



OUR PEOPLE

15	Our People
19	Culture
27	Personal Journey

PAMELA
REIF





OUR PEOPLE

2022 was dominated by geopolitical tensions in Europe and the far-reaching social and economic consequences. After years of the COVID-19 pandemic, the worldwide economy gradually recovered and has increased the demand for highly qualified specialists and managers. Consequently, many employees have been looking for job opportunities and therefore the global staff turnover has increased following an overall global trend which is called the “great resignation”. To ensure our competitiveness in this environment and promote growth, it is essential that we continue to have competent and committed employees who we can retain for the long term. Our focus therefore remained particularly on talent acquisition, development and retention. This also included our continued efforts to increase our global employer attractiveness and to promote our unique work environment, corporate culture and diversity. In this way, we will become even more resilient to unpredictable external influences. As part of our strategic work force planning, we continued to hire foreign talents to work against demographic developments in local labor markets and to promote further diversity.

One important task, especially in the first half of 2022, was to overcome the challenges associated with the war in Ukraine. We helped our employees and their families by providing them shelter in a rented sanatorium. From the first minute we supported Ukrainian charities with PUMA products, groceries and cash donations both from PUMA and their employees. PUMA employees from Germany drove several times to Ukraine delivering urgently needed goods. On their way back they took PUMA employees, relatives, friends and PUMA athletes with them to Germany and Poland. A total of 128 people from Ukraine have been safely accommodated in Germany and 15 in Poland. We provided free accommodation in 2022 and helped the people to go through the registration process. Further we integrated them by offering jobs at PUMA and making sure their kids are integrated in local childcare facilities and schools. Towards the end of the year, we supported the group in finding permanent employment and own accommodation. After the suspension of our business in Russia, we took care of our employees in Russia by securing their full pay.

COMPENSATION & BENEFITS

The attractive performance-based compensation system at PUMA includes a fixed base salary, the PUMA bonus system, profit-sharing programs and various social benefits and intangible benefits. We also offer long-term incentive programs for the senior management level that honors the sustainable development and performance of the business. The bonus system is transparent and globally standardized. Incentives are exclusively linked to company goals.

Ensuring fair and non-discriminatory compensation at PUMA is one of our strategic priorities. Our compensation framework is based on analytical job evaluations and a global grading system. Since the criteria to be evaluated relate exclusively to characteristics of the job – not to the job holder – the remuneration system as such is gender-neutral. This enables us to rule out any gender-specific discrimination emanating from the compensation system.

In addition, we have continued our cooperation with the Fair Wage Network and are able to access benchmarks for all our subsidiaries and analyze them in terms of living wages as defined by the Fair Wage Network. For the year 2022 we can confirm, with regards to the Living Wage Adjusted Mean benchmark as defined by the Fair Wage Network, that all our employees are earning a living wage or more.

Furthermore, we have conducted a Gender Pay Gap Analysis for all German employees in collaboration with the hkp/// group in 2022.

With the same parameters such as partial retirement, length of service, recruitment, children, part-time, performance appraisal, job family group, management responsibility, nationality and grade, women at PUMA in Germany receive the same direct remuneration level as men. Therefore, we collaborated with the FPI Fair Pay Innovation Lab and became certified as a Universal Fair Pay Analyst. After adjusting the



methodology and excluding potentially discriminatory factors such as part-time work and children, the analysis still showed a slight pay gap, which we aim to close by next year. The regression analysis also showed that nationality does not have a significant impact on the wage gap. We will conduct further analyses of the gender pay gap in our subsidiaries in 2023.

DIGITALIZATION

In order to make our business processes even simpler and faster worldwide, we are once again placing a high focus on further digitization. Since 2017, we have been using the "Workday" software solution for many of our HR processes. This gives employees and managers access to all the processes and tools they need for day-to-day HR management tasks. In addition, user-friendly dashboards provide the information and data-driven insights that managers need for planning and steering. Analysis of our centralized global data provides a sound basis for decision-making and measurable results. In 2022, we placed particular emphasis on further analyzing data as part of People Analytics and incorporating the results into our strategic decisions. This helps us provide evidence-based answers to specific questions and make forecasts.

COMMUNITY ENGAGEMENT

2022 was a very successful year for community engagement at PUMA. With the support of our employees, we increased the engagement with local communities through a variety of different projects all around the world.

