

# Transparency Report\* 2022/2023

PricewaterhouseCoopers GmbH  
Wirtschaftsprüfungsgesellschaft

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In case of any contradiction only the German version shall be authoritative.

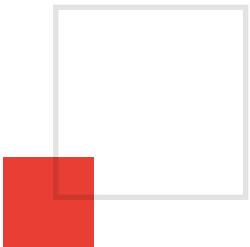


# Table of contents

<b>A Introduction</b> .....	<b>3</b>	<b>H Legal form, ownership and governance structure</b> .....	<b>59</b>
1 Report of the Chairwoman .....	4	<b>I Statements of the Management Board</b> .....	<b>65</b>
2 Report of the Assurance Leader .....	5	<b>Appendix</b> .....	<b>68</b>
3 Year in review .....	7	1 Members of the Management Board and the Supervisory Board of PwC GmbH .....	69
<b>B Our approach to quality</b> .....	<b>10</b>	2 Basis of remuneration for board members, partners and senior employees .....	77
1 Focus on audit quality .....	11	3 Financial information .....	79
2 System of quality management .....	12	4 List of public-interest entities audited in financial year 2022/2023 .....	80
3 Quality management .....	15	5 Operating subsidiaries of PwC GmbH .....	86
<b>C Our culture and values</b> .....	<b>16</b>	6 Audit firms in EU/EEA member states which are members of the PwC Network .....	87
1 Quality culture (tone at the top) .....	17	7 Contact information – Branch offices .....	88
2 Ethics .....	20	<b>List of abbreviations</b> .....	<b>89</b>
3 Confidentiality, data protection and information security .....	22	<b>Your contacts</b> .....	<b>91</b>
4 Independence .....	26		
5 Client and engagement acceptance and continuance .....	30		
<b>D Our people</b> .....	<b>32</b>		
<b>E Our audit approach</b> .....	<b>41</b>		
1 PwC Audit – the PwC audit approach .....	42		
2 Tools and technologies .....	43		
3 Supporting engagement performance .....	45		
<b>F Activities to monitor and improve audit quality</b> .....	<b>49</b>		
1 Internal monitoring activities .....	50		
2 External monitoring activities .....	52		
3 Continuous quality improvement .....	53		
<b>G PwC Network</b> .....	<b>56</b>		

# A

## Introduction



# 1 Report of the Chairwoman

Dear reader,

At PwC, our purpose is to build trust in society and solve important problems. This is immensely important, especially in such a complex and rapidly changing world. Ethics, integrity and independence are crucial. They represent the cornerstone of trust – in us, in our services, and in our industry. We strive to realise our purpose every day through passion and professionalism.

In this Transparency Report we explain how we ensure the quality of our work and safeguard our independence. This report focuses on our assurance services. You can find out more about our services as a multidisciplinary, integrated company on our website.

“Transformation is the order of the day.”

Today’s market environment is characterised by international crises, market shifts and a new climate and energy policy. Added to this are the dynamics of digitalisation and the changing world of work, as well as the shortage of skilled workers. Our clients are navigating a market situation that is changing rapidly. These fundamental disruptions require companies to constantly adapt and evolve. Transformation is the order of the day.

PwC’s response to the great challenges of our time is its global strategy, “The New Equation”: aligning trust with sustainable outcomes, amplified by the interplay between our talents and technologies. We have tailored PwC’s global strategy to fit the German market.

As part of The New Equation strategy, the PwC Network is gradually investing USD 3 billion in quality. This includes establishing a five-year programme to deliver a next generation audit ecosystem – human-led and tech-powered. It will enable us to make continuous high-level improvements to audit quality by further centralising and automating our audit work to deliver ever richer and deeper insights.

“Our people are the key to quality and trust.”

By bringing together our unique combination of skills, we help our clients to create value for their stakeholders and society at large. We firmly believe that access to a broad range of knowledge, skills and experience is essential for our clients and all other stakeholders. This is why we team auditors who have industry experience with experts in fields such as sustainability, ERP systems, cyber security, artificial intelligence (AI), compliance, taxes and law.

Our commitment to quality, our depth of expertise and our grasp of business models – which enable us to ask the right questions, pick up on context and draw apt conclusions based on a wealth of information – are what set us apart today and in the future. For this reason, continuing education plays a fundamental role for us.

Together, we are delivering on our promise of creating lasting trust and helping our clients to achieve sustainable outcomes. This creates added value for society as a whole – and that’s what The New Equation is all about.



**Petra Justenhoven**  
Chairwoman of the Management Board

## 2 Report of the Assurance Leader

Dear reader,

The protracted war in Ukraine, a renewed outbreak of conflict in the Middle East, sanctions, global supply chain disruption and central bank interest rate hikes to curb inflation offer but a glimpse of these turbulent times we as an audit firm and our clients are facing. These are not the only issues weighing on the German economy. The mounting shortage of skills and labour and the pace of digitalisation are upending many established business models and pose further existential challenges which must be met.

In times of enormous change and uncertainty, the one thing that matters most of all is the ability to forge reliable, trusting relationships. In the midst of digital and “green” transformation, stakeholders have to be able to have faith in processes, data, IT and reports – and thus expect to be able to rely on our clients. We consider this to be one of our key missions: to ensure that information that is made available is of reliably high quality at all times.

### Alignment with quality standards

We have performed a sweeping assessment of our system of quality management, covering all controls, processes and policies. We found that our system of quality management complies in full with the relevant laws, standards – specifically ISQM 1, the standard on quality management issued by the International Auditing and Assurance Standards Board (IAASB) – and professional requirements. In addition, we have already taken our first steps toward implementation of the (draft) Quality Control Standard 1000 issued by the Public Company Accounting Oversight Board (PCAOB). Compliance with these quality standards entails increased efforts so that we can establish, document and monitor our processes and train our people.

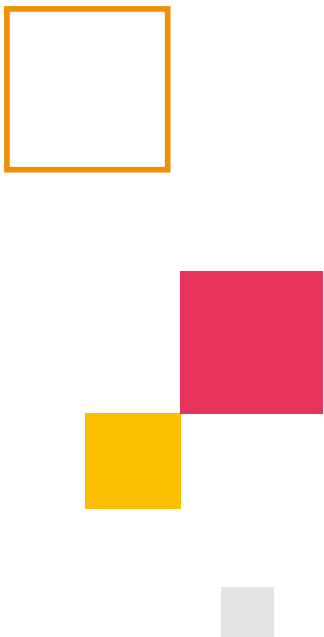
In the past financial year, the implementation of new audit requirements – for instance, in connection with ISA 315 (Revised 2019) Identifying and Assessing the Risks

of Material Misstatement – resulted in a significant year-on-year jump in the amount of time spent on documentation in the context of our audits of financial statements. In addition, the past financial year also saw the implementation of some of the new requirements of the IESBA Code of Ethics pertaining to the independence of auditors of public-interest entities (PIEs). Specifically, these include requirements governing the permissibility of non-audit services, which go beyond the scope of the requirements set out in the EU Statutory Audit Regulation with respect to the extended network of companies to be taken into consideration.

Ultimately, these requirements increase the effort required in performing an audit, which goes a long way towards enhancing the value and trustworthiness of the published information.

### Earning trust

As an audit firm, our performance hinges on the thoughts and actions of our people. We therefore strive to cultivate a spirit of personal responsibility in order to constantly improve the quality of our assurance services. Every employee is a quality manager at every stage of the process – from assessing risks when accepting engagements through audit planning and performance down to reporting. We call this “Quality at Source”. As part of our continuous improvement process, our experts identify possible shortcomings in the way we work and develop appropriate measures to address them. In this way, we firm up the quality of our services in a process that hones the ability of our people to think holistically and take action grounded in the insights acquired by a learning organisation.



It is also essential that we continuously train and develop our people as leaders and experts in their respective fields. Our targeted qualification programmes keep them up to speed with ever-changing market demands. We do everything in our power to support them on their personal development journeys, providing as much flexibility as possible so that they can achieve the right work/life balance for their needs.

Quality in our work also means safeguarding our independence as an audit firm. This is in our DNA and it is fundamental to the public's trust in us. We adhere not only to statutory and professional requirements but also to the PwC Global Independence Policy and our PwC Values & Behaviours. We have enacted extensive measures to ensure both engagement-related independence and personal independence on the part of our people.

## Digital, integrated audits with added value

The social and technological changes we have witnessed have just as great an impact on our clients as they do on our own work. Because managing data and information is essential to what we do, we must come to grips with digitalisation and technologies such as artificial intelligence. Over recent years, we have made substantial investments in technology and the digital transformation of audit work. This investment is beginning to pay off in these crisis-laden times. Data enables us to unlock vital information which can be used to achieve audit assurance and provide further insight for our clients.

Sustainability is another key issue for us. The influence of environment, social, governance (ESG) aspects plays an increasingly powerful role in whether or not companies are able to access the capital market. Stricter regulations require them to disclose in increasing detail not only how their actions impact the environment and society, but also how environmental and other factors might affect their business as well. This means that the financial and the non-financial aspects of running a business are growing ever more closely intertwined. Best practice

therefore increasingly dictates that both aspects be examined in equal measure in an integrated audit – performed by highly motivated, well-trained people with optimal support from state-of-the-art technologies.

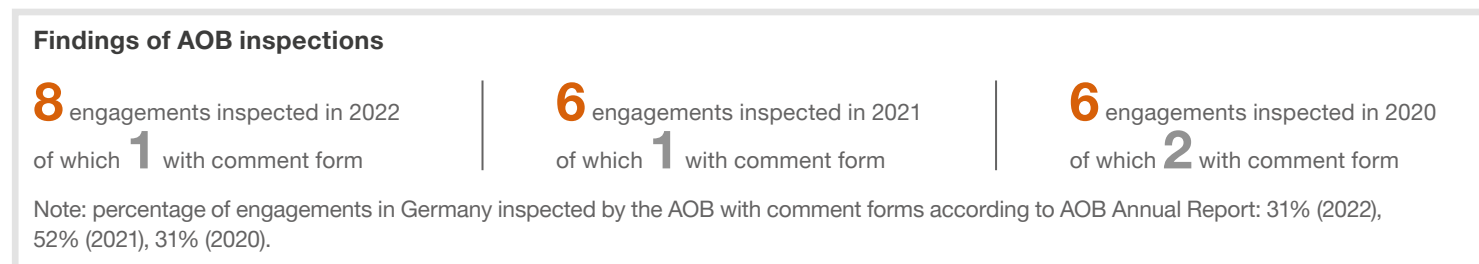
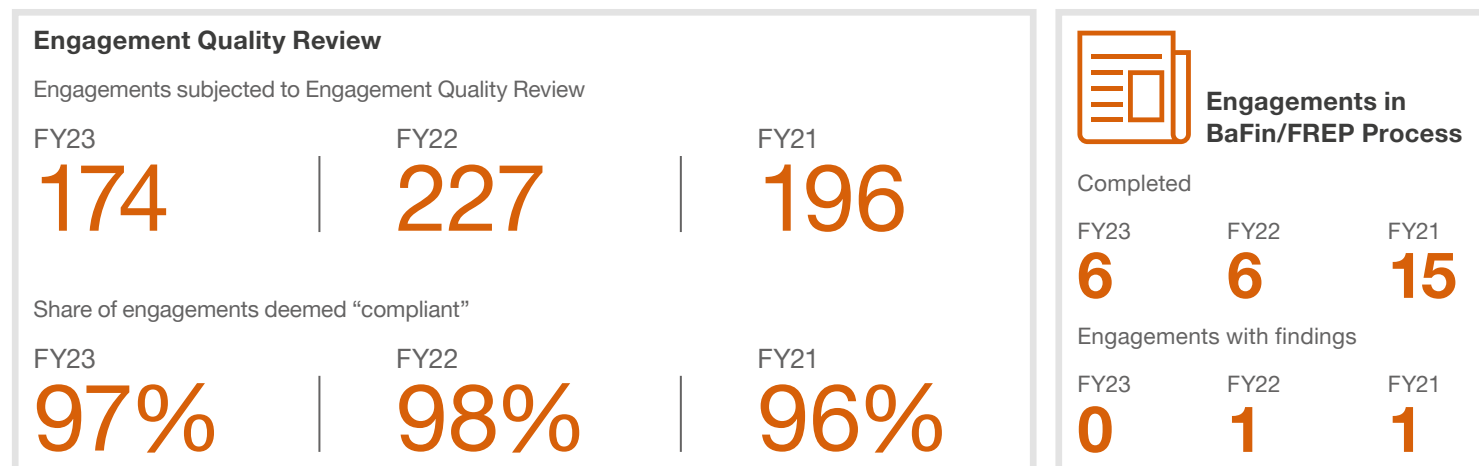
Improving reliability and strengthening trust, embracing change and offering partnership, investing in people and technologies – all of this with the overriding aim of doing our part as an audit firm to enhance confidence in companies, the economy and society overall for the long run. This is our pledge, every day.



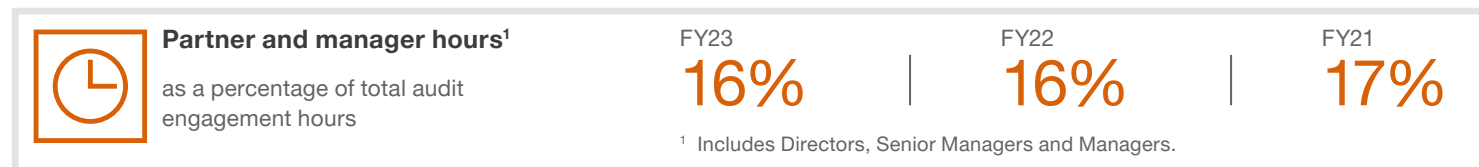
**Dietmar Prümm**  
Assurance Leader

# 3 Year in review

## Engagement performance



## Availability



## Direction, supervision, review



## Skills

### FY23 Assurance training

Average number of training hours completed (employees)

32	22	29	83
online	classroom	virtual classroom	total

Total hours  
**338,784**

### FY22 Assurance training

Average number of training hours completed (employees)

39	3	42	84
online	classroom	virtual classroom	total

Total hours  
**314,392**

### FY21 Assurance training

Average number of training hours completed (employees)

35	-	38	73
online	classroom	virtual classroom	total

Total hours  
**261,400**

### Hours per employee for compliance training

FY23	FY22	FY21
6 hours	7 hours	7 hours

### Investment in education and training



FY23 **€10 million**

FY22 **€7 million**

FY21 **€6 million**

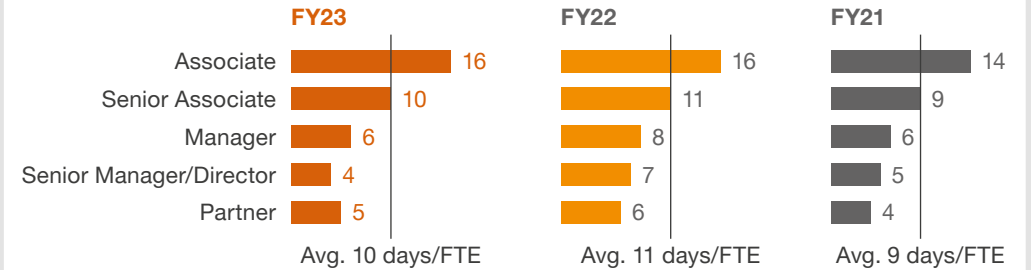
Incl. cost of training and travel expenses; excl. opportunity costs for training hours completed.

### Digital competence

Number of Digital Accelerators receiving Assurance training

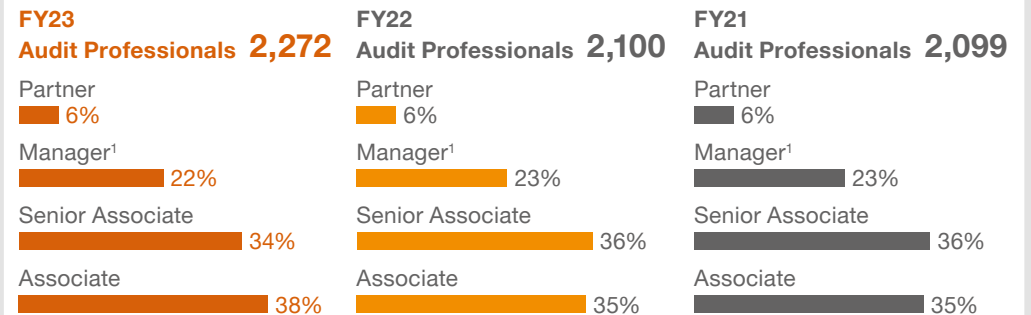
FY23	FY22	FY21
130+	130+	110+

### Assurance training days per FTE (by grade)



### Breakdown: Audit personnel

Number of Audit Professionals, breakdown by grade



<sup>1</sup> Includes Directors, Senior Managers and Managers.

### Average age

	FY23	FY22	FY21
Partners	50	50	50
Other employees	34	34	34
<b>total</b>	<b>34</b>	<b>35</b>	<b>35</b>



## Support

### Requests for consultation

	FY23	FY22	FY21
Accounting	2,198	2,193	2,313
Auditing/reporting	981	1,212	1,245

### Involvement of Specialists in audits

RAS and CMAAS (percentage of total hours)

FY23	FY22	FY21
13%	12%	12%



## Motivation



### Average length of service

of Assurance Partners (in years)

FY23	FY22	FY21
21	21	21

### Global People Survey

Response rate in Assurance	Results of PEI <sup>1</sup> survey in Assurance
FY23 <b>66%</b>	<b>80%</b> FY23
FY22 <b>73%</b>	<b>74%</b> FY22
FY21 <b>78%</b>	<b>74%</b> FY21

<sup>1</sup> People Engagement Index, a measure of employee satisfaction.

### Employer ranking



	Ranked 15	Ranked 11
FY23	Ranked 15	Ranked 11
FY22	Ranked 15	Ranked 10
FY21	Ranked 10	Ranked 15



B

# Our approach to quality





# 1 Focus on audit quality

For our clients and other stakeholders, the quality and effectiveness of our assurance services are essential and we are well aware that quality is vital to our ability to preserve faith in the integrity of our work. This is why the quality of our assurance services represents the beating heart of our organisation and one of the core aspects of our assurance strategy.

At PwC, quality of service is the benchmark against which we measure how we live up to the expectations of our clients and other stakeholders and comply with applicable standards and policies. One way we ensure that we meet our quality targets is by nurturing a culture of “quality at source” which emphasises that everyone in our network of more than 364,000 people, including more than 14,000 at PwC Germany, is responsible for quality. Our global and local leadership teams are dedicated to continually improving this quality culture, developing a positive quality environment and encouraging quality oriented behaviour.

Clear expectations as to audit quality have been defined throughout the PwC Network so that we can achieve our quality targets. One central principle dictates that our people can only provide high-quality assurance services if they have access to the necessary resources, whether from a staffing or a technological standpoint. This is why the overarching quality objective within our organisation is to have the necessary qualifications and to empower people to use our processes, technologies and methods consistently, effectively and efficiently so that we can live up to our own standards as well as the requirements of our profession. This makes it possible for us to meet the justifiable expectations of our clients and other stakeholders and bolster trust in our clients’ reporting to the capital markets and in society as a whole. We ensure that we are able to meet this quality objective by establishing an effective system of quality management.



“Our global and local leadership teams are dedicated to continually improving our quality culture, developing a positive quality environment and encouraging quality-consciousness.”

## 2 System of quality management

Each PwC firm is required, pursuant to its PwC Network membership agreement, to establish and maintain an effective system of quality management (SoQM) that is designed to manage the specific risks we encounter in performing audit engagements.

The following sections describe the SoQM designed for the Assurance division (audit and audit-related services<sup>1</sup>). The other divisions have also implemented appropriate quality control procedures.

The processes and policies covered in our SoQM meet the requirements set out in the German Public Accountants Act (Wirtschaftsprüferordnung, “WPO”), Regulation (EU) No 537/2014, the Professional Charter of German Public Accountants (Berufssatzung für Wirtschaftsprüfer und vereidigte Buchprüfer, “BS WP/vBP”), as well as QMS 1, the Quality Management Standard promulgated by the Institute of Public Auditors in Germany (Institut der Wirtschaftsprüfer in Deutschland e. V., “IDW”).

Our SoQM is furthermore aligned with the policies relating to the continued development of the Network-wide SoQM. This is based on the Quality Management for Service Excellence (QMSE) framework,

which reflects the requirements of the International Standard on Quality Management 1 (ISQM 1). ISQM 1 has been applicable since 15 December 2022.



<sup>1</sup> Since 1 July 2023, in the Assurance Solutions platform and for Specified Services in the Consulting Solutions platforms (Business Assurance Services (BAS) Layer).

## Implementation and enforcement

Responsibility for the SoQM at PwC GmbH rests with the Management Board. At the division level, it is overseen by the relevant members of the Management Board. Responsible partners are tasked with overseeing the SoQM in the Assurance division and with implementing and revising policies, and receive additional support from employees. They devise, develop, document and communicate the relevant policies and ensure that current developments are reflected in the system as it evolves.

The SoQM is enforced by the aid of appropriate controls and sanction mechanisms. These include integrated as well as independent controls providing oversight over compliance with the principles of the SoQM, internal investigations and disciplinary measures in response to professional misconduct. These are supplemented by administrative and accounting processes, control and

security measures for data processing systems and dispute resolution mechanisms which ensure the proper performance of engagements, either directly or indirectly. Internal and external monitoring activities track the effectiveness and appropriateness of the SoQM.

As the individual departments refine the measures that make up the SoQM, the relevant partner for the Assurance Risk & Quality (ASR R&Q) business unit coordinates and monitors these efforts. This partner is also responsible for conducting investigations if there are valid allegations of professional misconduct.

In recent years, and particularly lately, we have faced unprecedented challenges. Our SoQM helps us to assess changes in our environment by evaluating whether the measures we implement are complete, appropriate and effective and by identifying in good time any gaps we may have when it comes to new and emerging quality risks.

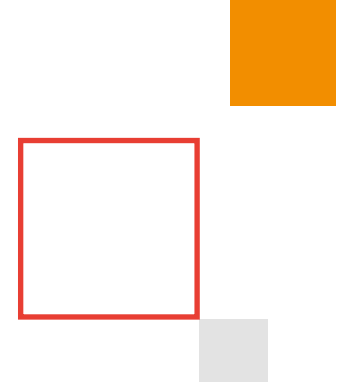
Our SoQM is designed to handle changes in external factors as follows:

- Identification of new and changing quality risks jeopardising our ability to achieve one or more quality objectives
- Regular (re-)assessment of identified quality risks
- Continuing evolution of the SoQM, including risk reactions, new and revised policies and processes

We regularly monitor the measures we have implemented and will implement in response to identified risks in order to assess whether there is a need for further modifications to the SoQM or the manner in which we perform our engagements and interact with our clients.

The SoQM is part and parcel of the annual Engagement Quality Review (EQR) and the annual Quality Management Review (QMR).

Please refer to section F for further information about how we monitor and continually improve our SoQM.



