Long-term variable remuneration approx. 30%-35%

Short-term variable remuneration approx. 25%-30%

Benefits in kind¹ approx. 1%-3%

Pension allowance approx. 7%-10%

Base salary approx. 27%-32%

Performance-based variable remuneration approx. 55%-65%

Fixed remuneration approx. 35%-45%

¹Excluding any sign-on bonuses and costs of the D&O insurance