Here are a few examples:

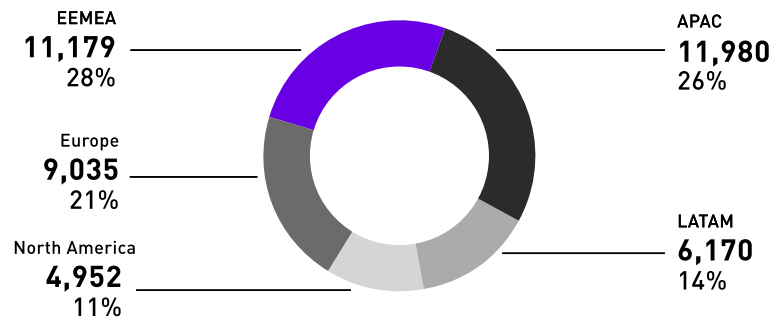
In August, PUMA North America hosted its annual Field Day Frenzy in conjunction with the Boys and Girls Club of Dorchester. Field Day Frenzy was a day full of community, culture and fun. Over 400 PUMA employees volunteered their time and spent the day with members of the Dorchester Boys and Girls Club. Everyone participated in outdoor activities such as basketball, kickball and football, as well as games and crafts. Activities focused on being active and creative. This volunteering opportunity brought together community and our PUMA employees which created an unforgettable day.

PUMA Taiwan teamed up with a local farmers' association and helped with the harvest with their own hands. We not only helped the elderly farmers, but also donated the harvested rice to low-income families affected by the earthquake. The big PUMA cat jumping into the green rice field shows the world the spirit of PUMA and our team's love and commitment to the local community.

We have set ourselves the ambitious goal of spending at least twice as many hours on social engagement as our average full-time equivalents (FTE) this year. We encouraged all of our employees around the world to participate and recorded projects and employee engagement on an online platform. In total, initiatives led by our subsidiaries on 5 continents contributed a total of 43,316 hours (3,874 for PUMA SE) of community engagement. With the projects, we helped protect the environment, promote health and fitness, fight discrimination or support education for children in need. Often these projects were carried out in cooperation with local non-profit organizations. Considering that the number of full-time employees (FTEs) in 2022 was 18,071 (1,168 for PUMA SE), we significantly exceeded our target.



➤ 6.01 COMMUNITY ENGAGEMENT 2022



CHARITY CAT

Our charity organization Charity Cat e.V., founded by PUMA employees in 2004, supported the people in Ukraine with various fundraising campaigns and projects in 2022. In total, more than 70,000 euros were collected. A part of these donations was used to support a project of the Civil Crisis Staff Network in Ukraine. Charity Cat was also able to use these donations to partially finance food transports to Ukraine and to provide clothing and shoes to refugees from Ukraine.

Charity Cat also supported projects in other countries. For example, Charity Cat has been working for many years with the association FONMEH e.V. in Haiti, which supports children in an orphanage in Les Cayes. Charity Cat's financial support ensures that the children continue to be cared for even in the current very difficult situation in Haiti. Together with PUMA's logistics partner Maersk, a container with building materials, sportswear, bicycles and musical instruments was safely delivered to Haiti.



Photo: Thanks to generous donations from PUMA and individual supporters, Charity Cat has been able to continue supporting those in need around the world, both financially and in kind, here for example girls in an orphanage run by FONMEH e.V. in Haiti.



It was also possible to continue the long-standing financial support for a project of the association "from heart to heart" in 2022. This organization helps needy families and children in remote areas of Samar Island in the Philippines by providing them shelter or schooling.

Other organizations with which Charity Cat cooperates include the Berlin-based association Straßenkinder e.V., which, among other things, offers a place to go for children and young people living on the streets or at risk of ending up there with its children's home "Bolle" in Berlin. Currently, this association is also in charge of a partner project in Znamianka in the Ukraine. Charity Cat also cooperates with Himalaya Friends e.V. This association helps disadvantaged children and protects them from human trafficking. Last year, for example, a community room in Kathmandu was renovated with the help of donations.

Further information on the projects and initiatives can be found at www.charity-cat.de.



CULTURE

The work culture at PUMA is unique and driven by our employees. Especially during difficult times and uncertainty, our culture helps us to make fast decisions, be agile and have the resilience and trust in one another to find new solutions and ways of working. A key factor is the diversity of our teams and the constant effort to communicate transparently and quickly with all our employees.

DIVERSITY, EQUALITY & INCLUSION

At PUMA, equality and non-discrimination are a key part of our corporate culture. We want to encourage and support people of all genders and we are convinced – diversity drives success. Our employees have many different nationalities and backgrounds, and we recognize that this is one of our key strengths. Worldwide we employ people from 142 countries, which represents 2/3 of nationalities. At our homebase in Germany we have people with more than 81 different passports. At the core of our PUMA family value sits BE YOU, a key component in establishing a respectful and supportive workplace where every employee can be their true selves. By listening to our PUMA family, we aim to break down systemic barriers and identify areas of improvement by fostering a culture that encourages collaboration and fairness.

In 2022 we further evaluated our diversity policies and introduced new training courses for our staff to help them recognize and deal with discrimination and injustice, intercultural communication, diversity, inclusion and belonging. To raise further awareness for these issues, we also held talks with internal and external speakers and posted articles on our internal communication platforms.

Celebrate diversity!