## Key elements of our system of quality management

### Activities to monitor and improve audit quality

- Internal monitoring activities
- External monitoring activities
- Continuous quality improvement
- Root cause analysis
- Quality Accountability Framework
- Assurance quality indicators

### Our audit approach

- PwC Audit – the PwC audit approach
- Tools and technologies
- Supporting engagement performance

### Our people

- People Strategy
- Inclusion & diversity
- Recruiting
- Professional development
- Remuneration
- Staff retention
- Continuing education
- Global mobility

### Client and engagement acceptance and continuance

- Acceptance tools
- Relationship check, assessment of conflicts of interest and independence
- Early termination of engagements



### Quality management

- Quality management process
- Integration with risk management

### Quality culture (tone at the top)

- Our Values and Behaviours
- Responsibility for quality
- Communication

### Ethics

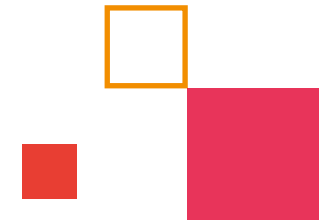
- Code of Conduct
- Training and compliance confirmation
- Ethics Officer
- Ethics Helpline

### Confidentiality, data protection and information security

- Data protection and professional secrecy
- Information security
- Protecting information from internal and external threats

### Independence

- Internal policies
- Independence-related systems and tools
- Internal rotation
- Staff information and training
- Compliance confirmation
- Monitoring independence



# 3 Quality management

## Quality management process

Our ability to achieve our quality objectives is underpinned by a quality management process that integrates quality management into our business processes and the Network-wide risk management process.

Our quality management process covers the following aspects, among others:

- Identification and analysis of risks that jeopardise our quality objectives
- Design and implementation of measures in reaction to identified risks
- Continuous monitoring of the design and effectiveness of the SoQM based on process-related monitoring activities
- Continuous improvement of the SoQM in the divisions in which shortcomings have been identified
- Quality standards and the Quality Accountability Framework, which are considered when conducting staff evaluations, setting remuneration and taking career development decisions

- Reports to the Assurance Leadership Team (ASR LT)<sup>2</sup> on material quality risks, risk management measures, shortcomings in the SoQM and remedies as well as measures under the Quality Accountability Framework
- Regular updates to employees on changes in the SoQM and outcomes stemming from monitoring activities

## Integration with risk management

Risk management and quality control go hand-in-hand. When performing their duties, every employee is both a business partner to our clients and a risk and quality manager. These two aspects are also linked within the ASR R&Q organisation.

Risk management measures are developed based on Network-wide risk management policies. These are intended to standardise risk management processes and decisions throughout the PwC Network. The policies cover the following areas, among others:

engagement acceptance (independence, conflicts of interest, sensitive situations, money laundering and anti-corruption), new products, digital solutions, information security and data protection, sanctions and trade embargoes, duties in the event of unlawful acts and compliance failures, cross-border engagements and insider trading.

“Our ability to achieve our quality objectives is underpinned by a quality management process that integrates quality management into our business processes and the Network-wide risk management process.”

<sup>2</sup> Since 1 July 2023 Assurance Enablement Team (ASR ET).

C

# Our culture and values





# 1 Quality culture (tone at the top)

Our quality culture is rooted in our Values and Behaviours. The PwC Purpose, “To build trust in society and solve important problems”, guides our every action and reflects why we do what we do. To help our clients build trust, we apply our Network-wide strategy, “The New Equation”, an approach which is human-led and tech-powered in delivering quality.

## Our Values and Behaviours

The work between our clients and our people to build trust in society and solve important problems is guided by the following Values and Behaviours, which also shape how we pursue our purpose and strategy:

- Act with integrity
- Make a difference
- Care
- Work together
- Reimagine the possible

Our management team is committed to ensuring the quality of our services and dedicated to fostering a culture of quality throughout our firm. They lead by example. Our Values and Behaviours form the bedrock of our work together; the way we conduct ourselves and the decisions we make are guided by them.

Our 2022/2023 People Survey revealed that our employees agreed very strongly with the statement “The managers I work with motivate me to do high-quality work”.

The creation of a quality management organisation and compliance with the internal policies and guidelines of the SoQM are core elements of our quality culture. Other key features include communicating about quality within the firm and a failure-and-feedback culture which allows people to learn from their mistakes.

## Responsibility for quality

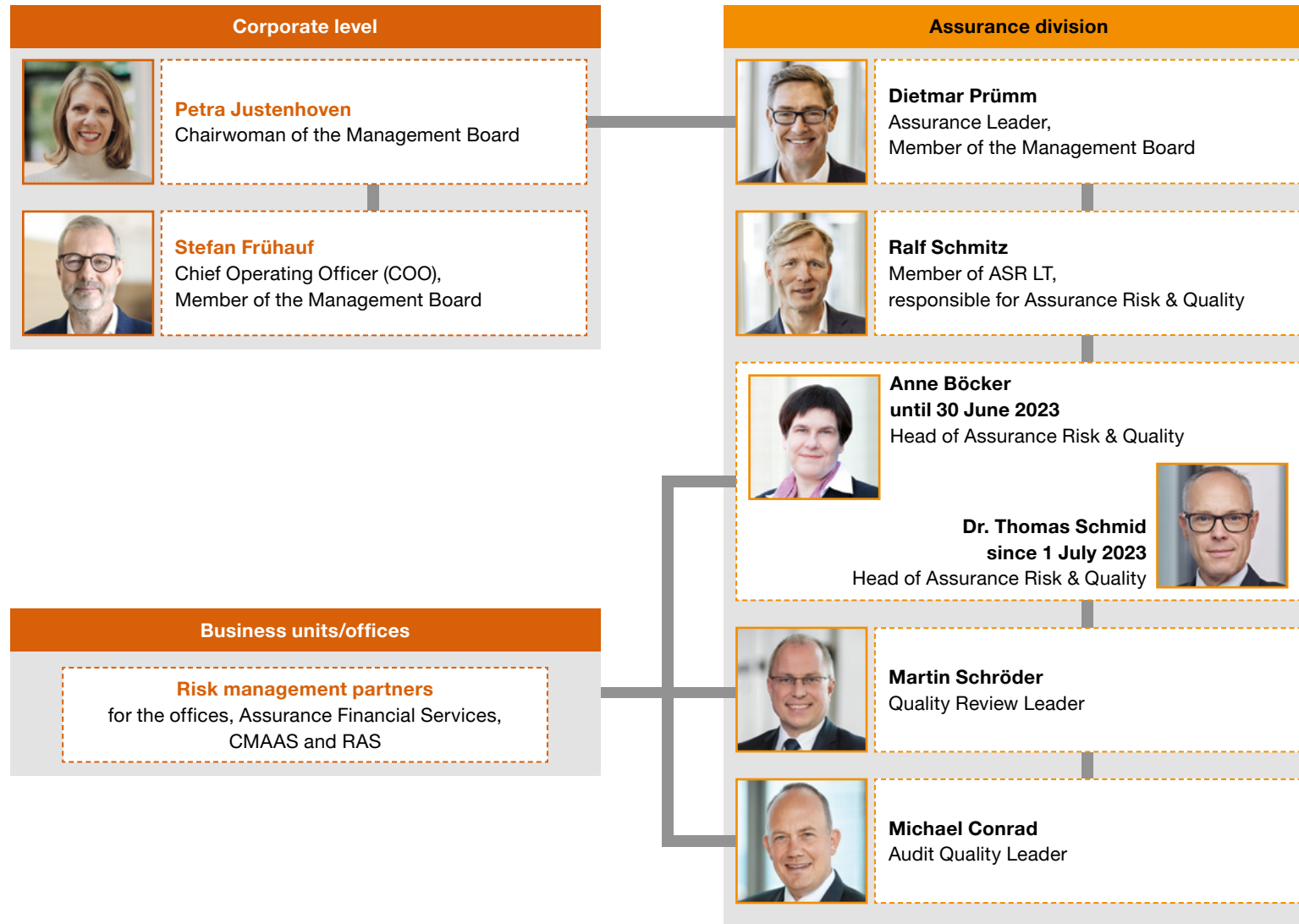
The management’s commitment to quality is also underscored by investment in resources and people who are primarily entrusted with managing risks and quality within the firm. The partner in the Assurance Leadership Team (ASR LT) who is responsible for ASR R&Q, the partner who oversees the operations of ASR R&Q, the partner responsible for engagement quality reviews, the partner

with responsibility for audit quality and the people who support and assist them merit special mention in this connection. The partner who oversees the operations of ASR R&Q receives additional support from other partners at PwC GmbH’s larger offices, the Assurance Financial Services (ASR FS), the Capital Markets & Accounting Advisory Services (CMAAS) and the Risk Assurance Solutions (RAS) business units.



“Our quality culture is rooted in our Values and Behaviours.”

## Responsibilities for quality management at PwC GmbH



Those responsible for quality management are supported in the performance of their duties by other functions, including the National Office, Independence Office, Legal, HR Development, Learning & Education, Resource Management, Finance and Controlling departments.

The ASR R&Q partners and their support staff do not shoulder the burden of quality management on their own. Every employee is a quality manager when planning and performing their work (“Quality at source”); this is particularly the case when instructing colleagues, overseeing their work, reviewing their work products and providing on-the-job coaching.



## Communication

The Assurance division's management team is responsible for promoting employee awareness of professional obligations and the standards which the SoQM is designed to maintain. This includes living by example and communicating openly in order to cultivate a positive quality environment (tone at the top). New employees pledge to abide by the standards of the SoQM when they join the firm.

Every employee is a quality manager. That means that communicating our vision of quality throughout the firm is essential. Ultimately, the goal is not merely to raise awareness of the importance of quality but to breathe life into our vision for it – every day. Discussions of quality are held throughout the firm at every level in the aim of achieving continuous improvement. Those discussions take many forms, including webcasts, events with managers and their staff, leadership dialogue rounds with employees and one-on-one coaching on site. At the end of the day, motivated people are what drives quality. We have all dedicated ourselves to this never-ending pursuit.



“Every employee is a quality manager.”



## 2 Ethics

### Code of Conduct

Our Code of Conduct is aligned with the following tenets of the Code of Ethics for Professional Accountants published by the International Ethics Standards Board for Accountants (IESBA CoE):

- **Integrity** – to be straightforward and honest in all professional and business relationships
- **Objectivity** – to not allow bias, conflicts of interest or undue influence of others to override professional or business judgements
- **Professional Competence and Due Care** – to maintain professional knowledge and skills at the level required to ensure that a client or employer receives competent professional services based on current developments in practice, legislation and techniques and act diligently and in accordance with applicable technical and professional standards
- **Confidentiality** – to respect the confidentiality of information acquired as a result of professional and business relationships and, therefore, not disclose

any such information to third parties without proper and specific authority, unless there is a legal or professional right or duty to disclose, nor use the information for the personal advantage of the professional accountant or third parties

- **Professional Behaviour** – to comply with relevant laws and regulations and avoid any action that discredits the profession

Our Code of Conduct spells out how we are generally expected to conduct ourselves in our day-to-day dealings with others. They offer us guidance as we navigate compliance with not only the law, regulations and professional standards but also our own guidelines, values and policies. The relevant laws and regulations must be complied with at all times. This includes in particular general obligations of the profession such as independence, conscientiousness, confidentiality, responsibility and professionalism. In situations where a national or local law or requirement is more restrictive than our Code of Conduct, compliance with those national or local requirements takes precedence.

Our Code of Conduct is based on the PwC Network's Global Code of Conduct. The PwC Network's standards and policies are aligned with the objectives defined by the Organisation for Economic Co-operation and Development (OECD) in its Guidelines for Multinational Enterprises on Responsible Business Conduct. The OECD Guidelines provide a valuable framework for defining applicable compliance requirements and standards.

Network policies, local regulations and additional guidance round off our Code of Conduct.

Our Code of Conduct sets out the following ethical principles:

- **Living our Purpose and Values** – Our purpose – To build trust in society and solve important problems – is the lodestar for our behaviour, and PwC's values guide how we comport ourselves on a day-to-day basis.
- **Build trust in how we do business** – Negotiate contracts fairly and in accordance with the law; satisfy contractual obligations and conditions; render only those services which we are qualified to perform; ensure

independence and act without bias; repudiate all forms of bribery and corruption

- **Build trust in each other** – Work together in an open and respectful relationship; create a safe working environment by renouncing all forms of discrimination; promote an open culture of dialogue, embrace diversity
- **Build trust in society** – Cooperate with regulators and respect the rule of law; bring our skills and experience to bear in resolving important social issues; respect and accept local customs and traditions; use resources sparingly to minimise environmental impact; respect and support international human rights and work actively to prevent and uncover human rights violations; comply with statutory labour and employment regulations
- **Build trust in how we use information** – Protect and treat as confidential all manner of sensitive data and information; handle physical and electronic data storage media carefully; comply with Intellectual Property law; never use or share inside information; communicate circumspectly, politely and respectfully online and offline

- **Speak up** – Act with integrity by expressing reservations; have the courage to do the right thing; express doubts and help to prevent mistakes and misconduct
- **RADAR** – A decision-making framework featuring questions on ethical dilemmas to be analysed, helping you to take the right action: recognise the event, assess the situation, decide what to do, agree the way forward, report and communicate.

PwC's Code of Conduct is available online to all internal and external stakeholders at [www.pwc.de/de/ueber-uns/unternehmensinformationen/pwc-ethik-grundsaeetze.pdf](http://www.pwc.de/de/ueber-uns/unternehmensinformationen/pwc-ethik-grundsaeetze.pdf) and <https://www.pwc.de/en/about-us/ethics-and-compliance.html>.

## Training and compliance confirmation

Every employee should be familiar with, understand and live by the Code of Conduct and hold others to it. Managers are responsible for ensuring that problems, questions and reports of failures to adhere to the Code of Conduct are investigated.

New employees are provided with a copy of PwC's Code of Conduct upon induction and take part in mandatory onboarding training events where the Code is presented and discussed.

To ensure that our employees are kept abreast of our ethical requirements, they are required to attend annual training sessions and sign a declaration each year confirming their compliance with our Code of Conduct.

Employees are also required to abide by the standards and policies developed by the PwC Network.

## Ethics Officer

Since 1 July 2022, PwC GmbH's Ethics Officer has been Daniela Geretshuber, who is a People Leader and member of the Management Board. Within the PwC Network, the ethics officer for each national firm is appointed at the highest level and is responsible for ensuring that employees of the respective national firm adhere to the Code of Conduct. The Ethics Officer presents semi-annual activity reports to the Management Board containing an anonymised overview of all matters which come to the attention of the Ethics Office.

Any employee can directly contact the Ethics Office in confidence using the available channels – whether in person, by telephone or in writing.

## Ethics Helpline

Every employee, regardless of their career level and function, has the right to speak out if they have concerns and the duty to express their misgivings if they witness conduct or situations which they believe to be in conflict with the Code of Conduct. It is everyone's responsibility to express concerns objectively, fairly and honestly.

Every PwC Network member firm has a whistleblower system which internal and external stakeholders can use to report concerns. Our anonymous Ethics and Compliance Helpline (<https://secure.ethicspoint.eu/domain/media/de/gui/105406/report.html>, [www.pwc.de/de/ethikcode](http://www.pwc.de/de/ethikcode)) is available around the clock. Matters can be reported anonymously by phone and online. There is also the possibility of submitting anonymous reports at the global level at [www.pwc.com/codeofconduct](http://www.pwc.com/codeofconduct). We pledge to investigate every report we receive from internal and external stakeholders responsibly, professionally and – above all – confidentially. Whistleblowers need not fear reprisals. Our Quality Accountability Framework defines potential measures which may be imposed if it is determined that our ethics and compliance policies have been violated.

The standards upheld by PwC's Ethics Helpline and internal complaints management process meet the requirements set out in the German Whistleblower Protection Act (Hinweisgeberschutzgesetz, "HinSchG"), which is based on the EU Whistleblower Directive, and the provisions of the German Act on Corporate Due Diligence Obligations in Supply Chains (Lieferkettensorgfaltspflichtengesetz, "LkSG") pertaining to grievance mechanisms.

# 3 Confidentiality, data protection and information security

Our professional responsibility revolves around information protection, the core elements of which are: confidentiality, data protection and information security. Protecting confidential and personal data is something we take very seriously. The misuse or loss of confidential client information or personal data can leave us open to legal risks and harm our reputation. We therefore never let up in our efforts to guarantee and improve information protection.

We ensure that sensitive and critical information is kept confidential and secure at every stage of our work. We have implemented a holistic, client-centric strategy for reducing security, data protection and confidentiality risks and have made considerable investments to establish an effective information protection model that is structured around three lines of defence. This model enables us to fortify our confidentiality, data protection and information security organisation, to adhere to industry-wide best practices and to improve our internal control framework.

## Data protection and professional secrecy

As a state-recognised audit firm, we are required pursuant to section 43 (1) WPO to keep confidential all information obtained in the course of performing our professional duties. This applies to the auditors employed at PwC GmbH and all other staff alike. Any facts or circumstances divulged to them or which they become aware of in the course of their work must be kept in the strictest of confidence. Information must not be revealed to third parties or even to PwC employees who have no direct involvement in the respective engagement.

The statutory duty of confidentiality applies to every employee at PwC GmbH. In addition, every employment contract with every member of staff contains a separate confidentiality clause pursuant

to section 50 WPO that survives the termination of their service with the firm. Furthermore, all employees must comply with statutory and regulatory requirements concerning confidential information and personal data as well as contractual terms and conditions that govern the use and sharing of such information.

Aside from the more specialised laws governing the professional activities of audit firm employees, the entire PwC Network has established a uniform global data protection standard based on the requirements of the EU General Data Protection Regulation (GDPR), supplemented by the respective national data protection laws applicable to the individual PwC Network member firms. PwC's policies and measures to ensure compliance with its data protection requirements exist to protect the personal data of our employees as well as that of third parties, such as clients in particular.



“Our professional responsibility revolves around confidentiality, data protection and information security.”

To accomplish this, PwC agrees the legally required contractual clauses with its clients and service providers. Data transfers within the PwC Network are governed by an agreement between the individual Network member firms that is based on the applicable set of EU standard contractual clauses, thus legally ensuring an appropriate level of data protection on the part of recipients. In addition, Network-wide technical and organisational standards and other security measures have been implemented in the interest of achieving an appropriate level of data protection. Moreover, when PwC Germany uses service providers in third countries outside the EU and European Economic Area (EEA), it ensures that those providers offer a level of data protection that is equivalent to that provided under the statutory requirements of the EU GDPR. PwC regularly verifies that its internal and external suppliers enact the necessary data protection and information security measures.

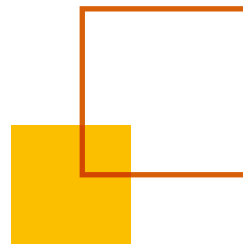
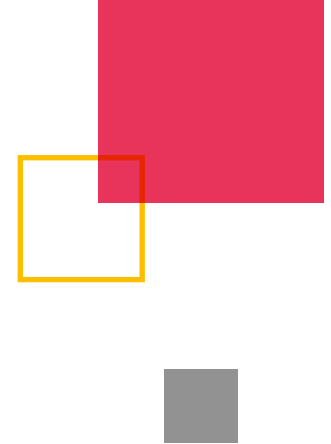
Standardised processes are also in place to identify and assess the relevant data protection and legal risks that may arise in the course of performing engagements, introducing new technologies and realising internal projects.

PwC has established a data breach management process to rapidly respond to and remedy potential data breaches and analyse their causes. This process enables PwC to comply with all of its statutory duties within the prescribed time limits and to take action to prevent similar data breaches from occurring again in the future.

PwC Germany has appointed a Data Protection Officer to ensure compliance with all of the requirements set out in the EU GDPR.

It goes without saying that our policies on confidentiality, data protection and professional standards apply to all employees regardless of whether they are working in our offices, from home or elsewhere. Access to PwC GmbH's data and systems is possible only on devices administered by PwC. All laptops, desktop computers and data carriers are encrypted. Access to our networks takes place via secured VPN connection, meaning that data traffic is separate and secure, regardless of the network connection.

PwC conducts targeted information security and data protection training for all employees at least once annually.



## Information security

Information security is of paramount importance for the PwC Network because we are responsible for protecting information entrusted to us by others.

In order to ensure that this information is protected, PwC GmbH has established its own information security management system (ISMS). That system is ISO/IEC 27001-certified and covers every organisational unit in Germany that is relevant to the operation of the ISMS. The system is certified annually by an independent auditor. In August 2023, PwC GmbH successfully passed the necessary ISO 27001 surveillance audit. PwC GmbH is also a TISAX-certified service provider to the automotive industry (TISAX stands for Trusted Information Security Assessment Exchange). PwC GmbH's Products & Technology unit furthermore adheres to the standards set out in a range of respected frameworks (ITIL, COBIT, NIST, etc.).

PwC Germany is also bound by the Network-wide Information Security Policy (ISP) and required to perform a quarterly data-based assessment and an annual evidence-based assessment demonstrating its compliance.

Information security policies and procedures are subject to continuous monitoring and improvement. PwC GmbH's information security management unit is responsible for this.

The Data Protection and Information Security departments work closely with each other and all other departments of the firm.

PwC GmbH's information security policies and procedures are designed to

- protect information from external and internal threats;
- maintain confidentiality, integrity, availability and validity of processed information;
- consider, implement, verify, audit and comply with statutory and contractual information security requirements;
- implement a process of continuous improvement; and
- protect access to confidential information on a need-to-know basis.

To achieve this, we:

- encrypt storage media on all company laptops, desktop computers and USB data carriers;
- ensure that mobile devices can access data only using security-tested apps;
- impose technical and organisational restrictions on the use of portable storage media depending on criticality and sensitivity of information;
- apply traceable, auditable (and audited) processes for destroying data storage media no longer needed at data centres;
- limit access to engagement-related client data – electronic or hard copy based on the need-to-know principle; i.e., cyclical review and mandatory recertification of permissions;
- create continuous data backups at our data centres;
- enforce a clean desk policy at our offices and those of our clients;
- create hard-copy data backups in separate, secured archives;
- permit remote access to our network exclusively via PwC's own virtual private network (VPN);
- prevent the linking of the PwC network to any other network, e.g., that of a client, through multiple simultaneous VPN connections/clients;
- align policies on sending data by e-mail to recipients outside of the PwC organisation with client requirements;
- restrict access to PwC GmbH's offices.





### EU legislation

As part of its overarching data strategy, the EU is in the process of developing the EU Data Compliance Strategy, a comprehensive legal framework that covers the use of data, data compliance, artificial intelligence, cyber security and consumer data rights on the basis of the European Declaration on Digital Rights and Principles.

We have resolved to play a proactive role in managing digital transformation within the EU, keeping a close eye on the regulatory requirements and ensuring compliance as they enter into force. The adoption and application of processes developed by the Information Protection department renders it possible to leverage synergies and implement requirements. We place paramount importance on the proper handling of data and ensure that our clients' and our own digital solutions are legally compliant and that the requirements imposed on the compliance organisation are satisfied at all times.

### Protecting information from internal and external threats

We work hard to protect information from internal and external threats. To do this, we rely on technical and organisational measures that meet the statutory requirements and adhere to industry best practices.

