

## Disclosure of Gender Pay and Equal Pay Indicators

PUMA follows metrics to analyze equal pay which compares the base pay and other cash incentives of men and women who have the same or equivalent positions and assess whether they are paid the same for equal work. The indicators below represent the unadjusted pay gap between the genders of all PUMA employees around the world.

<b>Equal Pay Indicators (2022)</b>	<b>Comp. ratio</b>
Chief Executive Officer	1.0
Executives <sup>(*)</sup> (base salary only)	1.0
Executives <sup>(**)</sup> (base salary and other cash incentives)	1.0
Executives <sup>(***)</sup>	0.71
Non-management level (base salary only)	1.04

<sup>(\*)</sup> Employees who have an executive function (except CEO).

<sup>(\*\*)</sup> Employees who have an executive function (except CEO).

<sup>(\*\*\*)</sup> Including CEO.

PUMA attaches great importance to promoting equal pay and closing gender pay gap. In 2022, PUMA conducted a gender pay gap analysis<sup>1</sup> for all employees in the Headquarter, in Germany.

<b>Gender Pay Indicators</b>	<b>2022</b>
Unadjusted gender pay gap <sup>(*)</sup>	0.76
Adjusted gender pay gap <sup>(**)</sup>	>0.99

<sup>(\*)</sup> Unadjusted gender pay gap is calculated excluding potentially discriminatory factors such as part-time employment etc. Women average salary is 24% lower overall pay levels than men's average salary.

<sup>(\*\*)</sup> Adjusted gender pay gap is calculated taking into account the control variables such as partial retirement, age, time in position, recruited internally/externally, children, part-time, performance assessment, job family group, management responsibility, nationality and grades. This shows that women and men at PUMA in Germany receive the same remuneration.

<sup>1</sup> The analysis is conducted by FPI Fair Pay Innovation Lab. Please see [Report on Equality and Equal Pay](#) for further details of the analysis.