We provide a fair work environment and equal opportunities for all our employees, regardless of their gender, nationality, ethnicity, religion, disability, age or sexual orientation. These commitments are also a part of our PUMA Code of Ethics (2005) and the Diversity Charter we signed in 2010.

We highlighted our commitment to diversity and inclusion during Pride Month in June, for example, with our “Together Forever” summer party at the headquarters with food trucks, live band and a DJ-set. Our partners from Christopher-Street-Day Nürnberg e.V. had their own info booth on LGBTQ+ events in the region. We also flagged our Headquarters with rainbow flags and lighted the building in rainbow colors.

Another celebration took place with our Pride collection “Together Forever”. For this we teamed up with our LGBTQ+ advocate and model Cara Delevingne and queer artist Carra Sykes and created a capsule that encourages its wearers to speak up, celebrate their strength and grow together. We donated 20% of the collection proceeds to benefit GLAAD, an organization helping to ensure fair, accurate and inclusive representations of the LGBTQ+ community in media and entertainment.

PUMA’s Director, Diversity, Equity & Inclusion in the U.S. together with the local PUMA BBOLD Employee Resource Group (ERG), realized many important projects. The main goal of the group is to make sure that the office, PUMA products, and the workforce within the organization are equitable. The other focus is to make sure PUMA North America is accessible to people they are looking after – the black and brown community. The group launched “We Are Legends” in 2022. This storytelling and product development platform celebrates Black excellence and cultural impact with the aim to empower people to speak up in their most authentic voices. The first collection under the platform, “The Yard”, is championed by a collective of talented black PUMA designers to increase representation within the industry. PUMA also hosted and invited members of Boston organizations to our first Diversity Partners Career Fair.



We also implemented successful D&I projects and courses at our U.S. headquarters outside Boston in the city of Somerville, Massachusetts. Flourish, for instance, is a project between the BBOLD ERG and PUMA's ERG Moms Squad honoring women and Hispanic Heritage Month (or Latin) which goes from September 15th through October 15th. Flourish hosted a Yoga session with our Moms Squad (ERG for working moms), led by women that identify as Hispanic/LatinX.

Employee engagement

We carry our values to the outside world and support a wide range of NGOs and organizations worldwide. Here are a few examples of events that promoted diversity and inclusion:

- For the third year in a row, PUMA partnered with The Christopher-Street-Day Nürnberg e.V. to celebrate PRIDE month in the Nuremberg metropole area, support the local PRIDE parade and to raise awareness. PUMA also participated in the Come Together Cup in Nuremberg in June – an event organized by Christopher-Street-Day Nürnberg e.V. and the Fliederlich e.V. This soccer tournament stood for cosmopolitanism, equality and diversity. Respectful interaction between all participants is one of the most important principles. Our very own PUMA team called "Forever Faster" participated. All proceeds of this charity event were donated to the two associations.
- Our PUMA Iberia employees took part in an inclusive basketball game with LGBTQ+ sports club "Panteres Grogues". After a detailed explanation of the mission and values by the President of the club, Joan Miró, PUMA employees played a 5x5 basketball game with the help of Panteres Grogues players.
- For Asian Americans and Pacific Islanders (AAPI) Heritage Month, the North America team organized an incredible celebration event at our PUMA NY Flagship store. Curator of our PUMA event was American fashion and graphic designer Jeff Staple. In an open discourse, our panelists Julie Won, Vicky Lee, Bernie Gross and Wilson Tang discussed what's on the minds of the community. PUMA also donated money to "Welcome to Chinatown", a nonprofit organization that amplifies and addresses the culture and community of Chinatown.
- Award-winning Brazilian photographer Angélica Dass puts identity and equality at the heart of her work. PUMA had the great honor to get her on board for the 2022 beanie campaign. And it gets even better – like last year, our own employees were the faces of the shooting. A total of 40 PUMA employees were photographed. We also welcomed Angélica Dass to PUMA's headquarters for a globally streamed talk on the messages she shares through her art.

We are very happy that our efforts of the last year were rewarded and recognized with independent awards.

In 2022 PUMA was listed by the Financial Times as a Leader in Diversity for Europe." and also by Forbes as World's Top (50) Female-Friendly Company. In Germany we were named "Company of the Year" at the German Diversity Awards, and in Mexico we were among the best places to work for women in Expansión's ranking, "Súper Empresas Para Mujeres To critically examine ourselves as a company and our measures, we decided to participate in the PRIDE Index 2022/ The LGBTQ+ Diversity Performance Index. And good news: we made it into the Top20. We will continue to secure and expand the international competitiveness of our business in the long term by integrally embedding diversity, equity & inclusion (DE & I) in our DNA.