PwC GmbH performs business impact analyses and data protection risk assessments which identify the level of data protection required and defines measures designed to minimise the effects of any potential incident. Clients are notified of any specific data breach involving their data. In addition, potential improvements are continuously evaluated and implemented.

We regularly carry out risk-based internal audits, security pen tests and other measures. Furthermore, PwC GmbH performs security audits of external parties and we verify the level of security maintained by our service providers. Our internal risk management functions, such as Internal Audit, Data Protection and Information Security, also perform regular reviews and audits of internal and external data processing.

# 4 Independence

One of the main professional obligations of an auditor is to conduct their work in an independent and unbiased manner. The standard of independence is enshrined in a number of statutory and professional regulations (German Public Accountants Act [WPO], Professional Charter of German Public Accountants [BS WP/vBP], German Commercial Code [Handelsgesetzbuch, "HGB"], EU Regulation No 537/2014) as well as the policies of international boards such as the International Ethics Standards Board for Accountants (IESBA), the US Securities and Exchange Commission (SEC) and the US Public Company Accounting Oversight Board (PCAOB). PwC GmbH has adopted appropriate policies to implement and enforce these requirements and has established a system of checks and balances.

## Internal policies

PwC's Global Independence Policy (GIP) is based on the IESBA CoE and lays out minimum standards and processes to be applied by every PwC Network member firm. The GIP has been amended to include the new requirements contained in the IESBA CoE since December 2022. Country-specific independence requirements such as EU Regulation No 537/2014 and the requirements imposed by the SEC and the PCAOB supplement the GIP.

The GIP covers the following areas in particular:

- personal independence, particularly through policies on financial interests and other financial arrangements such as insurance policies and employee loans;
- non-audit services and fee arrangements; the policy is supported by Statements of Permitted Services (SOPS), which provide practical guidance on the application of the policy in respect of non-audit services to audit clients and related entities;

- business relationships, including policies and guidance on purchasing of goods and services acquired in the normal course of business and joint business relationships (JBRs) such as joint ventures and joint marketing;
- acceptance of new audit and assurance clients and guidance on determining independence

PwC Germany has a Partner Responsible for Independence (PRI) who oversees the firm's implementation of and compliance with the GIP and the local independence

requirements above and beyond it, as well as monitoring the associated measures and processes that ensure independence and providing guidance on questions concerning independence in practice. The PRI manages a centralised, cross-divisional team of independence specialists and reports directly to a member of the Management Board.

Processes and policies are continuously monitored and updated to reflect new statutory provisions, regulatory requirements and internal procedures.



“The standard of independence is enshrined in a number of statutory and professional regulations as well as the policies of international boards.”

## Independence-related systems and tools

As a member of the PwC Network, PwC GmbH has access to a host of global systems and tools that help our people to implement and comply with the relevant standards of independence. These include:

- the Central Entity Service (CES), which contains information about corporate entities including all PwC audit clients and their related entities (including all public-interest audit clients and SEC restricted entities) as well as their related securities. CES assists in determining the independence restriction status of clients of the PwC firm and those of other PwC firms before entering into a new non-audit service or business relationship. This system also feeds Independence Checkpoint and the Authorisation for Services system;
- an Independence Checkpoint which facilitates the pre-clearance of publicly traded securities by all Partners, Directors and (Senior) Managers before acquisition and is used to record their subsequent purchases and disposals. Where a PwC member firm wins a new audit client or there is a change in the restriction status of a security, this system automatically informs those holding relevant securities of the requirement to sell the security where required;

- Authorisation for Services (AFS) which is a global system that facilitates communication between a non-audit services engagement partner and the audit engagement partner, regarding a proposed non-audit service, documenting the analysis of any potential independence threats created by the service and proposed safeguards, where deemed necessary, and acts as a record of the audit partner's conclusion on the permissibility of the service;
- a Global Breaches Reporting System which is designed to be used to report any breaches of external auditor independence regulations (e.g., those set by regulation or professional requirements) where the breach has cross-border implications (e.g., where a breach occurs in one territory which affects an audit relationship in another territory). PwC Germany has established its own process for handling local breaches of independence requirements;
- a global Joint Business Relationships tool which enables people to obtain permission from an independence specialist to engage in a JBR and document existing JBRs for monitoring.

PwC Germany also has a number of country-specific measures in place, including a process to ensure compliance with internal and external rotation requirements.

## Internal rotation

Our internal auditor rotation policy is based on the provisions of the German Commercial Code (HGB), the IESBA CoE, EU Regulation No 537/2014 and the requirements specified by the SEC. Responsible audit partners are subject to internal rotation requirements. These are the auditors responsible for audits of financial statements and co-signatories of auditors' reports. In addition, rotation rules also apply to Quality Review Partners (QRPs) and engagement quality control reviewers (QA-WPs) if an audit engagement also involves an engagement quality control review. In cases of audits of consolidated financial statements, the rotation rules also apply to audit partners responsible for significant components.

In addition, the managers involved in the audit of financial statements who are not already covered by the above rotation rules for responsible audit partners are included in the rotation (gradual rotation mechanism). These are auditors assigned to perform audits of financial statements who do not co-sign the audit opinion.

In addition, gradual rotation also applies to partners and staff with professional designations who spend more than ten hours working on a given audit engagement.

Other audit partners (Key Audit Partners) involved in audits of public-interest entities (PIEs) and unlisted higher profile clients (HPCs)<sup>3</sup> are also occasionally subject to internal rotation rules in accordance with the requirements of the IESBA CoE. These are partners who take important decisions relating to the audit.

The rotation period for signatories on recurring other attestation services is ten years.

The independence requirements in connection with the rotation of responsible audit partners are set out in a Network-wide risk management policy. In addition, internal guidelines govern the implementation of internal and external rotation requirements into practice. Rotation lists are kept for monitoring purposes.

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<sup>3</sup> Audit and Non-Audit Assurance clients who pose a considerable financial risk for member firms or reputational risk for the member firms and the Network.

## Rotation periods for audits of financial statements

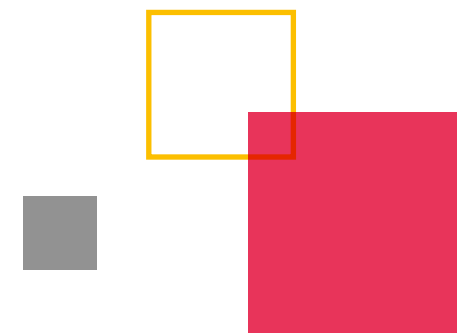
Role	Rotation period	Cooling-off period
<b>Audits of companies subject to SEC oversight:</b> Engagement partner, Engagement quality reviewer	5	5
<b>Audits of EU PIEs:</b> Responsible audit partner, co-signatory	5	3 <sup>4</sup>
QRP, QA-WP	7	3
German public accountant with management responsibility	10 <sup>5</sup>	2
<b>Audits of Open Market-listed companies:</b> Responsible audit partner, co-signatory	7	5
QRP, QA-WP	7	3
German public accountant with management responsibility	10 <sup>5</sup>	2
<b>Audits of Non-EU PIEs and companies not listed in the Open Market:</b> Responsible audit partner, co-signatory, QRP/QA-WP (where relevant), German public accountant with management responsibility (where relevant)	10 <sup>5</sup>	2

## Staff information and training

Every employee is required to take part in annual compliance training. One element of this training programme is independence training, which covers the significance of personal independence, the statutory and regulatory requirements with regard to professional independence and the checks and balances instituted at PwC GmbH to ensure this. Participation in the training programme is monitored centrally through the use of test questions.

In addition, independence requirements and the processes to ensure compliance with them are covered in general training modules and at division-specific training events. Where necessary, employees are provided one-on-one instruction by independence specialists.

The PRI informs employees of changes in statutory and professional independence requirements in ad hoc independence updates. The relevant information is made available to employees in the intranet.



<sup>4</sup> Applicable until expiry of transitional provisions of IESBA CoE. 5-year cooling-off period thereafter.

<sup>5</sup> In instances where the rotation period is not governed by law, there is the possibility of temporary extension by way of exemption, provided safeguards are implemented to protect independence.

## Compliance confirmation

Every employee is required to sign an annual compliance confirmation each year affirming that they have complied with the rules on independence, including the requirements pertaining to their personal independence.

Engagement-level confirmations for audit clients are also signed in addition to the annual confirmations.

## Monitoring independence

The effectiveness of the system of independence management is monitored continuously. In addition, the processes and policies designed to ensure compliance with independence rules are subject to a variety of reviews.

These include:

- Engagement Quality Review (EQR) to monitor independence requirements in connection with engagement performance as part of a comprehensive inspection programme for the divisions

- Compliance testing of independence processes and controls
- Annual review of compliance with personal independence requirements as part of the Personal Independence Compliance Testing (PICT) regime based on a random sampling of employees at the level of Manager and above
- Annual assessment of compliance with independence-relevant risk management standards by independence specialists within the PwC Network

The results of the monitoring measures are reported to the Management Board and extrapolated into measures to further refine the system, as need be.

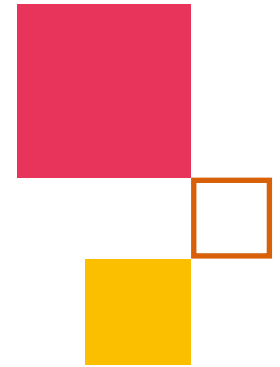
Violations of independence requirements are investigated by the Independence Organisation and reported to the management; when it is deemed necessary to do so, modifications are made to the system and disciplinary action is taken. Depending on the specifics of the relevant case, we assess the impact of the violation on independence and whether there is a need to impose safeguards.

In addition, the matter is discussed with the client's audit committee. In very rare cases, we may consider noting the issue in the auditor's report or even resigning the engagement. Any disciplinary action we take is guided by the principles of PwC's Quality Accountability Framework.

Investigations of independence violations also serve to identify flaws in PwC Germany's systems and processes, as well as potential areas of improvement in its supplementary practice notes and training materials. The measures that are developed on this basis are incorporated into a Quality Improvement Plan.



# 5 Client and engagement acceptance and continuance



The factors we consider when deciding whether to accept a new client/ engagement or continue to serve an existing one are fundamental to the delivery of high-quality services; we believe that this goes hand-in-hand with our goal of creating trust in the information we audit.

We have established policies and clearly structured procedures for accepting new clients and for accepting and continuing existing engagements. These processes enable the engagement partner, the management committees for the divisions and the responsible risk management partners to determine which risks are associated with prospective clients or potential and existing engagements. We also consider whether we have the requisite expertise to perform the engagement and possess the necessary skills, experience and resources to satisfy the relevant professional requirements, including independence requirements (balance between professional duties and business considerations).

We decide on this basis, and sometimes after consulting with the relevant governance bodies, whether we can enter into business relationships with prospective clients and whether we are able to provide the desired services. We re-examine these considerations any time we are called on to decide whether to continue an existing client relationship.

For instance, if adverse changes in business models, compliance issues or changes in our liability cause the risk assessment to produce unfavourable results in light of the fee, we reject the client or decline the engagement. Furthermore, if we conclude after a multi-stage assessment process that an engagement is unlikely to be profitable in the long run, we decline that engagement.

The engagement partner is responsible for accepting clients and for accepting or continuing engagements. This responsibility also extends to meeting

our obligations in accordance with the German Money Laundering Act (Geldwäschegesetz). The engagement partner is named in the engagement letter.

In the case of audits of financial statements in accordance with section 316 HGB, the other responsible audit partners are named alongside the engagement partner.

## Acceptance tools

The process for assessing client and engagement relationships is based on Network-wide decision support tools for client and engagement acceptance/ continuation (acceptance tools). Assurance engagements are rated based on standardised questionnaires and evaluation forms, enabling us to classify the client/engagement risk. Based on the risk classification, an information and approval concept applies for client/

engagement acceptance which in high-risk cases calls for the involvement of additional approvers aside from the engagement partner. The results of the risk assessments are incorporated into the basic information to determine any additional necessary engagement quality control procedures and form the basis for our risk-oriented audit if we accept the audit engagement.

Our acceptance tools make it possible for our operational decision-makers and risk management staff to determine whether the risks in relation to an existing or potential client/engagement – in particular in the case of cross-border engagements – are manageable and whether a business relationship can be entered into or continued with the respective client and its management. Specifically, this means that the tools support the following activities:

- Documentation of material considerations on acceptance/continuance of client/engagement
- Identification and documentation of risk factors and reactions to be considered in engagement planning and execution, including:
  - the involvement of specialists;
  - special factors to consider when determining the audit approach for the specific client; and
  - other supplementary measures to appropriately address identified risks in individual cases and reduce existing risks to an appropriate level.
- Assessment of client and engagement risks linked with accepting or continuing a client relationship and an engagement
- Provision of an overview of risks associated with accepting or continuing client relationships and engagements from the perspective of the overall client portfolio

## Relationship check, assessment of conflicts of interest and independence

Another element of acceptance is the assessment as to whether relationships with clients give rise to conflicts of interest or independence, precluding acceptance of the client or engagement. These checks and assessments must be carried out prior to accepting any client/engagement.

The relationship check comprises an analysis of (prior) relationships between the relevant parties and PwC GmbH, its affiliates, and other PwC Network member firms. These may include the potential client, its affiliates, major shareholders and members of corporate boards and committees as well as any third party (potentially) involved with or affected by the engagement. The same applies when submitting a binding quote (e.g., in a tender process) as well as entering into a JBR. In addition, the relationship check is used to examine whether the prospective client or engagement is subject to a trade embargo or other sanctions.

If there is a conflict of interest or a sensitive situation, no binding quote may be submitted or engagement accepted unless the activity is in line with our professional obligations and PwC's Code of Conduct, and appropriate safeguards can be put in place to eliminate the risks or reduce them to an acceptable level. In such cases, we are obligated to consult with experts.

A comprehensive independence assessment must be performed whenever we accept a new audit client or a company is acquired by a PwC-audited company or there is a change in independence rules to be observed (for instance following an Initial Public Offering). An independence assessment examines national and international relationships between the relevant parties and PwC GmbH, its affiliates, and PwC Network member firms. It looks at the client's services, business relationships, investments, legal disputes and existing insurance policies as well as employment relationships in relation to PwC employees, members of the Management Board and supervisory body to determine whether there are potential risks to independence. The independence assessment paints a comprehensive picture of PwC's independence from a client at a given point in time.

We apply the AFS process in assessing our independence when submitting a quote for any non-audit services. For an explanation, please refer to the section entitled "Independence".

## Early termination of engagements

The engagement partner is required to consult prior to terminating any engagement early. In addition, they are responsible for complying with reporting and notification requirements.

# D

## Our people





## People Strategy

Our People Strategy has been developed to support our broader corporate strategy “The New Equation”. Our people are the key to our quality, our ability to innovate, our good governance and our corporate culture. That’s why we consistently place them at the centre of our activities. We focus on developing our people into well-rounded professionals and leaders with the skills and confidence to deliver high-quality services, provide our clients with their valuable experience, execute our strategy and support our brand.

We aim to provide confidence and flexibility, as well as proximity, quality and innovation in a rapidly changing world of work. This is why we believe that it is essential to create a solid foundation for our people that improves their well-being, enables effective performance and empowers them to successfully seize on the opportunities that arise from current and future challenges. Our Leadership Principles are based on PwC’s Values and Behaviours and promote employee development within the PwC Professional framework. They determine how we breathe life into leadership every day with our employees and clients. Our People Strategy is thus aligned with our Network-wide business strategy “The New Equation”. We do all of this to live up to the PwC Purpose. Our actions are rooted in trust.

Digitalisation and flexibility are shaping our working world. We remain confident that the digital transformation will only succeed if we involve people – our employees and our clients – and empower them to join us on this journey.

It takes a diverse workforce to support our clients through our assurance services. We firmly believe that we need diversity and different points of view and experience in order to maintain our edge in the future. We are squaring off against the current labour market challenges and making great efforts to recruit people, get them interested in a career in auditing and retaining them.

Our People Strategy is our response to the evolving needs of our people and applicants. We breathe life into our vision, “Inspiring people for joint success” through four action areas: with “Choices”, we offer our people a flexible work environment that strikes a healthy balance for clients, teams and individuals and accommodates their needs. With “Perspectives”, we provide our many talented employees with outstanding development opportunities featuring people-centric, tech-based offerings. “Culture & Leadership” places the focus on further developing our corporate and leadership culture. In our fourth action area, “#new\_people”, we recognise people as strategic partners in our operating business.



“Our people are the key to our quality, our ability to innovate, our good governance and our corporate culture. That’s why we consistently place them at the centre of our activities.”





“We believe that we provide the greatest value for our clients, our people and society if we understand the advantages of difference and empower people to unlock their full personality.”

Over the past ten years, we structured our activities concerning people into the following areas: a) Development, b) Appreciation and c) Work Relief. We merged our projects under the “Trust in People” banner into these areas, while always keeping focus on the individual. We are all working together in the following action areas to continue to drive change.

- **People Value Proposition:** Our new value and performance proposition, which defines our employer brand and highlights our appeal as an attractive employer.
- **New Work Mix:** A manifestation of our new philosophy of leadership and a new, agile way of working together, foregoing a top-down, one-size-fits-all approach to management. The focus lies on balancing client, team and individual interests.

- **Leadership Principles:** Redefining our shared philosophy of leadership – our inner attitude: we motivate through trust. We demonstrate courage. We set an example. We take responsibility. We show sincere interest.
- **People Development:** We want to support our people on their personal development journey and are constantly fine-tuning our development and promotion programmes.
- **Workload:** Together, we aim to drive change that enables us all to succeed as individuals, teams and a company while maintaining a healthy workload.

We promote a culture of innovation and encourage all of our people to contribute new ideas on how to further develop the field of assurance. Every contribution counts: from ideas for new services, ways to increase efficiency or automation through to ideas on how to work better together.

## Inclusion & Diversity

We believe that we provide the greatest value for our clients, our people and society if we understand the advantages of difference and empower people to unlock their full personality.

Our Inclusion & Diversity strategy is broken down into five action areas: Gender, LGBTQIA+, Social Inclusion, Disability and Inclusive Leadership. We work together with external stakeholders to flesh out this vision. We continue to pursue a consistent inclusion-first approach. This means that we see the diversity of our people as one of our greatest assets. As a “community of solvers”, we harness the diversity of our experiences and perspectives to develop the best-possible solutions for our clients. This community works together in a spirit of trust because we create a culture of belonging – an environment in which everyone feels welcome and respected. We focus on the person, and not on their ethnic or social background, or their age, gender, gender identity, religion, physical and mental abilities or sexual orientation.

In line with our inclusion-first approach, we aim to ensure that every employee has an inclusive mindset. In 2022, we introduced the Inclusive Mindset Knowledge Badge, a training module which every employee can complete. In addition, we have developed a special training programme to root out unconscious bias. Empowering our managers to make objective and balanced decisions is a key element in achieving our Inclusion & Diversity goals.

We also have clearly defined and ambitious targets to promote equal opportunities for women. By 2027, we aim to increase the representation of women at the first level of management (partners and directors) to 25 percent and to 40 percent at the second level (senior managers). The target for the Management Board is 33 percent by 2027. Aside from measures already implemented, such as individual career planning and mentoring programmes, we are also trying out new ideas. For instance, in the past year we have been pilot testing a new format specifically developed for mothers that combines technical modules for self-study and one-on-one coaching.

Networks are generally a vital element of our culture of belonging. Our networks – such as our LGBTQIA+ network Shine and Mosaic, a network for employees who identify as people of colour – help to bring our Inclusion & Diversity strategy to life through a series of internal and external events, workshops and regional meet-ups.

Finding the right balance between work, family and private life remains a challenge for us all. With the networks we have set up, such as Dads@PwC, we are creating space for the exchange of ideas, and our newly formed Inclusion Team is focusing on how we can shape our working environment in such a way as to enable people with disabilities and chronic illnesses to achieve their full potential.

## Recruiting

Our aim is to recruit, train and retain the right people who share our values and our commitment to quality. To assess whether a candidate is personally and professionally suited for the job, we put them through a structured interview process featuring questions on how they might behave in a range of situations based on our PwC Professional competency model. In the past year, we were a reliable employer in challenging times and hired 3,088 new employees in the Assurance service line, of whom 2,702 were just starting out in their careers (including interns and student trainees) and 386 colleagues with more experience.

Surveys of students and young professionals reveal that we are one of the most attractive employers among respondents.

We have taken a wide range of actions internally and externally so that we can continue to attract talented young people in the future. These include (virtual) recruiting days, participation in (virtual) job fairs, support for teaching by providing lecturers at universities, offering internships in Germany and abroad and places for work students, master's degree programmes, our trainee programmes "Your Future@ASR" and "Financially

Yours" (in the Financial Services line) and support for professional exams and secondments to other PwC Network member firms. We have also established new virtual formats, such as the PwC candidate podcast "Versprochen" as well as webcasts for students on selected specialist topics. Selected specialists undergo our "Mission: Fit für Recruiting" interview training programme for targeted applicant approach and selection.



**“Our aim is to recruit, train and retain the right people who share our values and our commitment to quality.”**

## Professional development

Individual development of talented employees is a priority. We consider development to be any form of increase and expansion of personal and professional skills through a variety of qualification opportunities and on-the-job training. Development means any progression within a career stage as well as to the next career level. We provide suitable firm-wide personnel development measures to that end and continue to improve upon these formats.

A People Manager is an employee's line manager and point of contact on all matters concerning professional development. We strengthen the role of People Manager by providing them with targeted training, sufficient time and room to perform this valuable work. Employees and their People Managers regularly discuss their performance reviews, development and professional careers.

## PwC Professional

The PwC Professional framework supports personal and professional employee development into well-rounded specialists and managers. It comprises a uniform set of expectations for all divisions and levels of seniority. We bundle skills, behaviour and expertise we expect of every employee and want to help them develop under the five attributes "Relationships", "Business acumen", "Technical and digital", "Global and inclusive" and "Whole leadership".

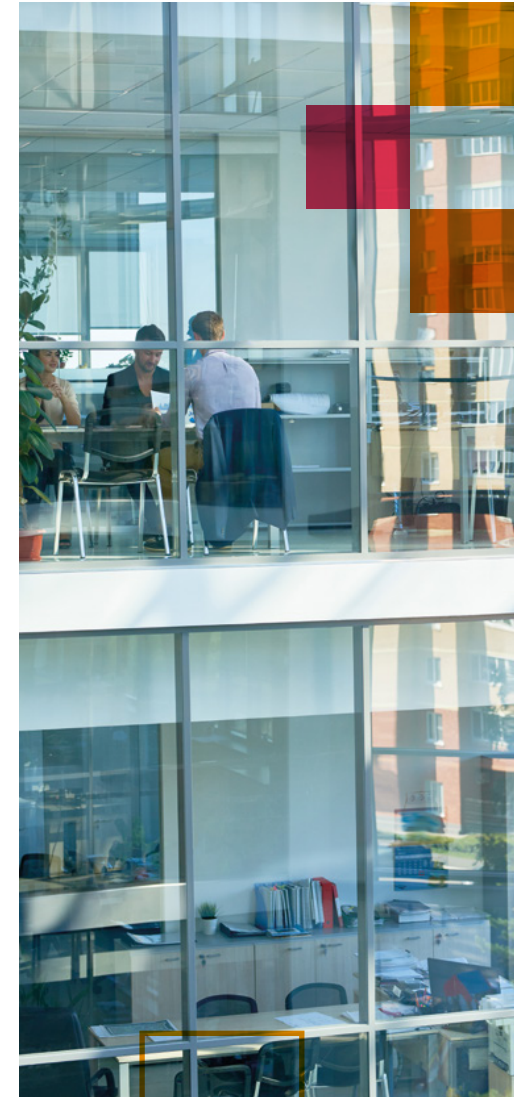
PwC Professional focuses not only on professional competencies and skills, but also aspects such as professional scepticism, focus on quality, innovation

skills, authenticity, self-assuredness and the ability to work in a team regardless of cultural differences, location or medium of communication. PwC Professional is integrated into the central HR processes – from recruiting to training and further education to employee assessment down to employee development.

