



UNIVERSAL MUSIC GROUP

UNIVERSAL MUSIC GROUP N.V.

RETIREMENT SCHEDULE FOR THE NON-EXECUTIVE DIRECTORS

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 the non-executive directors (the **Retirement Schedule**) on 21 September 2021.
- 1.2. The Retirement Schedule applies for 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 retire early in the event of inadequate performance, 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 appointment dates and expected dates of retirement of the Non-Executive Directors are as follows:

Name	Age	Date of appointment	End of current term
Judy Craymer CBE	63	20 September 2021	Until annual general meeting to be held in 2024
James Mitchell	47	20 September 2021	Until annual general meeting to be held in 2024
Manning Doherty	48	20 September 2021	Until annual general meeting to be held in 2024
Antoine Fievet	57	20 September 2021	Until annual general meeting to be held in 2024
Anna Jones	46	20 September 2021	Until annual general meeting to be held in 2024
Cathia Lawson-Hall	50	20 September 2021	Until annual general meeting to be held in 2024
Luc Van Os	55	20 September 2021	Until annual general meeting to be held in 2024
Margaret Frerejean-Taittinger	36	20 September 2021	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 a position that not all Non-Executive Directors shall retire at the same time. Notwithstanding the initial term of all Non-Executive Directors following the admission to listing and trading of ordinary shares of the Company on Euronext Amsterdam, the Board is of the view that a differentiated term of appointment would be preferable to ensure continued experience on the Board.