Measures to promote gender equality

We promote gender equality and are pleased that the gender distribution in the PUMA Group is balanced today, with approximately 50% female employees and 50% male employees. Of all our employees who work in STEM (Science, Technology, Engineering and Mathematics) roles, 45% are women. In 2022 women accounted for 44% of all management levels worldwide. Thanks to various measures with which PUMA has worked on equal opportunities, this figure has increased continuously in recent years (2018: 40%, 2019: 41%, 2020: 43%, 2021: 44%, 2022: 44%). However, we are not satisfied with this and are striving to increase the promotion of women in management positions, especially at the higher management levels, worldwide in the coming years.

**➤ T.01 PERCENTAGE OF WOMEN IN MANAGEMENT POSITIONS (in %)**

Region	2017	2018	2019	2020	2021	2022
Europe	31	31	35	34	37	37
EEMEA	38	43	42	44	42	40
North America	46	48	50	48	48	48
Latin America	35	38	38	40	45	44
Asia/Pacific	41	44	43	48	49	50
Total	38	40	41	43	44	44

In addition, the Supervisory Board of PUMA SE has set a target of at least 2 women (33%) for the proportion of women on the Supervisory Board. For the Management Board, the Supervisory Board has set the following targets for the proportion of women: (i) At least 1 woman (25%), on condition that PUMA SE has four Management Board members, (ii) at least 1 woman (20%), on condition that PUMA SE has five Management Board members, (iii) at least 2 women (33%), on condition that PUMA SE has six Management Board members. We set ourselves an implementation deadline by October 31, 2026.

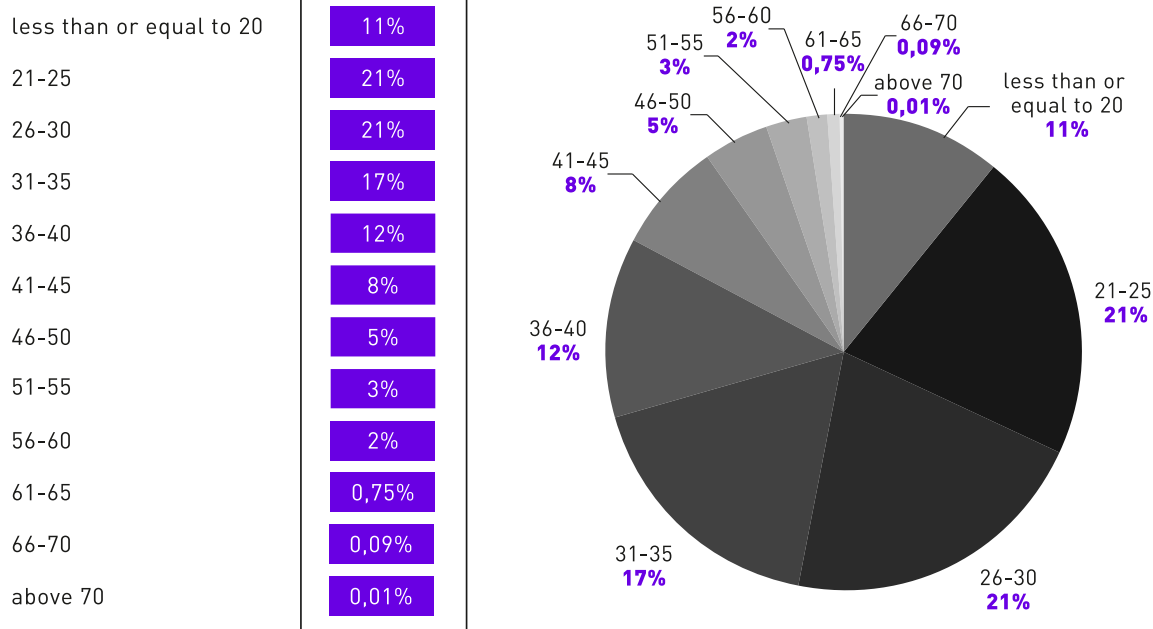
We want to continuously support the development of women in management positions. For this reason, we offer special training and access to inspiring networks. The exchange with experienced female managers is intended to encourage and motivate female employees to take on leading roles within the company themselves.

We see the fact that PUMA has two women on the Management Board of four since January 1, 2023, with Anne-Laure Descours (CSO) and Maria Valdes (CPO), as a success of our efforts to achieve equal opportunities.

The average age of our employees worldwide is 31. Our employees represent all working age groups.



➤ G.02 AGE GROUP



Being inclusive

Creating an inclusive work environment in which employees with disabilities can perform their tasks while developing their potential is very important to us. That is why we adapt workplaces to their special needs and provide appropriate training. In Germany the interests of employees with disabilities are represented by an elected member of the Works Council. Due to the different legal situations in our companies, in some countries it is not permitted to record the status of disability and the various definitions of a severely disabled employee. Around 1% of our employees have informed us that they are severely disabled, although the actual number is probably higher.