We also used this framework as a basis for employee assessments in financial year 2022/2023.

We have bundled employee development, assessment and remuneration under "Living the PwC Professional". The Explore (development and assessment) and Reward (remuneration) systems represent the core elements.

“Individual development of talented employees is a priority.”



### Explore – development

Explore focuses on developing employees individually and honing their skills more efficiently as well as promoting a state-of-the-art culture of feedback. This team- and development-focused approach is based on the following elements, among others:

- Grading: every employee is assigned to a grade (skills level) under our model. This creates a firm-wide basis for our development, assessment and remuneration approach. The grades are as follows: professional grades (Associate, Specialist), senior professional grades (Senior Associate, Administrative) and leadership & management grades (Manager, Senior Manager, Director, Partner).
- Real-time development: specific techniques to continuously develop oneself and others and to work better together as a team.
- Team workshops: real-time development measures and techniques are designed and tested at these workshops.
- Snapshot: tool providing real-time, easy-to-use feedback on the current level of development and desired skills. Serves as a basis for further one-on-one discussions because regular, direct feedback is essential to the targeted development of potential.

- Upward feedback: the upward feedback programme was under review in the past financial year. We expect to launch a new format in the coming financial year. Upward feedback is a development tool for managers that enables them to reflect and keep growing.
- Learning is key: permanent learning is the key to individual development, which is why we focus on development through targeted learning. The comprehensive PwC Academy curriculum enables employees to develop their skills and competencies individually.
- Vantage: the cloud-based Vantage learning portal is the first port of call for learning and education at PwC and offers a wide range of opportunities for collaboration and learning under the “Learning is key” framework. Vantage enables the targeted search for suitable training offerings, selected access to international content, the creation of training catalogues and mobile availability.
- Global People Survey (GPS): annual employee survey gauging employee satisfaction and other indices. The results help us to pinpoint measures.

### Explore – assessment

Explore focuses on individual development potential. In addition to meaningful conversations, in which employees receive feedback on their performance and further development, there is the end-of-year career outlook meeting. Employees and their People Managers discuss the employee’s personal development, their future responsibilities and the related expectations.

Decisions regarding appraisals and promotion are made based on standardised criteria:

- Competency level: classification of the extent to which the employee meets the competencies described in the PwC Professional Framework for their grade.
- Impact (from Senior Professional grade and up): the impact rating expresses what contribution the employee makes in their role for PwC.
- Potential: assessment of expected future development.

From the grade of Manager upwards, comparative assessment rounds (“Career Roundtables”) are held. At these events, People Managers discuss and decide on

classifications for individual employees based on the assessment factors and set the basis for remuneration for the past financial year and the target income for the next one.

Promotion recommendations from the Specialist, Associate and Senior Associate grades are also presented and confirmed at the Career Roundtable.

Decisions on promotions are taken in light of individual development and the level of competency achieved. This includes an evaluation of the quality of work and compliance with the Code of Conduct and professional standards.

As part of the revisions to our promotion programmes, for the grade up to Senior Manager we have revised the previous point-in-time assessments based on the existence of a business case and the fulfilment of personal and professional suitability criteria through a preparatory development interview and programme. Representatives of the ASR LT and other Assurance partners take part in this process. In addition, nominations as director and partner include members of the Management Board as well as LT representatives from other divisions.

## Reward – remuneration

Reward is the name of our firm-wide, rules-based remuneration system. The focus is on transparency, benchmarkability and efficiency of remuneration processes.

Employee remuneration is based on the roles exercised and responsibilities taken, as defined by PwC Professional.

The basis for this is the grade groups. The remuneration ranges for each career level represent a tool for market-oriented

remuneration management. PwC is guided by the relevant market data and regularly reviews its current internal remuneration structure. The grades of Professional and Senior Professional feature ranges for fixed and variable remuneration components (salary) while the Leadership & Management grades feature ranges for target income.

The variable remuneration component varies between career levels and increases as employees progress through to higher levels.

Under Reward, we apply uniform rules per grade which define the framework for remuneration decisions relating to salary and bonus. Remuneration is closely linked to the decisions made under the Explore framework and is thus transparent.

Please refer to Appendix 2 for further information on the assessment and remuneration system for partners, members of the Management Board and the Supervisory Board as well as other senior employees.

## Continuing education

Continuing employee education is crucial to the success of our firm and to safeguarding an excellent level of quality of our services. Highly trained and well-motivated employees are vital to the quality of our services and our business success.

Our continuing education offering is aimed at honing the skills and competencies of our employees in a targeted and needs-based manner and enables our people to react flexibly to constantly evolving (knowledge) requirements, products and markets.

Employees bring with them a wide range of experience and skills when they join PwC. The education programme is therefore designed to prepare employees for their professional activities and areas of responsibility at PwC.

## Staff retention

We attach great importance to increasing the well-being of our specialist staff and our partners, and as an attractive employer we aim to retain our employees over the long term. Aside from a large number of qualification and development measures, we also offer a wide range of other benefits.



In addition to sharing knowledge, this also involves the ability to apply skills learnt in everyday working life. This intention is realised in two ways: real-time, on-the-job acquisition of knowledge and skills (“real-time development”) and off-the-job training. Real-time development means seeing every work situation as a learning opportunity. Learning through on-the-job practice under the supervision of experienced team leaders allows learning and working to become one. Off-the-job training takes place via targeted, needs-based qualification in combination with (virtual) classroom courses, workshops, specialist and learning days and online formats.

Responsibility for ensuring that employees participate in the training courses provided for them is primarily with the employees themselves and their People Managers.

We use the processes and monitoring measures embedded in our SoQM to ensure compliance with the framework of obligations for our experts to continue their education, which is based on the national and international professional requirements and supplemental PwC (Network) standards. This includes in particular monitoring to ensure that all members of the profession at PwC GmbH complete at least 40 hours per year of qualified continuing professional

development (CPD), as required in the Professional Charter (section 5 BS WP/vBP). At least 20 hours must be completed through participation in structured training opportunities.

Significant training times resulted from the new audit standard on the identification and assessment of risks (ISA 315 [Revised] 2019). The curriculum offered since the end of the past financial year was significantly expanded at the beginning of this year. In total, the training volume (average Assurance training days per FTE) remained virtually unchanged at 10.3 (previous year: 10.5). The basic qualification for our employees in the first two years in the profession comprises specialist education and training courses averaging more than 100 hours per year. Firm-wide, we have agreed to offer approximately 60 percent of PwC’s training courses in the form of virtual classrooms and online learning and approximately 40 percent as classroom-based offerings.

PwC GmbH’s training programme is constantly being expanded and refined, whether through formal or informal offerings such as (virtual) workshops, forums and workspaces in which employees exchange their experiences or through digital access to information to make learning fast and flexible.

Our people are also required to keep learning. PwC helps them to do so by providing them with specialist information via a range of channels, such as the Internet, books and hard-copy or electronic specialist periodicals, knowledge and management portals, newsletters, circulars and other online media.

The curricula in the Assurance division addresses both professional and interdisciplinary skills and comprises a mandatory and an elective programme which is generally broken down by grade or level of experience. In their first two years, Assurance employees undergo a largely standardised programme of mandatory basic training modules which are supplemented by needs- or area-specific offerings. The subsequent learning paths include advanced qualification, subject-area specific annual updates and specialist offers. Individual professional training programmes include appraisals of learning outcomes in the form of tests.

To ensure consistency across the Network, a global audit curriculum that is structured into modular learning paths provides access to training programmes on topics relating to the PwC Audit, the technologies tools we use to support our audit approach and our audit quality

requirements. Where relevant, the training content of the global audit curriculum is supplemented by our specialist areas together with Learning & Education to meet national requirements an special features. Our comprehensive audit curriculum is structured into basic and advanced training by learning paths for years one to four in the job. Starting in year five, our specialists participate in annual update training modules in which they are informed of changes that affect their work.

Our accounting curriculum is structured in the same fashion. The signatories of audit opinions for financial statements prepared in accordance with International Financial Reporting Standards (IFRS) must obtain annual IFRS certifications. PwC GmbH makes its quality-assured IFRS basic training modules available to other PwC member firms throughout the Network.

Employees of the Financial Services (FS) business unit receive a supplementary curriculum in order to meet their need for advanced training. Employees of the Capital Markets & Accounting Advisory Services (CMAAS) and Risk Assurance Solutions (RAS) business units outside of FS also benefit from tailored curricula which are designed to meet their specific needs.

Training offerings to further develop soft skills round off the learning paths and, where expedient, the curricula are also fleshed out with offerings from other divisions and external providers.

Our offering takes into account national and international professional CPD requirements as well as supplementary PwC (Network) standards.

Our training programme regarding the Sustainability Upskilling Non-Financial Reporting Directive (NFRD) – in future the Corporate Sustainability Reporting Directive (CSRD) – is continuously evolving and is designed to ensure that our employees meet in full the sustainability reporting requirements so that they are able to win over the market with their expertise.

Aside from our upskilling initiatives, new tools, technologies and platforms play a vital role in our ability as a firm to keep fit for the digital future. For this reason, we offer a diverse, demand-based digital training offering, which is also largely suited to all lines of business – from training modules on the use of tools and technologies (e.g., in data & analytics, robotic process

automation and artificial intelligence) through to new ways of working and a digital mindset. In our Digital Lab, our one-stop shop for information on digital solutions, we share solutions (digital assets) which we have developed using tools and technologies.

A PwC-wide industry and middle market curriculum rounds off the offering.

## Global mobility

One key element of our business and HR strategy is the secondment of German employees to foreign Network member firms and welcoming foreign employees in Germany. In the spirit of “The New Equation” and with a focus on connecting and collaborating with each other and the world around us, we empower our employees to build valuable intercultural expertise, develop professionally and expand their personal network. In addition, secondments are directly related to client support and expanding client relationships. International firms expect to be served abroad by people who are familiar with both the foreign and the German market.

In the 2022/2023 financial year, 70 colleagues from the Assurance division were seconded abroad (outbounds) and 61 employees of other Network member firms came to Germany to work in Assurance (inbounds) during that same period. In contrast to the previous year’s development, the number of outbounds increased only slightly, while secondments to Germany rose sharply. Employee feedback confirms that they were able to develop a global mindset and further expand their intercultural competence. Feedback from our seconded employees confirms the strategic importance of foreign experience within the PwC Network. They indicate that, above all, their understanding of preferences and priorities in connection with working at the international level was also enhanced.

Responses to our PwC Europe Assignee Survey, which asked the views of outbounds from countries within the PwC Europe Group and Luxembourg, indicated that for financial year 2022/2023, 99 percent of respondents would recommend an assignment abroad to other colleagues and that 83 percent were very satisfied with their own secondment.



E

# Our audit approach



# 1 PwC Audit – the PwC audit approach

The PwC Network has established a uniform audit approach and process: The PwC Audit. Our audit approach is based on the International Standards on Auditing (ISA), country-specific requirements and PwC's guidelines and explanations. It is on this basis that we provide consistent, high-quality audit services in accordance with professional, statutory and other legal requirements.

Taking into account new standards and innovative audit technologies, as well as the findings from internal and external quality control measures and in response to changes in business models and risks faced by companies, for instance in the context of digitalisation, our audit approach is subject to continual review by

Global Assurance Quality Methodology (GAQ-M). GAQ-M draws up the PwC Audit Guide, our internal guidelines on audit processes, and provides technical support for global audit tools based on it.

PwC GmbH is closely involved in the development of the global audit approach and tools through participation in strategic committees and consultation groups, and by making project resources available. National extensions are developed by experienced experts and specialists working in a variety of sectors (e.g., Cyber Security & Privacy Services, Compliance Management Services, Corporate Treasury Solutions, Financial Services, Risk Assurance Solutions, Sustainability Services).

“The PwC Network has established a uniform audit approach and process: The PwC Audit.”



## 2 Tools and technologies

Adherence to the PwC Audit requirements is supported in every phase of performing an engagement through the use of audit tools and technologies and databases containing detailed audit instructions for a variety of engagement sizes and industries. They provide targeted, transparent guidance to the audit teams throughout the audit process while leaving enough scope for professional reactions to individual requirements.

A large number of interconnected systems come into play as needed. We benefit from comprehensive support from the time we accept the engagement through risk classification, HR demand planning – including the use of internal shared service centres and centres of excellence – down to reporting and billing.

Our customer relationship management system is suited to the specific needs of an audit firm. Before we even accept an engagement, we systematically identify and assess risk factors in our acceptance tools. We use a downstream tool that harnesses the information gathered in the acceptance tools and applies supplemental criteria to propose a binding, system-generated risk classification for every engagement, which enables us to plan out subsequent decisions early, such as which engagement quality control procedures we intend to apply.

In order to optimise our planning of resources and staff deployment, we use a bespoke software package featuring extensive control options to plan every engagement.

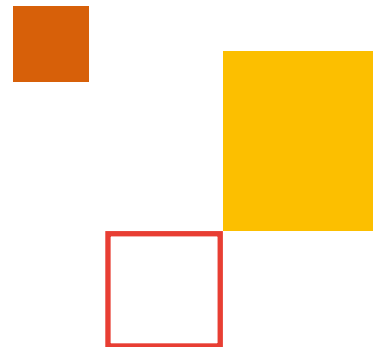
We use Aura, a globally standardised planning and documentation system, for our audits. Aura enables us to lock in a consistent, efficient and high-quality audit process and communicate within the team as needed. Aside from comprehensive risk and content libraries with standardised and adaptable audit instructions, the system also offers project management functions (e.g., dashboards) for engagement processing; these can be accessed at any time via mobile devices. This makes it easier to provide guidance to team members and to monitor and supervise the timely and proper performance of the engagement.

Aura also features other specific applications which are helpful in the context of an audit, such as Count, which is used to plan and perform inventory observations, SPUT, used to obtain and analyse third-party confirmations, and Connect and the CARE collaboration platform for securely exchanging information and audit documents with our clients and between group audit teams.

Our Halo Suite bundles data analysis tools together which our audit teams use in risk analysis, process audits, analytical audit procedures and tests of details.

For example, Halo for Journals enables us to examine postings from a variety of ERP systems for red flags and fraud-relevant issues. Specifically for SAP systems, we have worked together with a strategic partner to develop Halo for SAP. We use this solution, which is subject to continuous improvement and expansion, to perform end-to-end analyses of business processes and their links to accounts and line items in the balance sheet and income statement. System settings, certain controls and other audit issues are subjected to a standardised analysis based on a number of algorithms and additional data is provided for individual analyses. The Halo for SAP Group Analytics module also maps audit questions for the group environment.

We also work with industry-specific applications that are used by insurance companies, for instance.





For comparisons of audit evidence against statutory requirements and the examination of extensive documents on a test basis, we use tools which feature optical reading functions as well as artificial intelligence to permit the automation of certain audit steps. We have worked together with development

partners to create the applications A.L.I. (Automated List Inspector) for use in audits of unstructured data in texts, such as appendices, using checklists and automated data management (ADAM) for reviews of receipts at the individual transaction level.

We use cutting-edge visualisation technologies to render audit material transparent, focus on risky transactions and enable us to offer our clients tips on how to improve their processes.

A special workflow system is used in the drafting and quality control of our audit reports, which are prepared for delivery using state-of-the-art physical and electronic printing lines.

Our tools and technologies are essentially developed and implemented at a global level, guaranteeing consistency throughout the entire PwC Network.

In order to safeguard the reliability of the audit technology we use, appropriate processes, rules and controls have been implemented. Among other things, this involves clearly assigning roles and responsibilities of users and operators as well as guidelines drafted by us on the appropriateness of audit documentation when using these audit technologies.

We are constantly investing to further enhance existing digital tools and technologies and to develop and introduce new ones. This enables us to meet the constantly growing and changing requirements and assert ourselves as a knowledge and technology leader on the

market. One of the goals in our digital roadmap is to push innovation in new digital developments and processes. Interdisciplinary teams join up with strategic partners to develop new ideas and solutions – first, as a prototype before shaping them into suitable products that are ready for the market. We have established an Experience Centre for our teams and clients, where technical innovations are developed using agile methods and made tangible.

Under its multi-year “Our Next Generation Audit” (NGA) project, the PwC Network is investing in the development of a new global audit platform to support our next generation of audits and ultimately to replace technologies which had previously taken centre stage, such as Aura and Connect. By exploring and investing in new technologies and by redefining the underlying audit processes, PwC intends to further standardise, streamline, centralise and automate its audit work. These investments by PwC will further accelerate the innovations that are already underway and enable us to respond to the changing needs of our stakeholders even more rapidly and effectively while taking advantage of new technologies so as to offer a new audit experience that includes continuous quality improvement at the highest level.

# 3 Supporting engagement performance

## Audit team and resource management

We work in interdisciplinary audit teams in order to increase the quality of audits while enhancing the attractiveness of our specialists' fields of activity. This is why specialists, for instance in Cyber Security & Privacy Services, Forensic Services, Risk Assurance Solutions, Sustainability Services (sustainability/non-financial information), Tax & Legal and Valuation Services are included in our resource management system. Since 1 July 2023, these specialists have been organised into platforms in order to better merge consulting expertise on the one hand and audit and audit support expertise on the other. In the involvement of specialists enables us to call together an interdisciplinary team for any situation as required to focus on our clients and offer them competent service and feedback on risks identified in the course of the audit. Our specialists also have the ability of using technological solutions in the audit which were developed specifically to address their specialist topics.

The engagement partner is responsible for filling the audit team with sufficiently qualified employees. They receive assistance in doing so from our resource management system.

The objective of our resource management system is to create the right teams for all accepted and expected engagements so that these can be performed to the proper standard in the time allotted. This is done taking into account the staff structure and professional qualifications of our employees so as to properly use employees and specialists in a manner that leverages their experience and skills. Our resource management system accounts for the staffing requirements of the engagement partners when planning all engagements. This is done by the individual units of the Assurance division in close cooperation between resource management and the engagement partners. A standardised tool is used. Resource planning for engagements of a national scope is coordinated by a national resource management system.

Engagement and staff scheduling is condensed into an overall plan. Control mechanisms are in place to offset surplus capacity and bottlenecks across offices and business units.

## Coaching and supervision

Every engagement partner and the experienced members of the audit team supervise the audit, check work products and instruct less experienced employees. The appropriate level of guidance, supervision and review of junior staff is determined by the engagement partner. This serves to ensure quality within the audit team ("quality at source").

Our review and documentation tool Aura supports our employees in carrying out this work. Each member of the audit team is required to perform a self-critical review of their own work in addition to the monitoring activities of the engagement partners and experienced employees before the documentation is completed and ready for review. The final assessment of the work product is carried out by the engagement partner. This also includes identifying and clarifying critical matters and any necessary internal consultation with specialists. The relevant rules call for the involvement of the audit report co-signatories.



“We work in interdisciplinary audit teams in order to increase the quality of audits while enhancing the attractiveness of our specialists' fields of activity.”

## Shared service centre

One core element of our quality and efficiency enhancement strategy is to outsource administrative activities to service delivery centres (SDCs) in the EU and Turkey and standardised audit procedures to a competence centre (CC) in Germany.

The PwC Network's Standards for Assurance Activities Performed in Service Delivery Centres (SDC Standards) apply to SDCs and ensure the necessary quality of the outsourced audit activities.

Any requirements under German professional law beyond the PwC Network's SDC Standards are agreed in service level agreements with the SDCs. The SDCs are subject to an annual quality management review (QMR) by the PwC Network, the results of which we analyse and can be used by the regulator of our profession. The German CC, which is also subject to the SDC Standards, is an organisational unit of PwC GmbH that is integrated directly into the SoQM.

Where audit execution activities are outsourced to SDCs or are performed by the CCs, we have appropriate rules in place to ensure adherence to independence requirements as well as duties of confidentiality and data protection requirements as well as to ensure that the engagement partners are able to exercise their own judgement and that key decisions are always made by them.

## National office

At our national office, we employ specialists in national and international accounting, tax, auditing and reporting, legal, independence and risk & quality. These specialists play a vital role in keeping our policies and guidelines current by keeping tabs on new developments and providing updates to our specialists.

## Consultation

We foster a culture of active and open consultation. PwC GmbH has created an infrastructure for resolving complex specialist issues through its national office specialists. In these areas, under the leadership of managers, highly qualified specialists stand by to assist the audit teams. The rules on internal consultation include specifications relating to the consultation procedure, including instructions on the use of our tool to initiate and document the consultation process. In addition, the rules define which issues are subject to mandatory consultation. In many instances, the advice of our internal specialists must be sought above and beyond the scope of mandatory consultations.

## Differences of opinion

Separate policies govern how to handle differences of opinion between engagement partners, QRPs, engagement quality control reviewers and consultation partners. The persons involved in these consultation and escalation processes are involved independent of the engagement; they are both specialist experts and persons with operational responsibility. The rules provide for the involvement of ASR R&Q.

If it is not possible to resolve differences of opinion, the matter is escalated through the levels of the firm's hierarchy. If the engagement partner does not support the decision made, it must be decided in consultation with the persons involved in the escalation process whether the report should be signed by another authorised signatory. The Territory Assurance Leader is responsible for the ultimate decision.



## Engagement quality control

Our engagement quality control procedures make it possible for us to provide preventative monitoring of audit engagement quality. To determine which engagements are to be subjected to engagement quality control procedures, as well as the extent of those procedures, we first classify engagements into risk segments based on the results of a risk analysis conducted at the time the engagement is accepted or continued. This risk analysis reveals a variety of categories for engagements which will be subjected to risk-adequate measures (e.g., public-interest entities, scope of planned audit hours, planned capital market transactions). Additional engagement quality control procedures are also taken for engagements for which there are indications of substantive or timing deficiencies in documentation which are not covered by the usual engagement quality control procedures. The audit teams in particular are alerted to these indications so that they can implement remedies at an early stage.

For audits pursuant to section 316 HGB, other than audits of public-interest entities, a decision must be made depending on the risk associated with the audit engagement (nature, sector, complexity) as to whether and which engagement-specific quality control procedures need to be taken. Appropriate measures include consultation, long-form audit report compliance reviews and engagement quality control reviews. Other than for audits of public-interest entities, the decision as to the type of engagement quality control is taken by the responsible risk management partner; in other cases the engagement partner can order an engagement quality control, if needed.

