rights on their behalf at the annual General Meeting. The proxy may be given either electronically via www.abnamro.com/evoting, in which case it must be received by no later than on Wednesday, May 6, 2026, at 5:30 p.m. CEST, or in writing (for which purposes, forms can be obtained as set out under 'Documentation'), in which case it must be received by ABN AMRO via email at ava@nl.abnamro.com by no later than on Wednesday, May 6, 2026, at 5:30 p.m. CEST.

Voting by proxy to an independent third party

Notwithstanding the requirement to notify the Company in accordance with the procedure as set out under 'Registration procedure', shareholders can also give a proxy to Mr. D.J. Smit, civil law notary at Freshfields LLP in Amsterdam (with the right of substitution to his substitute, (deputy) civil law notary) to exercise their voting rights on their behalf at the annual General Meeting. The proxy may be given either electronically via www.abnamro.com/evoting, in which case it must be received by no later than on Wednesday, May 6, 2026, at 5:30 p.m. CEST, or in writing (for which purposes, forms can be obtained as set out under 'Documentation'), in which case it must be received by ABN AMRO via email at ava@nl.abnamro.com by no later than on Wednesday, May 6, 2026, at 5:30 p.m. CEST.

In-person admission

Registration for in-person admission to the annual General Meeting will take place on the day of the annual General Meeting from 1:00 p.m. CEST until the start of the annual General Meeting at 2:00 p.m. CEST. After this time, registration for in-person admission is no longer possible. Shareholders must be able to present the registration confirmation and a valid identification document. In addition, holders of a written proxy must be able to present a copy of the written proxy.

Live webcast

The live webcast will be accessible on the day of the annual General Meeting from 1:30 p.m. CEST. To access the live webcast, shareholders must use the link and log-in details included in the return email which they will receive in the days immediately prior to the annual General Meeting if they have registered in accordance with the procedure as set out under 'Registration procedure'.

Questions on the agenda items

Only shareholders attending the annual General Meeting in person are able to pose questions on the agenda items at the annual General Meeting. They are however invited to submit their questions in advance of the annual General Meeting via email, preferably in English, at



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agm@umusic.com by no later than on Friday, May 8, 2026, at 2:00 p.m. CEST. The email must include the shareholder's name and the agenda items to which the questions relate.

Shareholders following the annual General Meeting via live webcast are only able to submit questions on the agenda items in advance of the annual General Meeting via email, preferably in English, at agm@umusic.com by no later than on Friday, May 8, 2026, at 2:00 p.m. CEST. The email must include the shareholder's name and the agenda items to which the questions relate.

Hilversum, March 26, 2026,

The Board of Universal Music Group N.V.