WELLBEING

We invest in a continuously improving wide range of services and benefits to foster the health and wellbeing of our employees. We are convinced that employees are more motivated and perform better when they feel good and have a healthy work-life balance. Our Wellbeing concept was developed at our headquarters in Herzogenaurach and adapted to local needs and regulations. Today it plays an important part at all PUMA subsidiaries worldwide.

Our wellbeing program includes four components: Flex, Social, Finance and Athlete.

After the restrictions we have experienced in recent years, we were very happy to be able to present the full program to our employees again. As a sports company, we naturally offer a wide range of sports and training opportunities, such as regular in-house sports courses, sports events, free access to the gym and our various outdoor courts for football, volleyball, basketball and tennis. A highlight in 2022 was the opening of our new padel tennis court, which gives our employees even more opportunities to get active. Our sports classes range from meditation and yoga to TRX, Jumping Fitness and Krav Maga.

During our "Be Well Weeks", which promote healthy lifestyles, we offered free health checks and nutritional advice and gave our employees the opportunity to try the latest trends in fitness and sport.



FLEXIBLE WORKING CONDITIONS

Being committed to our people's wellbeing, we offer excellent working conditions based on a unique culture. To enable our employees to balance their professional and private lives and manage stress, we offer a variety of models, such as flexible working hours, mobile office, part-time employment and sabbaticals, from which they can choose at different stages of their lives.

In light of the COVID-19 pandemic, we are responding with maximum flexibility in terms of when and where our employees work and have introduced a hybrid working model in all our offices worldwide.

In Germany, employees can take advantage of the free employee assistant services provided by one of our partners. With a parent-child office, a nursing room, daycare spots and summer camps for children during school breaks, our headquarters in Herzogenaurach was awarded the German "Audit Beruf & Familie" (audit work and family) certificate, which we have held since 2015.

Our goal is to minimize voluntary turnover and maintain the number of employees in permanent employment at over 80%. In 2022, 90% of our employees worldwide had a permanent employment contract, and the employment of over 27% of our employees was governed by a collective agreement. The turnover rate is highly dependent on the share of retail business in the respective markets and regions. The employee-induced turnover rate was 26% (12% for non-retail employees and 36% for retail employees). The overall turnover rate was 35%, including retail employees. The proportion of employees working part-time was 22% at the end of 2022.

➤ T.02 EMPLOYMENT CONTRACTS (PERMANENT/FIXED TERM)

	Permanent					Fixed Term			
	Total	Total	Female	Male	Diverse	Total	Female	Male	Diverse
EUROPE	4.626	3 839	1.936	1.901	2	787	467	320	0
EEMEA	4.406	4.331	1.695	2.636	0	75	41	34	0
North America	3.710	2 957	1.496	1.449	12	753	373	378	2
Latin America	3.209	3 208	1.381	1.827	0	1	1	0	0
Asia/Pacific	4.534	4.134	2.566	1.567	1	400	226	174	0
Total	20.485	18.469	9.074	9.380	15	2.016	1.108	906	2

➤ T.03 EMPLOYMENT CONTRACTS (FULL-TIME/PART-TIME) (in %)

Employment contracts	Female	Male	Diverse	Total
Full-time	47	53	0	100
Part-time	58	42	0	100



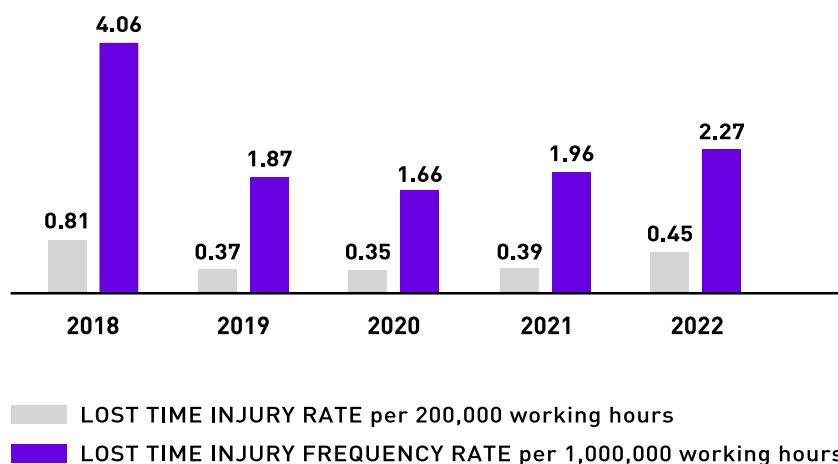
OCCUPATIONAL HEALTH AND SAFETY

We strive to keep our people healthy and safe by providing a work environment where health and safety issues are taken seriously. The COVID-19 pandemic continued to be a challenge in some markets in 2022. As a result, we maintained our strict hygiene and safety approach that adhered to all applicable health and safety regulations, i.e., distancing rules, installation of hand sanitizer dispensers and a requirement to wear masks. In addition, we continued to provide protective masks and free rapid tests for all our employees. In this way, we reduced the risk of infection to an absolute minimum. PUMA offered free vaccinations and, where possible, organized vaccination campaigns in our offices worldwide. In 2022, we placed a special focus on the topics of mental wellbeing, resilience and mindfulness in order to provide our employees with the best possible support in this politically and economically difficult environment and the increased mental stress that this often entails.