As part of a long-form audit report compliance review for audits of financial statements, the audit report is subjected to review prior to being issued to assess whether the audit procedures and findings presented therein are consistent and whether the report itself is appropriate overall. The draft audit report, the annual/consolidated financial statements, the (group) management report and the audit opinion are subjected to a critical review and the conclusions of that review are discussed with the engagement partner.

Engagements to audit the financial statements of public-interest entities domiciled in an EU member state and those for which particular risks have been identified in the course of the engagement are subjected to engagement quality control review. During that process, specialised, professionally and personally suitable, experienced and independent auditors are deployed as engagement quality control reviewers (QA-WPs). These people are selected based on their firm understanding of the applicable accounting standards and audit principles and professional and industry experience.

Separate rules govern, among other things, the working programmes used by the QA-WPs and the escalation processes for resolving differences of opinion between them and the engagement partner. These programmes are designed to ensure the overall quality of the audit engagement and that the audits are performed in accordance with the relevant statutory and professional requirements. The report is submitted to the client only once it has been approved by the engagement quality control reviewer.

Aside from the long-form audit report compliance reviews, engagement quality control reviews include an objective assessment as to whether the professional requirements in relation to engagement performance, documentation and reporting have been complied with.

Engagement quality control reviews of listed public-interest entities domiciled in an EU member state are performed by quality review partners (QRPs), who operate independently from the audit team and may be assisted by the QA-WPs and other specialists. QRPs are involved in particular in the central aspects of audits, such as questions about independence, key audit matters and significant judgements and the reactions of the audit team to these and other specific questions concerning accounting, reporting and disclosure. By appointing a QRP, we are following the professional standards and those of the PwC Network.

In addition, ad hoc or periodic engagement quality control procedures are performed by particularly highly qualified engagement quality control reviewers in connection with IFRS financial statements.

In the case of audit engagements for which no engagement quality control reviews are planned, if there are specific risks (critical accounting or auditing issues) a specific engagement quality control procedure is carried out in relation to that matter. The decision about the engagement quality control procedure to be performed is taken at the responsibility of the relevant Assurance Risk Management Partner. The measure is performed by professionally and personally suitable, experienced and independent engagement quality control reviewers.

For other attestation services, expert opinions and advisory engagements accepted by Assurance, which are not subject to engagement quality control reviews, long-form audit report compliance reviews and reviews of other work products are generally performed by the co-signatories in accordance with the applicable provisions of the Professional Charter. The requirement is that the co-signatory has not helped to draft the report or opinion and was not materially involved in performing the engagement.

For other attestation services, expert opinions and advisory engagements accepted by Assurance, which are classified as high-risk, the relevant Assurance Risk Management Partner must determine appropriate risk-mitigating measures.

## Documentation

There are tools and rules-based processes for documenting and archiving work products that comply with the relevant professional requirements. Engagement documentation must be finalised in a timely manner within the set deadline after conclusion of the engagement. For audits in accordance with section 316 HGB, a 60-day deadline after the issuance of the audit opinion applies. This deadline also applies to other attestation services as well as to expert opinions and consulting engagements accepted by Assurance. Special rules apply for instance for audit engagements in accordance with the PCAOB auditing standards.

Organisational measures are in place in order to ensure compliance with the archiving deadlines, including IT-driven measures for electronic working papers and work instructions for hard copy working papers. These are supplemented by appropriate monitoring measures.





F

# Activities to monitor and improve audit quality



# 1 Internal monitoring activities

Effective monitoring processes are in place in order to ensure the appropriateness of the SoQM. The aim of these processes is to detect and assess whether the policies and procedures that make up our SoQM are both adequate and effective in providing reasonable assurance that our engagements are performed in accordance with the relevant laws, regulations and professional standards. We use our monitoring procedures to continuously assess the engagement quality control procedures implemented.

The engagement quality review programme at the PwC member firms is based on the Global Assurance Quality Inspection (GAQ-I) programme. This programme, which is based on professional standards for quality control and includes the requirements for systems of quality management under ISQM 1, covers policies, procedures, tools and instructions used by the PwC member firms.

The GAQ-I programme is coordinated by a central team comprising a GAQ-I Leader and a group of International Team Leaders (ITLs). These are senior partners that the PwC member firms second to the central GAQ-I team. The ITLs oversee all phases of the GAQ-I programme at the member firms to which they are assigned (including scoping, execution, general grading and evaluation of results), thereby ensuring that reviews are conducted consistently and effectively within the PwC Network.

The programme covers the following:

- A review of completed engagements to ensure that they comply with the relevant statutory, professional and internal requirements with regard to engagement performance and reporting (engagement reviews or engagement quality reviews (EQRs)); and
- Regular reviews of our SoQM by an objective and independent review team as part of the firm's annual Quality Management Review (QMR).

The EQRs are annual risk-based reviews of completed engagements, which are carried out on a regular basis by the employees of our firm who are responsible for performing and signing audit engagements and other assurance services. The reviews assess whether an engagement was performed in accordance with the PwC Audit Guide, the applicable professional standards and other applicable engagement-related policies and procedures.

Every auditor responsible for performing audits of financial statements (section 49 (2) sentence 3 BS WP/vBP) and every other person responsible for performing other engagements must undergo a review at least once every three years (review cycle).

The EQRs are managed by experienced Assurance Partners or – in exceptional cases – Directors with extensive review experience (Review Team Leaders (RTLs)). Partners from other PwC member firms can also be appointed as RTLs, provided they possess the requisite

linguistic and professional qualifications. The RTLs are assisted by teams of Partners, Directors, (Senior) Managers and Specialists. The independence of the assigned team members is observed. Training courses (updated annually), online conferences, written instructions and individual meetings prepare the review teams for their respective tasks. Various questionnaires and supplementary tools, which were developed within the Network and tailored to the national jurisdictions, are used during the auditing procedures.

With the exception of certain specialists, all reviewers are German Public Accountants (WPs) or hold a comparable professional title from a foreign jurisdiction.

The design and effectiveness of our SoQM is reviewed as part of the QMR. Using a central team to coordinate across the entire network allows us to share our experiences within the PwC Network and take a unified approach to findings.

The results of the GAQ-I are reported to the Management Board. It is responsible for analysing the results (including the root cause analysis) and for taking any action to make improvements. If deficiencies in engagement quality are identified, the engagement partners may be subject to additional measures (e.g., coaching or training offers) or disciplinary action in line with our Quality Accountability Framework.

The employees are informed about the GAQ-I results and the action taken as a result on a regular basis. Furthermore, the auditors in our firm who are responsible for audits of consolidated financial statements of entities engaging in cross-border activities are notified of any relevant results stemming from engagement quality reviews at other PwC member firms. They can thus take the results into consideration when planning and performing their audit activities.

PwC GmbH's engagement quality review programme also calls for an annual assessment of the SoQM. It is reviewed whether the rules of the SoQM are appropriate, taking into account the latest developments as they relate to the statutory and professional requirements, and whether the rules are complied with in practice (SoQM Self-Testing).

The Assurance LT has appointed a quality review leader who is responsible for planning and performing engagement quality reviews and analysing the results in Germany.

The results of these procedures, along with our ongoing monitoring activities, form the basis for our ongoing efforts to improve our quality management.

In addition to the regular engagement quality reviews, internal investigations are also performed if, for instance, follow-up audits, audits of the published financial statements of PIEs by the Federal Financial Supervisory Authority (BaFin), inquiries by the German Chamber of Public Accountants (WPK) or press reports indicate that professional obligations may have been violated.

In preparation for the past 2022/2023 financial year's QMR, the SoQM Self-Testing procedure identified that the process to record all financial interests of

Directors, Senior Managers and Managers in the dedicated database could be improved. However, this did not constitute a violation of external rules on personal independence. We addressed all findings concerning Directors immediately and remedied them by the time this report was published. Data entry errors in the database concerning (Senior) Managers are corrected without undue delay. Other planned improvement measures in relation to (Senior) Managers are subject to co-determination rules. Discussions to this effect have already been started with the Works Council.



## 2 External monitoring activities

PwC GmbH is registered in the public register (Berufsregister) as an audit firm that performs statutory audits of financial statements (section 38 no. 2 f) WPO). It is thus authorised to perform statutory audits of financial statements and is therefore subject to regular (external) quality controls in accordance with section 57a (1) WPO.

Another monitoring procedure in addition to this external quality control is the Auditor Oversight Body's inspection procedure, which includes a review of the audit firm's SoQM and the propriety of the engagement performance.

Both procedures are designed to ensure public confidence in the quality of the professional practice. The findings from these procedures also regularly serve to refine our SoQM.

The external quality control by another audit firm is coordinated by the WPK's Commission for Quality Control and covers an audit firm's SoQM for the audit of financial statements of companies

that are not public-interest entities and engagement performance. For the sake of efficiency, the external quality control must utilise the findings of the review of the audit firm's SoQM from the inspection procedure (section 57a (5a) WPO).

The most recent quality control conducted at PwC GmbH in accordance with section 57a (2) WPO was completed on 28 October 2020. After assessing the report, the Commission for Quality Control, taking into account the information currently available, set the date for PwC GmbH's next quality control for 28 October 2026.

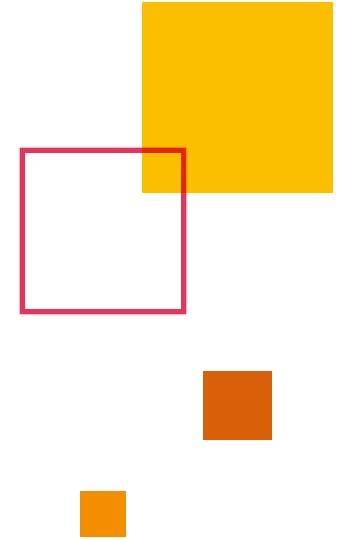
The focus of the AOB's inspections are the SoQM and the performance of the audit of the financial statements of companies that are public-interest entities and tax audits ordered by BaFin.

The AOB's inspection and report for the 2022/2023 financial year was completed on 17 July 2023. The report provided the following assessment:

"No facts came to light during the inspection that run counter to the assumption that the firm's system of quality management complies with the law and the Professional Charter and provides reasonable assurance that audits of financial statements are properly performed in accordance with section 316 HGB for public-interest entities pursuant to section 316a sentence 2 HGB."

The AOB notes that this statement should be considered in conjunction with the complete inspection report, which contains individual findings concerning the engagements covered by the inspection. We have analysed the root causes of the individual findings and taken the necessary countermeasures.

Because we are registered with the Public Company Accounting Oversight Board, the PCAOB also conducts inspections at our firm. The PCAOB has commenced its inspection for the 2022/2023 financial year. As at the publication of this report, the inspection had not yet been completed.



# 3 Continuous quality improvement

The findings and results of our own ongoing monitoring activities, the reviews of the PwC Network, internal investigations, the external quality controls, the AOB and PCAOB inspections, and BaFin and WPK inquiries are collected and evaluated in a structured manner. They form the foundation for identifying areas for improvement and refining our SoQM.

The findings from these activities are discussed annually at the Quality Improvement Plan meetings and included in the Quality Improvement Plan if the results do not meet expectations. This plan includes findings from engagement-related reviews and the weaknesses in the SoQM identified in reviews and the requisite action needed to remedy them.

The management of the respective PwC member firm is personally responsible for successfully implementing the necessary measures. The process helps to continuously improve the SoQM. The measures taken are themselves then subject to review in the following year.

The results of the reviews and the steps taken are communicated to the employees as part of the annual training programme so that the employees can take these into account when performing their engagements. Furthermore, the partners responsible for auditing consolidated financial statements are informed about the relevant results of the reviews by the network's member firms so that these can be incorporated in the planning and performance of audits of consolidated financial statements.



Since we are constantly adapting and fine-tuning our services and the needs and expectations of our clients and other stakeholders also change, we review and update the scope, coverage and function of our SoQM on an ongoing basis and invest in measures to improve the quality of our assurance services. As part of our global “The New Equation” strategy, we are also investing heavily in our internal processes, new technologies and tools, and in the training and further education of our employees in an effort to continually improve our skills and the efficiency of our services. At the same time, we are making sure that our services remain tailored to our clients. We focus on the following:

- Further strengthening our quality culture in order to help our employees engage in conduct that helps to improve the quality of our engagements; quality topics are always on the agenda at the meetings of our Assurance governing bodies

- Further expanding and integrating the use of quality indicators to monitor quality during the acceptance and performance of our engagements, performing engagement quality control in real time in order to avoid quality deficiencies, performing root cause analyses, and implementing a Quality Accountability Framework in order to improve the conduct, culture and measures relating to quality; in addition to analyses of assurance quality indicators (AQIs), this also includes dashboards of key performance indicator (KPIs) used by office managers/ cost centre managers to manage quality and used in the discussion of changes in KPIs by the Assurance governing bodies

We will also continue focus on the collaboration with our clients and stakeholders:

- In order to earn and build up the trust our clients and stakeholders have in us, we will continue to be very transparent about our business activities, including on our PwC website and at public events

- We will actively participate in the public debate on the future of the auditing profession, particularly on what must change in order to meet society’s evolving expectations (e.g., the discussions on placing a greater focus on fraud during audits and having auditors review compliance management systems)
- We will regularly engage with clients, regulators and the profession to discuss technological changes and their effect on ensuring compliance with the technical requirements for the audit of financial statements
- We will respond rapidly to fundamental global changes brought about by disruptive technologies, climate change and shifts in the geopolitical landscape



## Root cause analysis

A root cause analysis forms the basis of the Quality Improvement Plan. A team of quality experts performs the root cause analysis and then discusses the results with representatives from Assurance's functional areas and management team. This process identifies those factors that are the cause of the review findings. Potential influencing factors are analysed, such as lack of expertise, lack of monitoring, lack of adequate review processes of work performed, lack of due care, lack of professional scepticism or lack of/unclear rules in the SoQM. The reviewer's documentation of the results forms the basis of the internal review. The basis of the root cause analysis for external quality controls and inspections are the discussions with the reviewers and inspectors, engagement-related information, working papers and interviews with the audit teams.

A key aspect of the engagement-related root cause analysis is to identify how improvements can be implemented in connection with our engagements so that we ensure and increase the quality of our assurance services. In addition,

if the causes are related to processes, the existing processes in the SoQM are changed.

If the causes are human-related, this can, depending on the circumstances of the individual case, have personal consequences. These are set out in the Quality Accountability Framework.

## Quality Accountability Framework

Our Quality Accountability Framework, which defines and assigns responsibilities, requires employees to comply with quality requirements and also holds them accountable in this regard. The Quality Accountability Framework applies to all employees depending on their respective area of responsibility. It was revised in financial year 2022/2023, particularly with regard to its relevance for management functions.

It always takes effect whenever there are indications of violations of statutory or professional obligations or our own quality and conduct standards. In those

instances, the matter must be investigated quickly and, if the suspected violation is substantiated, a root cause analysis conducted and the severity of the violation assessed. This may also lead to personal consequences depending on the circumstances of the individual case. These can range from quality improvement measures (e.g., training) to relocation to disciplinary action (e.g., warning, reduction in variable remuneration components).

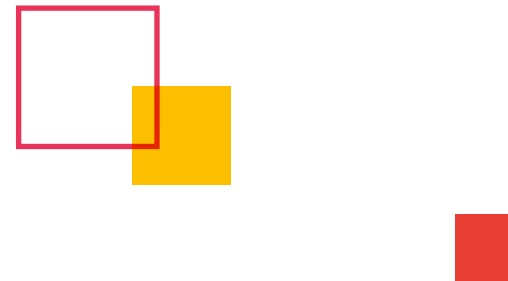
If no violations or other quality deficiencies are identified during internal or external quality control procedures, the engagement partner is positively acknowledged for the superior quality of the engagement (e.g., this is positively taken into account during the next employee performance review).

All employees were informed of the Quality Accountability Framework and that it is a fixed component of their performance review.

## Assurance quality indicators

We have defined a number of assurance assurance quality indicators (AQIs) that help us to identify and avoid potential quality risks early on. This quality risk analysis is a key component of our QMSE initiative in which leading (prospective) and lagging (retrospective) AQIs are used to place developments in an overall context. In addition to other indicators, AQIs are a key tool for monitoring and improving our SoQM on an ongoing basis. The AQIs are presented in dashboards, thereby facilitating a structured quality analysis and accounting for any compound effects.

Overall, a fixed set of AQIs is monitored in order to identify any undesirable developments and take appropriate action early on. This includes hiring and dismissing employees, deploying specialists and involving partners and managers. This set of AQIs is gradually being expanded and refined.



# G

## PwC Network





## Description of network

PwC is the brand under which the member firms of PricewaterhouseCoopers International Limited (PwCIL) operate and provide professional services. Together, these firms form the PwC Network.

In many parts of the world, audit firms are required by law to be locally owned and independent. The PwC Network is not a global partnership, a single firm or a multinational corporation.

The PwC Network consists of firms which are separate legal entities.

The names and registered offices of the audit firms within the European Union and the European Economic Area (EEA) that are member firms of the network are presented in Appendix 6. The revenue generated by the European members of the network (EU and EEA member states) in financial year 2022/2023 from auditing annual and consolidated financial statements totalled EUR 2.8 billion.

## Global PwC Network



Source: PwC Global Annual Review 2023.

## PricewaterhouseCoopers International Limited (PwCIL)

Firms in the PwC Network (PwC member firms) are members in, or have other connections to, PricewaterhouseCoopers International Limited (PwCIL), an English private company limited by guarantee. PwCIL does not practise accountancy or provide services to clients.

Rather its purpose is to act as a coordinating entity for PwC member firms. Focusing on key areas such as strategy, brand, and risk and quality, PwCIL coordinates the development and implementation of policies and initiatives to achieve a common and coordinated approach among the individual PwC member firms, where appropriate. PwC member firms can use the PwC name, and the resources and methodologies of the PwC Network are made available to them. In addition, PwC member firms may request the resources of other PwC member firms and/or secure the provision of professional services by other PwC member firms and/or other entities. In return, PwC member firms agree to abide by certain common policies and to maintain the standards of the PwC Network as put forward by PwCIL.

The PwC Network is not an international partnership or firm. A PwC member firm cannot act as agent of PwCIL or any other PwC member firm, cannot obligate PwCIL or any other PwC member firm, and is liable only for its own acts or omissions and not those of PwCIL or any other PwC

member firm. Similarly, PwCIL cannot act as an agent of any PwC member firm, cannot obligate any PwC member firm, and is liable only for its own acts or omissions. PwCIL has neither the right nor the ability to control any PwC firm's exercise of professional judgement.

## Collaboration within the PwC Europe Group

In order to promote closer collaboration between the continental European member firms of the PwC Network, the member firms in Germany, Austria, the Netherlands, Belgium, Turkey and Switzerland have joined forces via a jointly held company, PricewaterhouseCoopers Europe GmbH (PwC Europe), to form the PwC Europe Group. An expansion of the group is being sought.

PwC Europe has no employees of its own, does not carry out any operational business activities and does not have a market presence. It is tasked with facilitating the exchange and coordination between the national firms and advancing joint developments.

## German PwC Group

PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft (PwC GmbH) is the parent company of the German PwC Group. It provides comprehensive assurance, tax advisory and other advisory services. PwC GmbH also holds shares in subsidiaries that operate separately on the market.

PwC GmbH's operating subsidiaries are listed in Appendix 5.

The employees of the firms listed in Appendix 5, which are professional firms (audit firms), are employed exclusively by PwC GmbH. These firms use the employees of PwC GmbH for their operations.

The SoQM of these firms is equivalent to PwC GmbH's system.

PricewaterhouseCoopers Legal Aktiengesellschaft Rechtsanwalts-gesellschaft, Frankfurt am Main, was established in 2005. The purpose of the company is to provide advise and representation in legal matters as well as other professional services permissible for lawyers under statutory law and professional regulations. PwC GmbH does not hold an interest in this company, but works closely with it on the basis of a cooperation agreement.

### The governance bodies of PwCIL are:

- The **Global Board**, which is responsible for the governance of PwCIL, the oversight of the Network Leadership Team and the approval of network standards. The Board does not have an external role. It comprises 19 members. One Board member is appointed as external, independent Director, and the other 18 Board members are elected every four years by partners of PwC's member firms from around the world.
- The **Network Leadership Team**, which is responsible for setting the PwC Network's overall strategy and the standards that the PwC member firms agree to adhere.
- The **Strategy Council**, which is made up of the leaders of the largest PwC member firms and regions of the network, agrees on the strategic direction of the network and facilitates alignment for the execution of the strategies.
- The **Global Leadership Team**, which is appointed by and reports to the Network Leadership Team and the Chairman of the PwC Network. Its members are responsible for managing teams drawn from the PwC member firms that coordinate the activities across all areas of our business.

WP StB Petra Justenhoven, Chairwoman of the Management Board of PwC GmbH, is a member of both the Strategy Council and the Network Leadership Team.

# H

## Legal form, ownership and governance structure



## Legal form and ownership structure of PwC GmbH

PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft (PwC GmbH) is a German limited liability company (Gesellschaft mit beschränkter Haftung, "GmbH"). PwC GmbH has its registered office at Friedrich-Ebert-Anlage 35–37, 60327 Frankfurt am Main, Germany, and maintains branch offices in 20 locations in Germany; these are listed in Appendix 7.