Our updated global Occupational Health and Safety Policy underlines the importance of this issue. PUMA has a central Health & Safety Committee that operates in our headquarters in Herzogenaurach and conducts quarterly meeting. This internal committee includes health and safety specialists who conduct frequent health and safety inspections and exchange documentation on health issues and risks. These are complemented by external inspections by official bodies, such as the German "Berufsgenossenschaft". In addition, all our larger units also have dedicated local health and safety experts. Our Global Director People & Organization is part of our Executive Management Team and informs our Management Board about relevant health and safety matters at least quarterly.

We have set ourselves the bonus-related goals of zero fatalities and lowering the average injury rate year on year. For 2022, we set a goal to stay below a lost time injury rate of 0.50. The lost time injury rate expresses the number of lost time injuries per 200.000 worked hours. In addition to conducting safety training courses at all our sites, we also offer online training programs to prepare employees for potential emergency situations and thus reduce the number of accidents. In 2022, we promoted our digital OHS training course to all our sites, which included hygiene and proper mobile office behavior. Last year, we provided a total of 15,545 hours of safety training, while 7,169 employees were trained in fire safety and 6,139 in first aid. In 2022, 91 workplace accidents requiring a work stoppage were recorded worldwide. This corresponds to a lost time injury rate of 0.45 compared to 0.39 in 2021. The lost time injury rate for PUMA SE was zero and 0.31 in the previous year. Another indicator of employee engagement and the health of our workforce is the rate of absence due to sickness, which was 2.49% in 2022. We recorded no fatal accidents, and the rate of occupational diseases was zero at PUMA in the last 11 years, including 2022.

➤ 6.03 LOST TIME INJURY (FREQUENCY) RATE





FEEDBACK

Feedback from inside and outside PUMA is very important to us. It shows if we are moving in the right direction, and it helps us to constantly improve. In this way, we regularly compare ourselves with other companies and gain valuable insight from our employees.

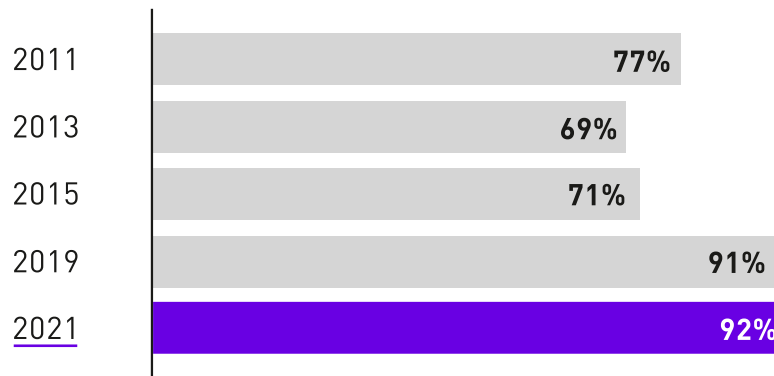
Our "listening strategy" includes various ways of providing feedback and aims to pick up on the mood of our employees and understand their concerns and needs. We capture their feedback and ideas through surveys, pulse surveys, focus groups, interviews and sentiment analysis. We use systems such as Amber, Leena AI and Workday for this purpose. In addition, regular industry benchmarking is also carried out, and this is reflected, for example, in our Top Employer certification, our Great Place to Work award, and the "berufundfamilie" audit, as well as other awards we have received.

The feedback we receive in this way and in particular through our global employee opinion survey in 2021 encourages us to continue and further expand the measures we have implemented. The next global employee survey is planned for 2023.

ENGAGEMENT

Delivering outstanding performance and achieving consistent growth requires a high level of commitment and dedication from our employees. We measure employee engagement through regular global employee opinion surveys and are particularly proud to have received an engagement score of 92% in our most recent survey. We value our employees' high level of engagement as well as their loyalty to the brand and aim to maintain this high level in the years to come. This year, we continued to implement the measures in the action plan resulting from the 2021 global employee survey.

➤ G.04 EMPLOYEE ENGAGEMENT SCORE



AWARDS

2022 was a year marked by valuable recognitions for PUMA as a global employer. Providing our employees with a workplace where they can develop, grow and take on new opportunities is one of our top priorities. Forbes partnered with market research company Statista to create the "World's Best Employers" certification. We are proud to be recognized among them for the third consecutive year in 2022. In addition, being named one of the "World's Top Female Friendly Companies 2022" by Forbes for the first time is a great recognition of our efforts to champion women in the workplace.