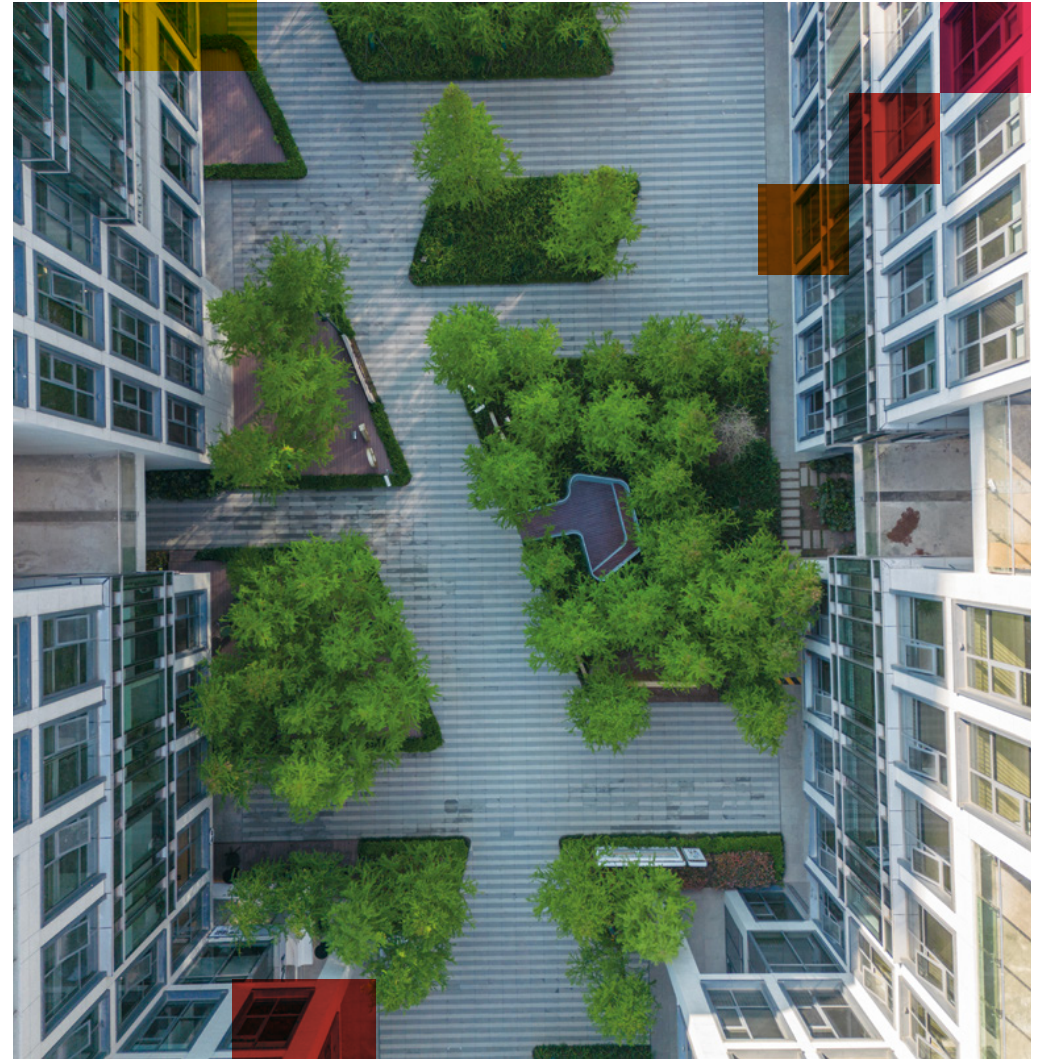
PwC GmbH is registered in the commercial register of the Local Court (Amtsgericht) of Frankfurt am Main under HRB 107 858. The company is registered in the Register of Statutory Auditors (Berufsregister) maintained by the Chamber of Public Accountants (Wirtschaftsprüferkammer, "WPK") under registration number 150 933 700. The financial year is from 1 July of a given year to 30 June of the following year.

PwC GmbH's share capital amounts to EUR 10,000,000 and is divided into 10,000,000 shares. Ninety-nine percent of the shares are held by PwC Deutschland Holding Aktiengesellschaft Wirtschaftsprüfungsgesellschaft (PwC Holding), Frankfurt am Main (formerly: PwC Europe Holding GmbH), and one percent is held by Konsortium PwC Deutschland. The sole shareholder of PwC Holding is Konsortium PwC Deutschland.

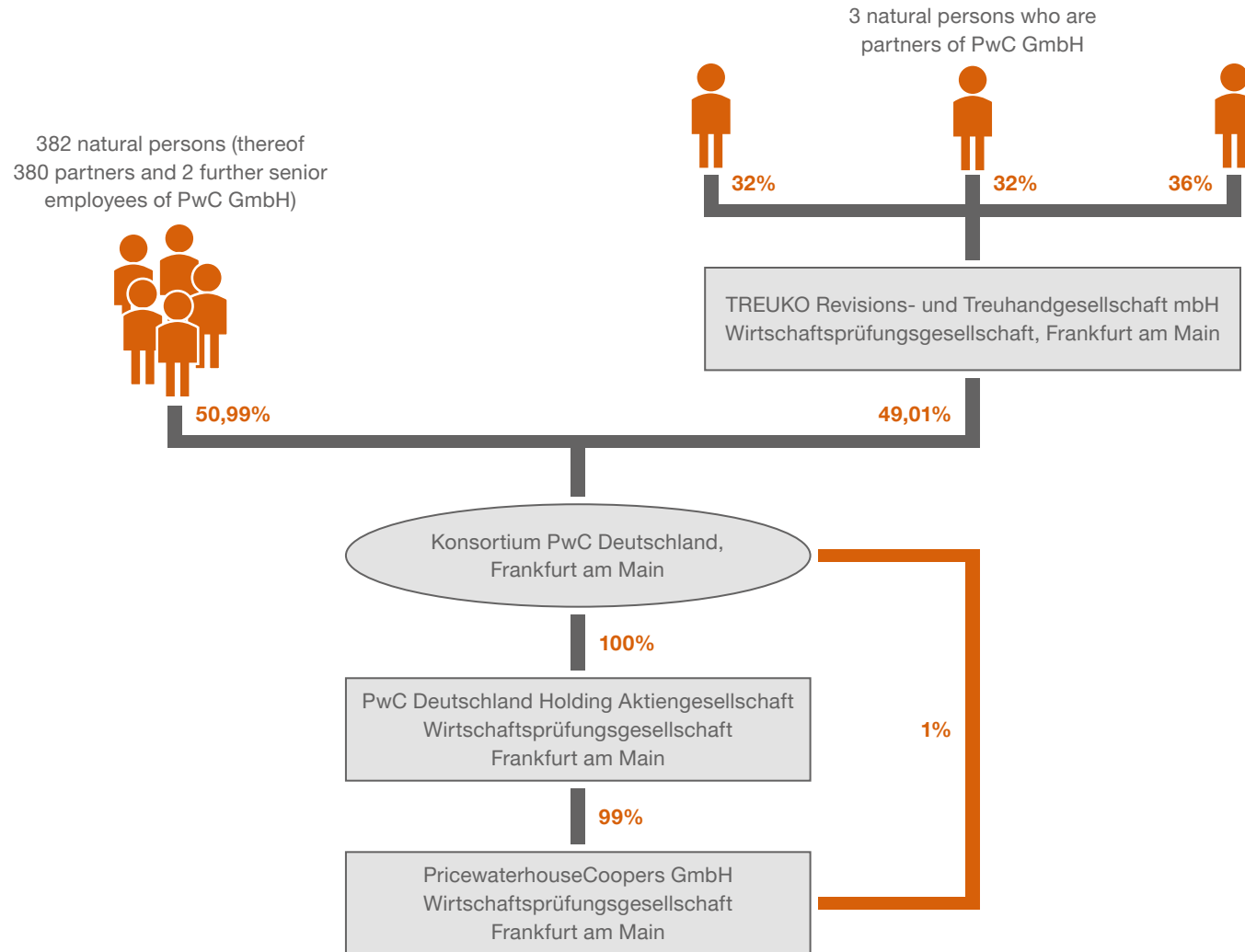
Konsortium PwC Deutschland is a German civil law partnership (Gesellschaft bürgerlichen Rechts, "GbR") that as at 30 June 2023 comprises 382 German public accountants, tax advisers, attorneys and individuals in accordance with section 44b (2) WPO. A further shareholder of Konsortium PwC Deutschland as at 30 June 2023 is TREUKO Revisions- und Treuhandgesellschaft mbH Wirtschaftsprüfungsgesellschaft (TREUKO), which is solely owned by three auditors working for PwC GmbH. TREUKO has financed its shares in Konsortium PwC Deutschland by issuing profit participation rights.

TREUKO's shares in Konsortium PwC Deutschland and profit participation rights are issued to the partners of PwC GmbH on the basis of uniform allocation rules. In addition, a small number of other senior employees of PwC GmbH also participates.

The names of the shareholders of PwC GmbH, how they hold shares in PwC GmbH via Konsortium PwC Deutschland and the arithmetical amount of their shareholding can be obtained by accessing the Register of Statutory Auditors on the WPK's website.



## PwC GmbH WPG's ownership structure as at 30 June 2023<sup>6</sup>



<sup>6</sup> As at 1 July 2023, TREUKO Zweite Revisions- und Treuhandgesellschaft mbH Wirtschaftsprüfungsgesellschaft (TREUKO II), which is solely owned by two auditors working for PwC GmbH, became a member of Konsortium PwC Deutschland. As is the case with TREUKO, TREUKO II finances its shares in Konsortium PwC Deutschland by issuing profit participation rights to the partners of PwC GmbH.

As at 30 June 2023, the shareholders of PwC GmbH were as follows:

## Shareholders of PwC GmbH as at 30 June 2023

	Number
German public accountants (section 1 (1) WPO)	220
German audit firms (section 1 (3) WPO)	2
Persons as defined in section 28 (4) sentence 1 no. 1a WPO	162
	<b>384</b>

## PwC GmbH's governance structure

### Management Board

The Management Board, the majority of which is comprised of members of the profession in accordance with the statutory requirements under section 28 (1) and (2) WPO, is responsible for managing PwC GmbH. The members of the Management Board conduct the business in accordance with the law, the professional law for German public accountants, the articles of association and the rules of procedure issued by the Supervisory Board.

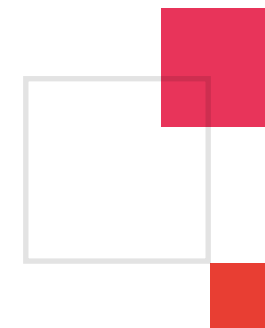
The Management Board comprises nine members. The Chairwoman of the Management Board is WP StB Petra Justenhoven. The proportion of women on the Management Board is currently 22 percent. The Supervisory Board set the target for the proportion of women on the Management Board to be achieved by 30 June 2027 at 33 percent.

The responsibility within the Management Board of PwC GmbH for client-related activities is divided into three divisions: Assurance Solutions (audit and audit-related services), Tax & Legal Solutions (tax and legal advice), and

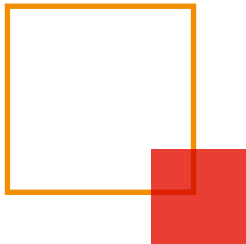
Consulting Solutions (advisory services for transformation, risk and regulatory, sustainability, cloud and digital, and deals).<sup>7</sup> In addition to advisory services, Consulting Solutions also provides audit-related services to a limited extent. There are also further divisions that the Management Board establishes with the consent of the Supervisory Board.

The members of the Management Board, including their professional qualifications and areas of responsibility, are presented in Appendix 1.

The members of the Management Board are appointed and dismissed by the Supervisory Board. For the appointment of the chairperson of the Management Board, the Partners' Council first conducts a vote among the partners and then provides a recommendation to the Supervisory Board. The term of office is four years. Since PwC GmbH is subject to co-determination, the members of the Management Board can be appointed for a maximum term of five years in accordance with section 31 (1) of the German Co-determination Act (Mitbestimmungsgesetz, "MitbestG") in conjunction with section 84 of the German Stock Corporation Act (Aktiengesetz, "AktG"). The term of office of the current Management Board ends on 30 June 2026.



<sup>7</sup> Prior to 30 June 2023, the operating business was managed in the service lines Assurance (audit and audit-related services), Tax & Legal (tax and legal advice) and Advisory (corporate advisory services).



### Supervisory Board

The Supervisory Board, which comprises 16 members, is responsible for supervising the Management Board. In accordance with the MitbestG, the Supervisory Board consists in equal parts of shareholder and employee representatives. The shareholder representatives of the Supervisory Board, who are elected by the shareholders' meeting, comprise

five former partners and three business leaders/academics. By virtue of their legal position as a member of a corporate body or a commercial attorney-in-fact (Prokurist), active partners may not be elected to the Supervisory Board by the shareholders' meeting (section 6 MitbestG in conjunction with section 105 (1) AktG). The employee representatives of the Supervisory Board, who are elected by the employees of PwC GmbH and its subsidiaries with own personnel in accordance with the requirements of the MitbestG, comprise six employees of PwC GmbH and two trade union representatives. The Supervisory Board is made up of eleven men and five women. As at 30 June 2027, both the actual and target share of women on the Supervisory Board is 31 percent.

In accordance with section 6 (2) MitbestG in conjunction with section 102 AktG, the members of the Supervisory Board are appointed for the period until the end of the shareholders' meeting that resolves on the discharge for the fourth financial year after the beginning of the term of office, whereby the financial year in which the term of office commences is not counted. The term of office of the current Supervisory Board ends with the expiry of the shareholders' meeting that resolves on the discharge for the 2022/2023 financial year, which is expected to be in December 2023.

The names, titles and professions of the members serving on the Supervisory Board during the reporting period, and their length of service on the Supervisory Board, are presented in Appendix 1. The remuneration of the Supervisory Board is presented in Appendix 2.

The Supervisory Board has the duties and powers stipulated by law (see section 25 MitbestG, section 52 GmbHG) and the Articles of Association. In particular, it is responsible for:

- Appointing and dismissing the members of the Management Board and personnel matters for current and former members of the Management Board
- Supervising the Management Board
- Setting a catalogue of actions and legal transactions requiring the consent of the Supervisory Board
- Examining and adopting the annual financial statements and auditing and approving the consolidated financial statements
- Setting the targets for the share of women on the Supervisory Board and the Management Board
- Submitting proposals/motions on the individual items up for resolution at the shareholders' meeting

In order to carry out its supervisory and advisory function, the Supervisory Board regularly obtains written and oral reports from the Management Board on the situation and business development of the company. In the course of its ordinary and extraordinary meetings, the Supervisory Board covers and discusses current developments with the Management Board. In addition to addressing current topics, the Supervisory Board also discusses compliance matters and the risk management system on a regular basis. In addition to the risk assessment for the company as whole, this includes in particular the SoQM for Assurance, the results of the external and internal quality reviews, and Internal Audit's organisation, audit planning and audit findings. Furthermore, the Supervisory Board discusses the corporate strategy with the Management Board on an ongoing basis, placing particular focus on digitalisation, quality and sustainability. The Supervisory Board also receives regular reports on the firm's long-term financial planning and HR development.

In the past financial year 2022/2023, four meetings of the Supervisory Board took place.

The Supervisory Board discusses matters of fundamental significance and material business transactions with the Management Board and – to the extent Supervisory Board consent is required – passes resolutions in that regard.

Moreover, the Chairman of the Supervisory Board maintains constant contact with the Chairwoman of the Management Board.

At the annual meeting to adopt the annual financial statements, the Supervisory Board discusses and reviews the firm's annual and consolidated financial statements, including the associated management reports. The statutory auditor engaged by the Supervisory Board attends the meeting to adopt the annual financial statements and presents the material results of its audit and answers any additional questions. In accordance with their statutory obligations, the statutory auditor's report also covers the effectiveness of the internal control and risk management system relating to accounting processes.

The limits of the Supervisory Board's supervisory function with regard to ongoing business operations arise from section 323 (3) HGB, which stipulates that the Management Board must keep confidential all trade and business secrets to which it becomes privy during the audit of the financial statements, also vis-à-vis the Supervisory Board.

In addition to forming a Mediation Committee as required by law (section 27 (3) MitbestG), the Supervisory Board has also formed an Executive Committee (Präsidium), comprising the Chairperson of the Supervisory Board and their deputies, and a Personnel Committee, comprising four members.

The Executive Committee is responsible for preparing the Supervisory Board meetings. In urgent cases, it also resolves on transactions requiring the Supervisory Board's consent.

The Personnel Committee is responsible for all personnel matters concerning the Management Board, unless these are reserved for the Supervisory Board by law. In these cases, the Personnel Committee prepares the resolutions to be adopted by the Supervisory Board as a whole and monitors their implementation.

There are no other committees. No audit committee was formed due to the fact that the Supervisory Board is made up of a high number of expert professionals and taking into account the low complexity of PwC GmbH's corporate structure. The monitoring tasks stipulated in section 107 (3) sentence 2 AktG relating to the accounting process, the internal control and risk management system, internal audit and the audit of the annual financial statements are discussed directly by the full Supervisory Board. The Executive Committee is also responsible for these comprehensive preparations.

#### **Partners' Council**

In addition to its corporate bodies, the firm also has a Partners' Council comprising 15 partners. The members of the Partners' Council are elected by the partners every three years. The Partners' Council serves as a regular dialogue partner of the Management Board with regard to fundamental and current company matters. It is also responsible for conducting the preparatory vote for the appointment of the chairperson of the Management Board by the Supervisory Board. The Partners' Council is not involved in matters of the operating business.



# I

## Statements of the Management Board



**Statement of the Management Board in accordance with Article 13(2)(d) of Regulation (EU) No 537/2014 on the enforcement of the system of quality management**

“We hereby declare that the system of quality management implemented and used by PwC GmbH complies with the statutory requirements and that the requirements arising from this system were observed in the past financial year. We have taken appropriate steps to satisfy ourselves that this is the case.

We took the steps necessary to enforce the rules if the requirements were not observed in certain cases with the exception described in the following. Any steps to improve how financial interests of (Senior) Managers are recorded in the relevant database require the consent of the Works Council prior to their implementation.”

**Statement of the Management Board in accordance with Article 13(2)(g) of Regulation (EU) No 537/2014 on the audit firm’s independence practices**

“On the basis of the measures presented under ‘Independence’ in section C, we confirm that a review of independence compliance was conducted during the past financial year. Any violations identified in the process were remediated without undue delay and any effects on audits conducted by us were addressed in each case.”

**Statement of the Management Board in accordance with Article 13(2)(h) of Regulation (EU) No 537/2014 on continuing education**

“On the basis of the measures presented under ‘Continuing education’ in section D, we hereby confirm that we comply with the obligation to provide professionals with continuing education.”



Frankfurt am Main, October 2023

PricewaterhouseCoopers GmbH  
Wirtschaftsprüfungsgesellschaft

The Management Board

**Petra Justenhoven**

German Public Accountant and Tax Advisor

**Stefan Frühauf**

German Public Accountant

**Daniela Geretshuber**

German Public Accountant

**Rusbeh Hashemian**

**Erik Hummitzsch**

Fellow Chartered Accountant

**Clemens Koch**

German Public Accountant

**Damir Maras**

**Dietmar Prümm**

German Public Accountant and Tax Advisor

**Björn Viebrock**

German Tax Advisor and lawyer

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# Appendix



# 1 Members of the Management Board and the Supervisory Board of PwC GmbH



## Management Board



### **Petra Justenhoven**

German Public Accountant and Tax Advisor  
Chairwoman of the Management Board  
Munich

Petra joined PwC more than 30 years ago and has been Chairwoman of PwC GmbH and PwC Europe since 1 July 2022.

She joined PwC in 1992 after completing her studies in European finance and accounting. In 2013, she became the first woman to be appointed to the Management Board of PwC GmbH, where she was initially responsible for major clients and later for Assurance. Petra is a German Tax Advisor and German Public

Accountant and specialises in auditing and advising global automotive and industrial companies. She is also a digitalisation, transformation and ESG expert.

She is a female role model dedicated to promoting diversity and inclusion. She launched the “women@pwc” mentoring programme and is an avid supporter of the “Shine” inclusion network for the LGBTQIA+ community.

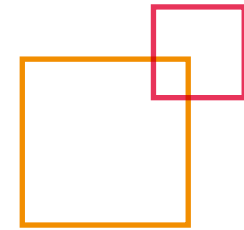
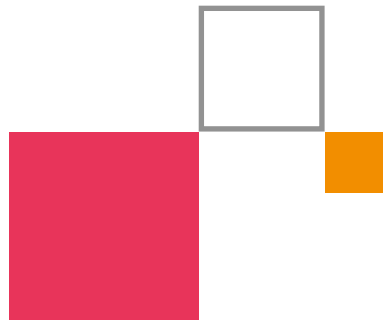


**Stefan Frühauf**  
German Public Accountant  
Business services  
Frankfurt am Main

On 1 July 2022, Stefan became a member of the Management Board, CFO and COO. He is also COO of PwC Europe.

Stefan is a German Public Accountant and completed a bilingual degree programme at the Université Fribourg in Switzerland. In his 28 years at PwC, he has gained extensive experience specialising in transactions.

Prior to his current role, Stefan spent six years as a member of the Global Leadership Team (GLT) and as a Global Project and Change Leader. In that role, he was responsible for implementing business process management (BPM) solutions for the global PwC Network.



**Daniela Geretshuber**  
German Public Accountant  
People/Labour Director  
Munich

On 1 July 2022, Daniela became a member of the Management Board and Chief People and Sustainability Officer. Before that she was the Head of Corporate Sustainability and Head of Risk Assurance Solutions in Germany. In 2018, she joined the Board of the PwC Foundation. Since joining PwC Germany in 2001, she has worked out of

the Munich office, where she discovered and continued to develop her passion for people and sustainability. Her current role allows her to combine these two topics and drive change at PwC Germany. Prior to joining PwC, she studied business administration at the Munich University of Applied Sciences.

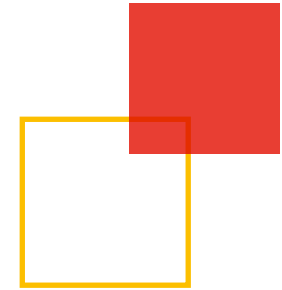


**Rusbeh Hashemian**  
Products & Technology  
Berlin

On 1 July 2022, Rusbeh became a member of the Management Board and Head of Products & Technology.

He completed his studies in international management at the Technical University of Berlin and the University of California at Berkeley. He began his career at PwC Germany in 2007 as an audit specialist with the Assurance team.

Prior to joining the Management Board, he was the New Ventures Leader at PwC Europe. He and his team were tasked with building and scaling the digital products business. Before that he spent four years in New York advancing the global and US corporate strategy and actively driving PwC's transformation.



**Erik Hummitzsch**  
Fellow Chartered Accountant  
Advisory (Deals)  
Munich

Erik joined PwC more than 23 years ago. On 1 July 2022, he became a member of the Management Board, Advisory Co-Leader and Deals Leader.

While studying business administration and economics at the University of Mannheim, Erik completed the Multiregional International Business Program in Grenoble, France. In 1999,

he joined PwC's Assurance team in London as a technology, media and telecommunications specialist. In 2003, he transferred to Germany, where he has advised private equity and corporate clients on more than 350 deals. He was Head of Transaction Services from 2015 to 2022 and Advisory COO from 2018 to 2022.



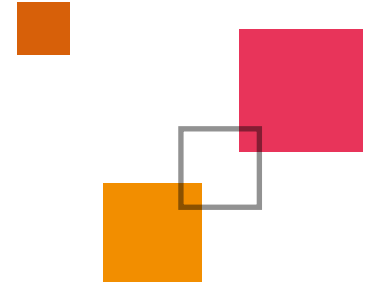


**Clemens Koch**  
German Public Accountant  
Markets/Financial Services  
Frankfurt am Main

Clemens joined PwC more than 25 years ago. On 1 July 2018, he became a member of the Management Board and Head of Financial Services. He has also been Head of Markets since 2022. He is also the Head of Financial Services for the PwC Europe Network.

Clemens joined PwC Germany in 1996 after completing his business administration studies at the University of Siegen. In 2002, he passed the examination for German public accountants.

He then held various auditing and advisory management roles. During this time, he worked with a large number of national and international companies in the financial sector, focussing in particular on account management, digitalisation, mergers & acquisitions, strategy, and restructuring. On 1 July 2022, he was appointed Markets Leader and is responsible for coordinating industry-specific services geared towards the sectors of the Germany economy.



**Damir Maras**  
Advisory (Consulting)  
Düsseldorf

On 1 July 2022, Damir became a member of the Management Board, Advisory Co-Leader and Head of Consulting.

After completing his business administration studies, he joined PwC in Düsseldorf in 1999 and became partner in 2008.

In addition to his roles at PwC Germany, he also has multiple management positions in PwC's international network.

He is PwC Europe Consulting and Advisory Leader, EMEA Consulting Co-Leader and member of the global Advisory Leadership Team.

Damir is an expert in financial consulting and business transformations and has gained experience working in various different industries throughout his career.





**Dietmar Prümm**

German Public Accountant and Tax Advisor  
Assurance  
Düsseldorf

On 1 July 2022, Dietmar became a member of the Management Board and Assurance Leader at PwC GmbH. He is also Head of Assurance for the PwC Europe Group.

After completing his business administration studies at RWTH Aachen University, he joined PwC's Audit team in Düsseldorf in 1995.

In 1999, he passed the examination for German Tax Advisors. In 2001, he became a German Public Accountant. In 2002, he also passed the US CPA examination.

Dietmar was then seconded to PwC LLP in New York, USA. There he was a member of the Global Assurance

Methodology Group and headed projects to develop and implement a standardised global auditing methodology.

From 2015 to June 2022, he was a member of the Assurance Leadership Team and Head of Assurance Markets (2015–2018) and Audit Transformation (2018–2022).

As a German Public Accountant and partner, Dietmar has been lead auditor and advisor to various DAX 40 multinational corporate groups since 2008. In particular, he specialises in auditing and advising transport, logistics and global automotive and industrial companies. He was Head of Transport & Logistics for a number of years (Global Lead Postal Industry).



**Björn Viebrock**

German Tax Advisor and lawyer  
Tax & Legal  
Düsseldorf

On 1 July 2022, Björn became a member of the Management Board and Head of Tax & Legal. A lawyer and tax advisor by trade, he joined PwC in 2007 and was named partner in 2013. He spent several years working at the German tax desk at PwC's largest international tax desk office in New York.

He specialises in leading and managing various restructuring projects for companies headquartered in Germany and (inter)national tax structuring and tax planning projects. He has extensive experience in advising family-owned, mid-sized and national companies and on providing defence consultations for tax audits.



## Aufsichtsrat



**Dr Norbert Vogelpoth**

Member since 29 March 2011  
Chairman  
German Public Accountant and Tax Advisor  
German Public Accountant in private practice  
Erkrath



**Ulrich Anzinger<sup>8</sup>**

Member since 20 December 2018  
German Public Accountant, Tax Advisor and Certified Public Accountant (USA)  
Commercial attorney-in-fact (Prokurist) at  
PricewaterhouseCoopers GmbH  
Pullach im Isartal



**Dr Reinhard Dorn<sup>8</sup>**

Member since 13 February 2014  
Deputy Chairman  
German lawyer  
Employee at PricewaterhouseCoopers GmbH  
Grünwald



**Mechthild Bayer<sup>8</sup>**

Member since 15 January 2004  
Continuing education and HR development advisor  
Karlsruhe



**Dr Hans Friedrich Gelhausen**

Member since 13 February 2014  
Deputy Chairman  
German Public Accountant and lawyer  
German Public Accountant in private practice  
Königstein



**Prof. Dr Hans-Joachim Böcking**

Member since 11 March 2013  
Professor for business administration, specialising  
in auditing and corporate governance, at the  
Johann Wolfgang Goethe University in Frankfurt am Main  
Heusenstamm

<sup>8</sup> Members of the Supervisory Board elected in accordance with the provisions of the German Co-determination Act.



**Gerd Bovensiepen**

Member since 20 December 2018  
German Public Accountant and Tax Advisor  
German Public Accountant in private practice  
Düsseldorf



**Cornelia Große Honebrink<sup>8</sup>**

Member since 20 December 2018  
Commercial attorney-in-fact (Prokuristin) at  
PricewaterhouseCoopers GmbH  
Kelkheim



**Markus Burghardt**

Member since 20 December 2018  
German Public Accountant and Tax Advisor  
German Public Accountant in private practice  
Bad Homburg



**Prof. Dr.-Ing. Alexandra Kees**

Member since 29 July 2016  
Professor for applied computer science, specialising in  
business informatics, at the Bonn-Rhein-Sieg University  
of Applied Sciences  
Cologne



**Christian Engel<sup>8</sup>**

Member since 20 December 2018  
Commercial attorney-in-fact (Prokurist) at  
PricewaterhouseCoopers GmbH  
Butzbach-Ostheim



**Karsten Matura<sup>8</sup>**

Member since 20 December 2018  
Commercial attorney-in-fact (Prokurist) at  
PricewaterhouseCoopers GmbH  
Frankfurt am Main

<sup>8</sup> Members of the Supervisory Board elected in accordance with the provisions of the German Co-determination Act.



**Susanne Michalowsky**

Member since 13 February 2014  
German Public Accountant  
German Public Accountant in private practice  
Wiesbaden



**Wolfgang Uellenberg<sup>8</sup>**

Member since 13 February 2014  
Business economist  
Retired  
Düsseldorf



**Prof. Dr. Andreas Schlüter**

Member since 3 November 2008  
German lawyer  
German lawyer in private practice  
Bielefeld



**Birgit Wesolowski<sup>8</sup>**

Member since 20 December 2018  
Commercial attorney-in-fact (Prokuristin) at  
PricewaterhouseCoopers GmbH  
Düsseldorf

**Committee membership**

**Executive Committee:**

Dr Norbert Vogelpoth  
Dr Reinhard Dorn  
Dr Hans Friedrich Gelhausen

**Personnel Committee:**

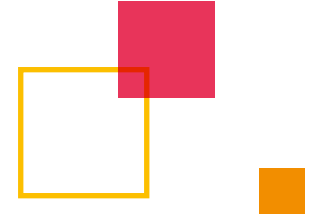
Dr Norbert Vogelpoth  
Dr Reinhard Dorn  
Dr Hans Friedrich Gelhausen  
Birgit Wesolowski

**Mediation Committee:**

Dr Norbert Vogelpoth  
Dr Reinhard Dorn  
Christian Engel  
Dr Hans Friedrich Gelhausen

<sup>8</sup> Members of the Supervisory Board elected in accordance with the provisions of the German Co-determination Act.

## 2 Basis of remuneration for board members, partners and senior employees



### **Partners and members of the Management Board**

In addition to receiving fixed remuneration, the partners and members of the Management Board also receive a variable remuneration component. This incentivises them to provide clients with optimal, first-rate service while contributing to the firm's development and success. The remuneration is determined on the basis of a transparent points system for different remuneration groups, with 50 percent of the score based on the performance as partner/Management Board member.

In order to ensure that the performance targets are binding and can be properly assessed, the partners and members of the Management Board enter into individual target agreements for each financial year covering a total of ten criteria across three categories (clients/employees/company). Quality and risk management are given significant weighting.

The Remuneration Committee assesses the performance of the partners, and the Supervisory Board assesses the performance of the members of the Management Board, on the basis of the target agreement, taking into account the partner's or Management Board member's self-assessment and the assessment of the respective review partner.

For the purposes of setting the remuneration, the individual score is multiplied by a standard score applicable to all partners and members of the Management Board. The score reflects the collective contribution of the partners and members of the Management Board to the firm's results.

In financial year 2022/2023, the ratio of variable to fixed remuneration was 49 percent to 51 percent. When setting the remuneration, it is ensured that the remuneration does not conflict with the statutory professional requirements (in particular section 55 (1) sentence 4 WPO) and quality requirements.

For the client category, a partner's or Management Board member's performance is measured, among other things, by the degree to which statutory and regulatory requirements are observed and, in particular, by the results of national and international reviews.

For the company category, the assessment also takes into account compliance with the rules pertaining to internal quality and risk management, attendance rates for compliance training and personal independence.

Negative scores in these categories can adversely affect the overall score, thus leading to a reduction in remuneration.

Furthermore, the remuneration system also prescribes other disciplinary actions in addition to consequences under employment law if the fundamental principles of the profession are not adhered to. Depending on the severity of the violation, this may result in a direct and potentially significant reduction in the performance-based variable remuneration component.

For information on the Management Board's total remuneration in accordance with section 314 (1) no. 6a HGB, please refer to note 18 in the notes to the consolidated financial statements of PwC GmbH.

As members of Konsortium PwC Deutschland, partners, even if they are members of the Management Board, are entitled to a distribution from the consortium's net profit for the year in proportion to their – in each case equal – number of capital shares. The shares in the consortium are issued at par value and returned at par value upon departure from the consortium. The holders of profit participation rights receive corresponding payments.

### Members of the Supervisory Board

The Supervisory Board members are remunerated in accordance with the statutory provisions and PwC GmbH's Articles of Association. In accordance therewith, the shareholders' meeting decides on whether to grant remuneration.

The shareholders' meeting adopts a resolution annually on the remuneration for the respective past financial year on the basis of a joint proposal by the Management Board and the Supervisory Board. The Supervisory Board members regularly receive a lump-sum payment, with the remuneration of the chairperson and deputy chairpersons reflecting the higher time commitments required for the positions. The members of the Supervisory Board do not receive any performance-based remuneration or attendance fees.

In financial year 2021/2022, the Chairman of the Supervisory Board received EUR 150 thousand in remuneration, his deputies EUR 100 thousand and the remaining members of the Supervisory Board EUR 50 thousand. The next shareholders' meeting will resolve on the remuneration for the 2022/2023 financial year.

In addition, the Supervisory Board members are reimbursed for the expenses they incur while performing their Supervisory Board duties.

### Senior employees

In line with the corporate policy, senior employees (German public accountants with commercial power of attorney (Prokura) and directors) receive a target income consisting of a fixed and variable remuneration component. Predefined ranges are set for the target income.

The amount of the fixed monthly remuneration is based on the employee's development and progression at their respective professional grade (Director, Senior Manager or Manager). This means the skills employees acquire and put into practice as they are defined in profile for each career grade in the PwC Professional Model.

By contrast, the amount of the variable remuneration is based on the individual's performance and the bonus distribution key based on the firm's/service line's success. Based on the most recent bonus payment, the variable remuneration for senior employees amounts to on average 27 percent of annual income.

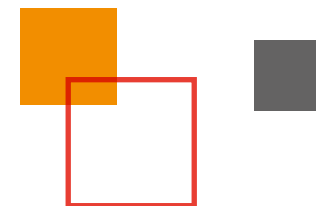
The performance of senior employees is initially evaluated – based on the target agreement entered into – on the basis of the overall assessment by their responsible partner or people manager. This takes into account client-related criteria (e.g., engagement and project management, including risk and quality management), employee-related criteria (e.g., learning and development, teamwork and leadership), firm-related criteria, personal development and the achievement rate for any corresponding agreed targets.

The final assessment takes place in the context of a career roundtable.

For further details, see section D.



# 3 Financial information



## Revenue generated by auditors in network

The auditors and audit firms in the EU/EEA member states that are members of the PwC Network generate approximately EUR 2.8 billion in total revenue from statutory audits of annual and consolidated financial statements. This represents the revenue generated by each member firm for the most recent financial year translated into euros at the exchange rate applicable as at 30 June 2023.

## Economic situation

The economic situation of PwC GmbH and its subsidiaries is presented in the consolidated financial statements for the 2022/2023 financial year as at 30 June 2023. The consolidated financial statements include the German firms of the PwC Network (see section G “PwC Network”) but does not include the figures of the PwC Europe Group or other member firms of the global PwC Network.

The consolidated financial statements and Group management report and the annual financial statements and management report of PwC GmbH have been audited and issued an unqualified auditor’s report by Prof. Dr. Ludewig und Partner GmbH Wirtschaftsprüfungsgesellschaft, Kassel. The documents are published in the Company Registers ([www.unternehmensregister.de](http://www.unternehmensregister.de)).

In its annual financial statements for financial year 2022/2023, PwC GmbH reported revenue of EUR 2,790.0 million (consolidated financial statements: EUR 2,973.0 million). PwC GmbH’s gross revenue amounted to EUR 2,772.1 million (consolidated financial statements: EUR 2,929.5 million), representing an increase of 13.3 percent year on year.

The annual financial statements contain the following disclosures regarding the gross revenue per service line: Assurance increased gross revenue by 9.1 percent year on year to EUR 919.4 million, which represents a share of 33.2 percent of the total gross revenue. Tax & Legal increased

gross revenue by 4.9 percent year on year to EUR 618.2 million, which represents a share of 22.3 percent of total gross revenue. Advisory increased gross revenue by 23.7 percent to EUR 1,164.6 million, representing a share of 42.0 percent of total gross revenue. Gross revenue of

EUR 70.0 million is attributable to internal units and is designated “firm wide”.

In accordance with the criteria of Article 13(2)(k) of Regulation (EU) No 537/2014, revenue (fee income) breaks down as follows:

## Breakdown of PwC GmbH’s total revenue

	Figures pursuant to AOB statement no. 4 (EUR million)
Revenues from the statutory audit of annual and consolidated financial statements of public-interest entities and entities belonging to a group of undertakings whose parent undertaking is a public-interest entity	267.3
Revenues from the statutory audit of annual and consolidated financial statements of other entities	253.5
Revenues from permitted non-audit services to entities that are audited by PwC GmbH	311.1
Revenues from non-audit services to other entities	1,811.7
Other non-engagement-related revenues	146.4
<b>Total revenue for financial year 2022/2023</b>	<b>2,790.0</b>

# 4 List of public-interest entities audited in financial year 2022/2023

Entity	Registered office	A <sup>1</sup>	C <sup>2</sup>
<b>0-9</b>			
11 88 0 Solutions AG	Essen	A	C
1&1 AG	Montabaur	A	C
<b>A</b>			
ADAC Autoversicherung AG	Munich	A	
ADAC Versicherung AG	Munich	A	
Adtran Networks SE (formerly: ADVA Optical Networking SE)	Meiningen	A	C
AKBANK AG	Eschborn	A	
Allane SE	Pullach i. Isartal	A	C
Allianz Direct Versicherungs-AG	Munich	A	
Allianz Global Corporate & Specialty SE	Munich	A	
Allianz Lebensversicherungs-Aktiengesellschaft	Stuttgart	A	
Allianz Private Krankenversicherungs-Aktiengesellschaft	Munich	A	
Allianz SE	Munich	A	C
Allianz Versicherungs-Aktiengesellschaft	Munich	A	
AMADEUS FIRE AG	Frankfurt am Main	A	C
andsafe Aktiengesellschaft	Münster	A	
Asset-Backed European Securitisation Transaction Nineteen UG (haftungsbeschränkt)	Frankfurt am Main	A	
ATOSS Software AG	Munich	A	C
AXA Krankenversicherung Aktiengesellschaft	Cologne	A	
AXA Lebensversicherung Aktiengesellschaft	Cologne	A	

Entity	Registered office	A <sup>1</sup>	C <sup>2</sup>
<b>B</b>			
Baader Bank Aktiengesellschaft	Unterschleißheim	A	C
BAUER Aktiengesellschaft	Schrobenhausen	A	C
Bausparkasse Mainz Aktiengesellschaft	Mainz	A	
Bausparkasse Schwäbisch Hall Aktiengesellschaft – Bausparkasse der Volksbanken und Raiffeisenbanken –	Schwäbisch Hall	A	C
BavariaDirekt Versicherung AG	Berlin	A	
Bayerische Beamtenkrankenkasse Aktiengesellschaft	Munich	A	
Bayerische Landesbank	Munich	A	C
Bayerische Landesbrandversicherung Aktiengesellschaft	Munich	A	
Bayerische Motoren Werke Aktiengesellschaft	Munich	A	C
Bayerischer Versicherungsverband Versicherungsaktiengesellschaft	Munich	A	
Bayern-Versicherung Lebensversicherung Aktiengesellschaft	Munich	A	
BayWa Aktiengesellschaft	Munich	A	C
Berentzen-Gruppe Aktiengesellschaft	Haselünne	A	C
Bertrandt Aktiengesellschaft	Ehningen	A	C
Bilfinger SE	Mannheim	A	C
BMW Bank GmbH	Munich	A	
BREMER LAGERHAUS-GESELLSCHAFT – Aktiengesellschaft von 1877 –	Bremen	A	
Brenntag SE	Essen	A	C



Entity	Registered office	A <sup>1</sup>	C <sup>2</sup>
<b>C</b>			
Clearstream Banking Aktiengesellschaft	Frankfurt am Main	A	
Concordia Krankenversicherungs-Aktiengesellschaft	Hanover	A	
Concordia oeco Lebensversicherungs-AG	Hanover	A	
Concordia Versicherungs-Gesellschaft auf Gegenseitigkeit	Hanover	A	C
Condor Allgemeine Versicherungs-Aktiengesellschaft	Hamburg	A	
Condor Lebensversicherungs-Aktiengesellschaft	Hamburg	A	
Continental Aktiengesellschaft	Hanover	A	C
Credit Life AG	Neuss	A	
Credit Suisse (Deutschland) Aktiengesellschaft	Frankfurt am Main	A	C
CRONBANK Aktiengesellschaft	Dreieich	A	
CropEnergies AG	Mannheim	A	C
<b>D</b>			
DARAG Deutschland AG	Hamburg	A	
Degussa Bank AG	Frankfurt am Main	A	C
Delticom AG	Hanover	A	C
DEMIRE Deutsche Mittelstand Real Estate AG	Frankfurt am Main	A	C
Deutsche Ärzteversicherung Aktiengesellschaft	Cologne	A	
Deutsche Börse Aktiengesellschaft	Frankfurt am Main	A	C
Deutsche Börse Commodities GmbH	Frankfurt am Main	A	
Deutsche Kreditbank Aktiengesellschaft	Berlin	A	C
Deutsche Lebensversicherungs-Aktiengesellschaft	Berlin	A	
Deutsche Post AG	Bonn	A	C
Deutz Aktiengesellschaft	Cologne	A	C
Die Haftpflichtkasse VVaG	Roßdorf	A	
DIREKTE LEBEN Versicherung AG	Stuttgart	A	
DMG MORI AKTIENGESELLSCHAFT	Bielefeld	A	C
Drägerwerk AG & Co. KGaA	Lübeck	A	C

Entity	Registered office	A <sup>1</sup>	C <sup>2</sup>
DZ BANK AG Deutsche Zentral-Genossenschaftsbank, Frankfurt am Main	Frankfurt am Main	A	C
DZ HYP AG	Hamburg and Münster	A	
<b>E</b>			
E+S Rückversicherung AG	Hanover	A	
Encavis AG	Hamburg	A	C
Entis Lebensversicherung AG	Neu-Isenburg	A	
Erste Abwicklungsanstalt	Düsseldorf	A	
EUREX Clearing Aktiengesellschaft	Frankfurt am Main	A	
EWE Aktiengesellschaft	Oldenburg	A	C
<b>F</b>			
Fair Value REIT-AG	Frankfurt am Main	A	C
Fernheizwerk Neukölln AG	Berlin	A	
Feuersozietät Berlin Brandenburg Versicherung Aktiengesellschaft	Berlin	A	
FIDOR Bank AG i.L.	Munich	A	
FMS Wertmanagement AöR	Munich	A	
FNZ Bank Aktiengesellschaft (formerly: European Bank for Financial Services GmbH (ebase))	Aschheim	A	
Ford Bank GmbH	Cologne	A	
Frankfurt Münchener Lebensversicherung AG	Munich	A	
Frankfurter Lebensversicherung AG	Bad Homburg v. d. Höhe	A	
Fraport AG Frankfurt Airport Services Worldwide	Frankfurt	A	C
freenet AG	Büdeltsdorf	A	C
Freie Arzt- und Medizinkasse der Angehörigen der Berufsfeuerwehr und der Polizei VVaG <sup>3</sup>	Frankfurt am Main	A	
Fresenius Medical Care AG & Co. KGaA	Hof an der Saale	A	C
Fresenius SE & Co. KGaA	Bad Homburg v. d. Höhe	A	C
FUCHS SE (formerly: FUCHS PETROLUB SE)	Mannheim	A	C
Fürst Fugger Privatbank Aktiengesellschaft	Augsburg	A	

Entity	Registered office	A <sup>1</sup>	C <sup>2</sup>
<b>G</b>			
GARANTA Versicherungs-Aktiengesellschaft	Nuremberg	A	
Gigaset AG	Munich	A	C
GK Software SE	Schöneck/Vogtland	A	C
GVV Direktversicherung AG	Cologne	A	
GVV Kommunalversicherung VVaG	Cologne	A	C
<b>H</b>			
Hamburg Commercial Bank AG	Hamburg	A	C
Hamburger Feuerkasse Versicherungs-Aktiengesellschaft	Hamburg	A	
Hamburger Hafen und Logistik Aktiengesellschaft	Hamburg	A	C
Hannover Rück SE	Hanover	A	C
HDI Global Network AG	Hanover	A	
HDI Global SE	Hanover	A	
HDI Global Specialty SE	Hanover	A	
HDI Haftpflichtverband der Deutschen Industrie Versicherungsverein auf Gegenseitigkeit	Hanover	A	C
HDI Lebensversicherung AG	Cologne	A	
HDI Versicherung AG	Hanover	A	
Heidelberg Materials AG (formerly: HeidelbergCement AG)	Heidelberg	A	C
Heidelberger Druckmaschinen Aktiengesellschaft	Heidelberg	A	C
Heidelberger Lebensversicherung AG	Neu-Isenburg	A	
HELLA GmbH & Co. KGaA	Lippstadt	A	C
Henkel AG & Co. KGaA	Düsseldorf	A	C
hGears AG	Schramberg	A	C
HOWOGE Wohnungsbaugesellschaft mit beschränkter Haftung	Berlin	A	C
HSBC Trinkaus & Burkhardt GmbH	Düsseldorf	A	
HUK24 AG	Coburg	A	
HUK-COBURG Haftpflicht-Unterstützungs-Kasse kraftfahrender Beamter Deutschlands a.G. in Coburg	Coburg	A	C

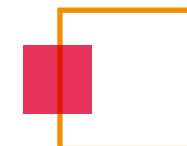
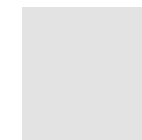
Entity	Registered office	A <sup>1</sup>	C <sup>2</sup>
HUK-COBURG-Allgemeine Versicherung AG	Coburg	A	
HUK-COBURG-Holding AG	Coburg	A	
HUK-COBURG-Krankenversicherung AG	Coburg	A	
HUK-COBURG-Lebensversicherung AG	Coburg	A	
HUK-COBURG-Rechtsschutzversicherung AG	Coburg	A	
Hyundai Capital Bank Europe GmbH	Frankfurt am Main	A	
<b>I</b>			
INDUS Holding Aktiengesellschaft	Bergisch Gladbach	A	C
init innovation in traffic system SE	Karlsruhe	A	C
INTER Allgemeine Versicherung AG	Mannheim	A	
INTER Krankenversicherung AG	Mannheim	A	
INTER Lebensversicherung AG	Mannheim	A	
INTER Versicherungsverein aG	Mannheim	A	C
Internationales Bankhaus Bodensee Aktiengesellschaft	Friedrichshafen	A	
InterRisk Lebensversicherungs-AG Vienna Insurance Group	Wiesbaden	A	
InterRisk Versicherungs-AG Vienna Insurance Group	Wiesbaden	A	
INTERSHOP Communications Aktiengesellschaft	Jena	A	C
Itzehoer Lebensversicherungs-Aktiengesellschaft	Itzehoe	A	
Itzehoer Versicherung/Brandgilde von 1691 Versicherungsverein auf Gegenseitigkeit	Itzehoe	A	C
<b>J</b>			
JOST Werke SE (formerly: JOST Werke AG)	Neu-Isenburg	A	C
Jungheinrich Aktiengesellschaft	Hamburg	A	C
<b>K</b>			
K+S Aktiengesellschaft	Kassel	A	C
Koenig & Bauer AG	Würzburg	A	C
KRAVAG-ALLGEMEINE Versicherungs-Aktiengesellschaft	Hamburg	A	
KRAVAG-LOGISTIC Versicherungs-Aktiengesellschaft	Hamburg	A	