In addition to our global efforts, we also received several awards on a regional level. Being recognized as one of "Europe's Leaders in Diversity" for the third year in a row by the Financial Times mirrors our efforts



to create a diverse, equal and inclusive company culture. In terms to diversity, we are more than proud of the German Diversity Award, inclusion in the Pride Index and recognition as one of the best teams of the year in the British Business Women Awards Series. All this shows that PUMA supports and drives diversity at all levels and locations across the globe. We also received the Great Place to Work Award in Argentina for the third time and in India for the fourth year in a row. Furthermore, our South-East Asian PUMA locations in Malaysia and Indonesia received this award for the first time. Due to its organizational culture and work climate, our Latin American PUMA location was not only certified as one of Mexico's Súper Empresas 2022, but also recognized as one of the Súper Empresas para Mujeres 2022 by the Expansion Magazine for offering specific benefits for women. In Asia, PUMA Hong Kong received special recognition for its commitment to the community, employees and the environment, and was therefore named a Caring Company 2022 for the fifth year in a row. We are especially proud that all over the world, the unique and inclusive PUMA culture is experienced and valued by several different external institutes and organizations, just as it is internally.

Finally, our commitment to providing the best working environment and opportunities for our employees was also rewarded by being named a Top Employer in 22 PUMA countries, including Germany, France, the United Kingdom, Spain, Italy, South Africa, Japan, Vietnam and Hong Kong, as well as all four PUMA regions – Europe, Asia Pacific, North America and Latin America – as a whole. On top of this, we are more than proud that we certified in 2022 as one of 15 Global Top Employers for the year 2023 as the only company in our industry.



PERSONAL JOURNEY

As a company we can only reach our goals if we attract, recruit and retain talent at PUMA. Competing for the best suitable talent on the market, our intention is to raise awareness of PUMA as an employer of choice which offers challenging roles, while providing professional talent management and unique development opportunities.

RECRUITING

People are our enduring asset. To ensure PUMA remains the employer of choice in the minds of our prospects and external applicants, we use a data-driven approach to attract talent. We use analytics to review the past trends in recruitment, understand the key source of talent inflow and design our talent acquisition strategy accordingly. To support our strategy, we use digital platforms, social media as well as the PUMA career website connecting with talents globally. To ensure our talent pipeline is everlasting, we foster relationships with academic universities through career events, company talks, master classes, etc. to name a few. In 2022, we deepened our engagement with candidates through enhanced communication via exclusive PUMA digital events, where they had the opportunity to interact with PUMA senior leaders and provide their suggestions for improving the brand.

TALENT MANAGEMENT

We believe that our employees are the drivers of their personal career journey. With an integrated approach to talent management, we foster a feedback and results-oriented culture at PUMA and a self-directed learning mindset. We regularly, at least yearly, evaluate all our employees, set up personal development plans, and identify the right people to prepare them to shape PUMA's future. Talent conferences are conducted globally to assess the entire PUMA workforce, including all levels of management. Employees are evaluated on criteria such as individual performance and competencies, potential, learning agility, ambition and mobility. The targeted analysis of our employees' profiles allows us to match internal talent with upcoming career opportunities. This helps us build a robust succession pipeline within the company and to foresee and address our organization's future competency needs. Our strong focus on internal talent mobility gives our employees the opportunity to develop professionally and gain cross-cultural experience, leading to an enhanced learning curve on a professional and personal level. We use digital platforms where our internal talents can find the opportunity of their choice that is just one click away. An example of this is the "Job Alert" feature in Workday, which allows us to automatically display job openings to employees, increasing the visibility of career opportunities within the PUMA Group. As a result, we can report a significant number of internal moves including relocations abroad. Overall, in 2022 we were again able to fill 3 out of 4 of our vacant key positions worldwide through internal promotions or horizontal transfers and filled 45% of open positions with internal candidates. We see this as confirmation of our talent and development strategy.

DEVELOPMENT

The continuous professional and personal development of our employees also ensures that our staff have the necessary skills to ensure internal growth and drive the company forward. Strategic workforce planning and Workday help us identify skill gaps and gain transparency into our employees' capabilities. We offer a wide range of options for training and development, including courses, workshops and coaching – online and offline, standardized or specially tailored to individual needs. Based on a lifelong learning approach fostering a self-driven learning culture, we provide a state-of-the-art learning infrastructure integrated into the Workday Human Capital Management system for internal and external training courses. With LinkedIn Learning and GoodHabitZ, more than 20,000 different online training courses are available for personal and professional development in a variety of learning categories – available in up to nine languages.