Entity	Registered office	A <sup>1</sup>	C <sup>2</sup>
KRAVAG-SACH Versicherung des Deutschen Kraftverkehrs Versicherungsverein auf Gegenseitigkeit	Hamburg	A	
KSB SE & Co. KGaA	Frankenthal	A	C
<b>L</b>			
Landeskrankenhilfe V.V.a.G.	Lüneburg	A	
Landeskreditbank Baden-Württemberg – Förderbank –	Karlsruhe	A	
Landeslebenshilfe V.V.a.G.	Lüneburg	A	
Landschaftliche Brandkasse Hannover	Hanover	A	C
LANXESS Aktiengesellschaft	Cologne	A	C
LBS Bayerische Landesbausparkasse	Munich	A	
Lifestyle Protection AG	Hilden	A	
Lifestyle Protection Lebensversicherung AG	Hilden	A	
Lippische Landesbrandversicherung AG	Detmold	A	
LPV Lebensversicherung AG (formerly: PB Lebensversicherung Aktiengesellschaft)	Hilden	A	
LPV Versicherung AG (formerly: PB Versicherung Aktiengesellschaft)	Hilden	A	
LVM Krankenversicherungs-AG	Münster	A	
LVM Landwirtschaftlicher Versicherungsverein Münster a.G.	Münster	A	C
LVM Lebensversicherungs-AG	Münster	A	
<b>M</b>			
M.M.Warburg & CO (AG & Co.) Kommanditgesellschaft auf Aktien	Hamburg	A	
M.M.Warburg & CO Hypothekenbank Aktiengesellschaft	Hamburg	A	
Mainova Aktiengesellschaft	Frankfurt	A	C
MARCARD, STEIN & CO AG	Hamburg	A	
MAX Automation SE	Hamburg	A	C
Mecklenburgische Krankenversicherungs-Aktiengesellschaft	Hanover	A	
Mecklenburgische Lebensversicherungs-Aktiengesellschaft	Hanover	A	
Mecklenburgische Versicherungs-Gesellschaft a.G.	Neubrandenburg and Hanover	A	C

Entity	Registered office	A <sup>1</sup>	C <sup>2</sup>
MEDICLIN Aktiengesellschaft	Offenburg	A	C
Medigene AG	Planegg, Martinsried district	A	C
MorphoSys AG	Planegg	A	C
MVV Energie AG	Mannheim	A	C
<b>N</b>			
N26 Bank AG (formerly: N26 Bank GmbH)	Berlin	A	
NATIXIS Pfandbriefbank AG	Frankfurt am Main	A	
Nemetschek SE	Munich	A	C
Neodigital Versicherung AG	Neunkirchen	A	
neue leben Lebensversicherung Aktiengesellschaft	Hamburg	A	
neue leben Unfallversicherung Aktiengesellschaft	Hamburg	A	
Neue Rechtsschutz- Versicherungsgesellschaft Aktiengesellschaft	Mannheim	A	
Newline Europe Versicherung AG	Cologne	A	
Norddeutsche Landesbank – Girozentrale –	Hannover, Braunschweig, Magdeburg	A	C
Nordex SE	Rostock	A	C
NORMA Group SE	Maintal	A	C
NÜRNBERGER Allgemeine Versicherungs-Aktiengesellschaft	Nuremberg	A	
NÜRNBERGER BEAMTEN ALLGEMEINE VERSICHERUNG AKTIENGESELLSCHAFT	Nuremberg	A	
Nürnberger Beamten Lebensversicherung Aktiengesellschaft	Nuremberg	A	
Nürnberger Krankenversicherung Aktiengesellschaft	Nuremberg	A	
Nürnberger Lebensversicherung Aktiengesellschaft	Nuremberg	A	
<b>O</b>			
O2 Telefónica Deutschland Finanzierungs GmbH	Munich	A	
ODDO BHF Corporates & Markets AG	Frankfurt am Main	A	
ODDO BHF SE (formerly: ODDO BHF Aktiengesellschaft)	Frankfurt am Main	A	C
Öffentliche Feuerversicherung Sachsen-Anhalt	Magdeburg	A	

Entity	Registered office	A <sup>1</sup>	C <sup>2</sup>
OHB SE	Bremen	A	C
Oldenburgische Landesbrandkasse	Oldenburg	A	
OVB Holding AG	Cologne	A	C
OYAK ANKER Bank GmbH	Frankfurt am Main	A	
<b>P</b>			
PBD Germany Auto Loan 2021 UG (haftungsbeschränkt)	Frankfurt am Main	A	
Pensions-Sicherungs-Verein Versicherungsverein auf Gegenseitigkeit	Cologne	A	
Pfeiffer Vacuum Technology AG	Aßlar	A	C
PharmaSGP Holding SE	Gräfelfing	A	C
Porsche Automobil Holding SE	Stuttgart	A	C
ProTect Versicherung AG	Düsseldorf	A	
Provinzial Holding Aktiengesellschaft	Münster	A	C
Provinzial Nord Brandkasse Aktiengesellschaft	Kiel	A	
Provinzial NordWest Lebensversicherung Aktiengesellschaft	Kiel	A	
Provinzial Rheinland Lebensversicherung Aktiengesellschaft (formerly: Provinzial Rheinland Lebensversicherung AG Die Versicherung der Sparkassen)	Düsseldorf	A	
Provinzial Versicherung Aktiengesellschaft	Düsseldorf	A	
Proxalto Lebensversicherung Aktiengesellschaft	Munich	A	
PSA Bank Deutschland GmbH	Neu-Isenburg	A	
<b>R</b>			
R + V Lebensversicherung a.G.	Eltville am Rhein	A	
R + V LEBENSVERSICHERUNG AKTIENGESELLSCHAFT	Wiesbaden	A	
R+V Allgemeine Versicherung Aktiengesellschaft	Wiesbaden	A	
R+V Direktversicherung AG	Wiesbaden	A	

Entity	Registered office	A <sup>1</sup>	C <sup>2</sup>
R+V Krankenversicherung Aktiengesellschaft	Wiesbaden	A	
R+V VERSICHERUNG AG	Wiesbaden	A	C
RheinLand Versicherungs Aktiengesellschaft	Neuss	A	
Rhion Versicherung Aktiengesellschaft	Neuss	A	
RWE Aktiengesellschaft	Essen	A	C
<b>S</b>			
S DirektVersicherung Aktiengesellschaft	Düsseldorf	A	
Saarland Feuerversicherung Aktiengesellschaft	Saarbrücken	A	
SAF-HOLLAND SE	Bessenbach	A	C
Santander Consumer Bank Aktiengesellschaft	Mönchengladbach	A	
SC Germany Auto 2016-2 UG (haftungsbeschränkt) i.L.	Frankfurt am Main	A	
SC Germany Auto 2019-1 UG (haftungsbeschränkt)	Frankfurt am Main	A	
SC Germany Consumer 2018-1 UG (haftungsbeschränkt)	Frankfurt am Main	A	
SC Germany Mobility 2019-1 UG (haftungsbeschränkt)	Frankfurt am Main	A	
secunet Security Networks Aktiengesellschaft	Essen	A	C
SIMONA Aktiengesellschaft	Kirn/Nahe	A	C
Skandia Lebensversicherung Aktiengesellschaft	Neu-Isenburg	A	
STO SE & Co. KGaA	Stühlingen	A	C
STS Group AG	Hagen	A	C
Stuttgarter Lebensversicherung a.G.	Stuttgart	A	C
Stuttgarter Versicherung Aktiengesellschaft	Stuttgart	A	
Südzucker AG	Mannheim	A	C
SURTECO GROUP SE	Buttenwiesen	A	C



Entity	Registered office	A <sup>1</sup>	C <sup>2</sup>
<b>T</b>			
Talanx Aktiengesellschaft	Hanover	A	C
TARGO Lebensversicherung AG	Hilden	A	
TARGO Versicherung AG	Hilden	A	
TeamBank AG Nürnberg	Nuremberg	A	
TeamViewer SE	Göppingen	A	C
technotrans SE	Sassenberg	A	C
Telefónica Deutschland Holding AG	Munich	A	C
thyssenkrupp AG	Duisburg and Essen	A	C
<b>U</b>			
UNION KRANKENVERSICHERUNG AKTIENGESELLSCHAFT	Saarbrücken	A	
Union Reiseversicherung Aktiengesellschaft	Munich	A	
Uniper SE	Düsseldorf	A	C
United Internet AG	Montabaur	A	C
<b>V</b>			
Varengold Bank AG <sup>3</sup>	Hamburg	A	
VARTA AKTIENGESELLSCHAFT	Ellwangen Jagst	A	C
Vereinigte Tierversicherung Gesellschaft auf Gegenseitigkeit	Wiesbaden	A	
Versicherer im Raum der Kirchen Krankenversicherung AG	Detmold	A	
Versicherer im Raum der Kirchen Lebensversicherung AG	Detmold	A	

Entity	Registered office	A <sup>1</sup>	C <sup>2</sup>
Versicherer im Raum der Kirchen Sachversicherung AG	Kassel	A	
Versicherungskammer Bayern Konzern-Rückversicherung Aktiengesellschaft	Munich	A	
Versicherungskammer Bayern Versicherungsanstalt des öffentlichen Rechts	Munich	A	C
Vier Gas Transport GmbH	Essen	A	C
vigo Krankenversicherung VvaG	Düsseldorf	A	
Viridium Rückversicherung AG	Neu-Isenburg	A	
Viscom AG	Hanover	A	C
Vita 34 AG	Leipzig	A	C
Volkswagen Autoversicherung AG	Braunschweig	A	
VR Smart Finanz Bank GmbH	Eschborn	A	
VRK Versicherungsverein auf Gegenseitigkeit im Raum der Kirchen	Kassel	A	
VZ VermögensZentrum Bank AG	Munich	A	
<b>W</b>			
Waldenburger Versicherung Aktiengesellschaft	Künzelsau	A	
WashTec AG	Augsburg	A	C
Westag AG	Rheda-Wiedenbrück	A	
Westwing Group SE (formerly: Westwing Group AG)	Berlin	A	C
Woori Bank Europe GmbH	Frankfurt am Main	A	

Number of entities = 261

<sup>1</sup> A = Annual financial statements = 261

<sup>2</sup> C = Consolidated financial statements = 108

<sup>3</sup> Audit opinion issued after 30 June 2023 or still outstanding

# 5 Operating subsidiaries of PwC GmbH

**DRT Wirtschaftsberatungs- und Treuhandgesellschaft mbH**  
Alsterufer 1  
20354 Hamburg

**Fachverlag Moderne Wirtschaft GmbH**  
Friedrich-Ebert-Anlage 35–37  
60327 Frankfurt am Main

**INTES Akademie für Familienunternehmen GmbH**  
Kronprinzenstraße 31  
53173 Bonn

**kampus GmbH**  
Alsterufer 1  
20354 Hamburg

**PricewaterhouseCoopers Corporate Finance Beratung GmbH**  
Friedrich-Ebert-Anlage 35–37  
60327 Frankfurt am Main

**PwC Certification Services GmbH**  
Kapelle-Ufer 4  
10117 Berlin

**PwC Cyber Security Services GmbH**  
Kapelle-Ufer 4  
10117 Berlin

**PwC FS Tax GmbH Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft**  
Huysenallee 58  
45128 Essen

**PwC Solutions GmbH**  
Friedrich-Ebert-Anlage 35–37  
60327 Frankfurt am Main

**PwC Strategy& (Austria) GmbH**  
Donau-City-Straße 7  
1220 Vienna, Austria

**PwC Strategy& (Germany) GmbH**  
Georg-Glock-Straße 22  
40474 Düsseldorf

**WIBERA Wirtschaftsberatung Aktiengesellschaft Wirtschaftsprüfungsgesellschaft**  
Georg-Glock-Straße 22  
40474 Düsseldorf



## 6 Audit firms in EU/EEA member states which are members of the PwC Network

EU/EEA member state	Name of audit firm
Austria	PwC Wirtschaftsprüfung GmbH, Vienna
Austria	PwC Wirtschaftsprüfungs- und Steuerberatungsgesellschaft mbH, Linz
Austria	PwC Tax & Audit Services Wirtschaftsprüfung und Steuerberatung GmbH, Graz
Austria	PwC Österreich GmbH, Vienna
Belgium	PwC Bedrijfsrevisoren bv/Reviseurs d'entreprises srl
Bulgaria	PricewaterhouseCoopers Audit OOD
Croatia	PricewaterhouseCoopers d.o.o
Croatia	PricewaterhouseCoopers Savjetovanje d.o.o
Cyprus	PricewaterhouseCoopers Limited
Czech Republic	PricewaterhouseCoopers Audit, s.r.o.
Denmark	PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab
Estonia	AS PricewaterhouseCoopers
Finland	PricewaterhouseCoopers Oy
France	PricewaterhouseCoopers Audit
France	PricewaterhouseCoopers Entreprises
France	PricewaterhouseCoopers France
France	M. Antoine Priollaud
Germany	PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft
Germany	WIBERA Wirtschaftsberatung Aktiengesellschaft Wirtschaftsprüfungsgesellschaft
Greece	PricewaterhouseCoopers Auditing Company SA
Hungary	PricewaterhouseCoopers Könyvvizsgáló Kft.

EU/EEA member state	Name of audit firm
Iceland	PricewaterhouseCoopers ehf
Ireland	PricewaterhouseCoopers
Italy	PricewaterhouseCoopers Spa
Latvia	PricewaterhouseCoopers SIA
Liechtenstein	PricewaterhouseCoopers GmbH, Ruggell
Lithuania	PricewaterhouseCoopers UAB
Luxembourg	PricewaterhouseCoopers, Société coopérative
Malta	PricewaterhouseCoopers
Netherlands	PricewaterhouseCoopers Accountants N.V.
Norway	PricewaterhouseCoopers AS
Poland	PricewaterhouseCoopers Polska sp. z. o.o.
Poland	PricewaterhouseCoopers Polska spółka z ograniczoną odpowiedzialnością Audyt sp. k.
Poland	PricewaterhouseCoopers Polska spółka z ograniczoną odpowiedzialnością sp. k.
Portugal	PricewaterhouseCoopers & Associados – Sociedade de Revisores Oficiais de Contas, Lda
Romania	PricewaterhouseCoopers Audit S.R.L.
Slovakia (Slovak Republic)	PricewaterhouseCoopers Slovensko, s.r.o.
Slovenia	PricewaterhouseCoopers d.o.o.
Spain	PricewaterhouseCoopers Auditores, S.L.
Sweden	PricewaterhouseCoopers AB
Sweden	Öhrlings PricewaterhouseCoopers AB

# 7 Contact information – Branch offices



## Registered office

### Frankfurt am Main

Friedrich-Ebert-Anlage 35–37  
60327 Frankfurt am Main

## Branch offices

### Berlin

Kapelle-Ufer 4  
10117 Berlin

### Bielefeld

Kreuzstraße 35  
33602 Bielefeld

### Bremen

Domshof 18–20  
28195 Bremen

### Duisburg

Schifferstraße 190  
47059 Duisburg

### Duisburg

Franz-Haniel-Platz 6–8  
47119 Duisburg

### Düsseldorf

Georg-Glock-Straße 22  
40474 Düsseldorf

### Erfurt

Bahnhofstraße 38  
99084 Erfurt

### Essen

Huyssenallee 58  
45128 Essen

### Hamburg

Alsterufer 1  
20354 Hamburg

### Hanover

Fuhrberger Straße 5  
30625 Hanover

### Kassel

Monteverdisträße 2  
34131 Kassel

### Kiel

Lorentzendamm 43  
24103 Kiel

### Cologne

Konrad-Adenauer-Ufer 11  
50668 Cologne

### Leipzig

Querstraße 13  
04103 Leipzig

### Mannheim

Glücksteinallee 43-45  
68163 Mannheim

### Munich

Bernhard-Wicki-Straße 8  
80636 Munich

### Nuremberg

Ostendstraße 100  
90482 Nuremberg

### Osnabrück

Niedersachsenstraße 14  
49074 Osnabrück

### Saarbrücken

Europaallee 31  
66113 Saarbrücken

### Schwerin

Werderstraße 74 b  
19055 Schwerin

### Stuttgart

Friedrichstraße 14  
70174 Stuttgart

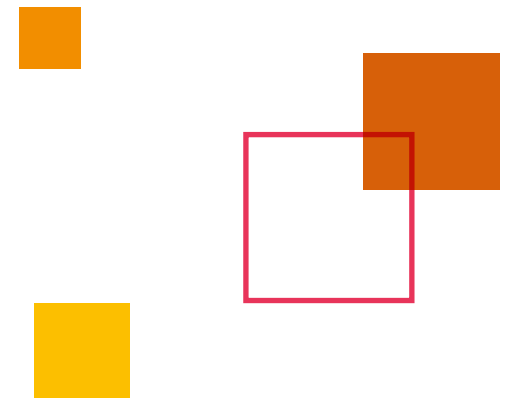


# List of abbreviations

ADAM	Automated data management	ERP	Enterprise resource planning
AFS	Authorisation for Services	ESG	Environment, social, governance
AI	Artificial intelligence	EU	European Union
AktG	German Stock Corporation Act (Aktengesetz)	EU-PIE	Public interest entity domiciled in the EU
AOB	Auditor Oversight Body (Abschlussprüferaufsichtsstelle) at the Federal Office for Economic Affairs and Export Control (Bundesamt für Wirtschaft und Ausfuhrkontrolle)	FREP	German Financial Reporting Enforcement Panel (Deutsche Prüfstelle für Rechnungslegung e. V.)
AQI	Assurance quality indicator(s)	FS	Financial Services
ASR	Assurance	FTE	Full-time equivalent
ASR ET	Assurance Enablement Team	FY	Financial year
ASR LT	Assurance Leadership Team	GAQ-I	Global Assurance Quality Inspection
ASR R&Q	Assurance Risk & Quality	GAQ-M	Global Assurance Quality Methodology
Aura	PwC Network's IT application for planning, conducting and documenting Assurance engagements	GbR	German civil law partnership (Gesellschaft bürgerlichen Rechts)
A.L.I.	Automated List Inspector	GDPR	General Data Protection Regulation
BaFin	Federal Financial Supervisory Authority (Bundesanstalt für Finanzdienstleistungsaufsicht)	GIP	Global Independence Policy
BAS	Business Assurance Services	GmbH	German limited liability company (Gesellschaft mit beschränkter Haftung)
BS WP/vBP	Professional Charter of German Public Accountants (Berufssatzung für Wirtschaftsprüfer und vereidigte Buchprüfer)	GmbHG	German Limited Liability Companies Act (Gesetz betreffend die Gesellschaften mit beschränkter Haftung)
CARE	IT application for managing, communicating and documenting audit-relevant information	GPS	Global People Survey
CC	Competence Centre in Duisburg	Halo	Brand for the PwC Network's various data analysis tools
CES	Central Entity Service	HGB	German Commercial Code (Handelsgesetzbuch)
CMAAS	Capital Markets & Accounting Advisory Services	HinSchG	German Whistleblower Protection Act (Hinweisgeberschutzgesetz)
COBIT	Control Objectives for Information and Related Technology (IT governance framework)	HPC	Higher profile client
COO	Chief Operating Officer	HR	Human resources
CPD	Continuing professional development	HRB	Commercial Register Division B
CRM	Customer relationship management	IAASB	International Auditing and Assurance Standards Board
CSRD	Corporate Sustainability Reporting Directive	IDW	Institute of Public Auditors in Germany (Institut der Wirtschaftsprüfer in Deutschland e.V.), Düsseldorf
EEA	European Economic Area	IEC	International Electrotechnical Commission
EQR	Engagement quality review	IESBA	International Ethics Standards Board for Accountants
		IESBA CoE	Code of Ethics for Professional Accountants of the International Ethics Standards Board for Accountants
		IFRSs	International Financial Reporting Standard(s)

ISAs	International Standards on Auditing
ISMS	Information Security Management System
ISO	International Organization for Standardization
ISP	Information Security Policy
ISQM	International Standard on Quality Management
ITIL	Information Technology Infrastructure Library
ITL	International Team Leader
JBR	Joint business relationship
KPI	Key performance indicator
LkSG	German Act on Corporate Due Diligence Obligations in Supply Chains (Lieferkettensorgfaltspflichtengesetz)
LT	Leadership Team
MitbestG	German Co-determination Act (Gesetz über die Mitbestimmung der Arbeitnehmer)
NFRD	Non-Financial Reporting Directive
NGA	Next Generation Audit
NIST	National Institute of Standards and Technology
OECD	Organisation for Economic Co-operation and Development
PCAOB	Public Company Accounting Oversight Board
PEI	People Engagement Index
PICT	Personal Independence Compliance Testing
PIE	Public interest entity
PRI	Partner Responsible for Independence
PwC	PricewaterhouseCoopers
PwC Europe	PricewaterhouseCoopers Europe GmbH
PwC Germany	PwC GmbH and affiliated firms
PwC GmbH	PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft
PwC Holding	PwC Deutschland Holding Aktiengesellschaft Wirtschaftsprüfungsgesellschaft
PwCIL	PricewaterhouseCoopers International Limited
QA-WP	Engagement Quality Control Reviewer (Wirtschaftsprüfer:in in der Qualitätssicherung)
QMR	Quality Management Review
QMS	Quality Management Standard
QMSE	Quality Management for Service Excellence
QRP	Quality Review Partner
RADAR	Recognising the event, Assessing the situation, Deciding what to do, Agreeing the way forward, Reporting and communicating

RAS	Risk Assurance Solutions
Regulation (EU) No 537/2014	Regulation (EU) No 537/2014 of the European Parliament and of the Council of 16 April 2014 on specific requirements regarding statutory audit of public-interest entities and repealing Commission Decision 2005/909/EC
RTL	Review Team Leader
SAP	Standard application program of SAP SE, Walldorf
SDC	Service Delivery Centre
SEC	Securities and Exchange Commission
SOPS	Statements of Permitted Services
SoQM	System of Quality Management
SPUT	Balance confirmation support process (IT application for recording balance confirmations)
StB	German Tax Advisor (Steuerberater)
TISAX	Trusted Information Security Assessment Exchange
TREUKO	TREUKO Revisions- und Treuhandsgesellschaft mbH Wirtschaftsprüfungsgesellschaft
VPN	Virtual private network
WP	German Public Accountant (Wirtschaftsprüfer:in)
WPG	German audit firm (Wirtschaftsprüfungsgesellschaft)
WPK	German Chamber of Public Accountants (Wirtschaftsprüferkammer)
WPO	German Public Accountants Act (Wirtschaftsprüferordnung)



# Your contacts

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Marketing & Communications  
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