Speaking another language promotes mutual understanding, creates connections and enriches diversity; it also enhances our internal mobility. While the global focus is on English, employees can also learn or improve another language, including for private use. In 2022, we increased our focus on language training and acquired a global Busuu license covering fifteen languages. All our employees, including retail employees can now learn a new language online in a self-directed and flexible way according to their needs. Learners are supported by certified trainers in live lessons, individually and in groups. We received the eLearning AWARD 2023 in the category "Best Roll Out Project" for the implementation of this project. To help employees integrate locally, PUMA also offers weekly language courses in a classroom on the office premises, so that employees no longer have to commute to external courses after work and can integrate more quickly into a local environment.

Learning content such as mental wellbeing, resilience, mindfulness and emotional stability helped us to provide our employees worldwide with the best possible support during the current challenging times. Our hybrid concepts for all of our existing classroom training provide flexibility and ensure that employees can learn in the formats they prefer and that are right for them. In 2022, 16,216 employees worldwide participated in training courses and workshops over a total of 117,433 hours. This resulted in an average of 7 hours training per FTE and € 247 per FTE spent on training, even though most of our trainings are digital.

To achieve the goal of building an agile learning organization and expand the use of agile working methods even further, we continue to offer our digital agile coach program to employees worldwide. By the end of 2022, over 130 employees from all over the globe have completed the program since its launch. Based on three levels of training – Agile Rookie, Agile Facilitator and Agile Coach – we focus on a need-based training to equip the right people with the right skills. Various business units and their teams are actively applying Agile principles as well as Agile frameworks, such as Scrum, Kanban, Design Thinking and OKRs in their day-to-day business and strategic planning.

LEADERSHIP TRAINING ILP/ILP²/PLE

Our PUMA leaders play an important role in fulfilling our mission to become FOREVER.FASTER. To master the new complex challenges in a volatile work environment and at the same time achieve our goals of excellence, we highly value their skills and leadership expertise. We have designed the International Leadership Program (ILP & ILP²) to equip our staff with the necessary competencies and ensure a common understanding of our leadership culture throughout the organization. PUMA leaders receive intensive training and coaching, including interactive learning, roleplay simulations and best-practice learning, as well as joint projects. Special focus is placed on mindful leadership and agile working methods. The program consists of various modules that give managers the opportunity to apply their newly acquired knowledge between seminars.

In 2022, we fostered our new PUMA Leadership Expedition program designed to enable leaders to lead effectively in a VUCA (Volatility, Uncertainty, Complexity and Ambiguity) world. It is fully virtual, easily accessible and based on the key concepts of self-driven learning, nugget-learning, learning sprints, and peer-learning. A healthy mix of trainer-led virtual sessions, and self-driven learning with a pool of more than 130 one-hour learning nuggets allow our leaders to decide what they need to learn, when they want to learn, and how they want to learn. The entire program is based on Learning Sprints that consist of trainer-led sessions, self-driven nugget learning, retrospective sessions with coaches and group assignments to achieve the highest possible learning and transfer success. We are very proud to have been awarded with the eLearning AWARD 2023 in the category "Agile Learning" for this innovative training.

For employees who are taking on a management role for the first time, we offer a PUMA-tailored training "From employee to manager" to prepare them for their new challenge and ensure a common understanding of leadership at PUMA among all newly promoted leadership talent. In addition to the training modules, this program also includes individual coaching and pre- and post-learning online.



SPEED UP/SPEED UP²

Accelerating our employees' progress & retaining talent is essential for organizational success. Driving this ambition, two selective development programs, Speed Up and Speed Up², are designed to unlock the potential of our talent. To prepare them for the next steps in their career, we provide an intense curriculum, including cross-functional projects and tasks, coaching, mentoring and targeted training courses. Participants also benefit from exposure to top management and establish strong networks globally. In 2022, the fourth global group started its Speed Up/Speed Up² journey.

FUTURE TALENT

We are constantly on the lookout for future talent that we can successfully develop and equip with the relevant skills to take on prospective challenging roles in the PUMA Group. A varied range of initiatives at universities and career fairs both locally and internationally, gives us the opportunity to approach potential employees and identify suitable candidates. We offer a lot of options within an international work environment, creating the ideal conditions for people starting their careers.

In 2022, six dual students and seven apprentices joined the PUMA Headquarters in Herzogenaurach. We offer dual study programs in the subjects, International Business, Fashion Management, Business Informatics, Accounting & Controlling and Digital Commerce Management. In cooperation with different universities, the students get theoretical background while gaining valuable practical experience in different teams at PUMA. Our apprentices either train as industrial clerks or IT specialists. They are working in various departments of the company to develop personal and professional skills and broaden their knowledge while regularly attending vocational school. In total PUMA had 45 apprentices and dual students by the end of 2022.

Another way for young talent to get to know PUMA is through our internships and working student positions. Students from all over the world are not only given the opportunity to gain six months' work experience, but also build a network and sharpen their skillset. By the end of 2022 roughly 140 Interns and Working Students were part of the PUMA family.