



PUMA GROUP DEVELOPMENT

T.3 PUMA GROUP DEVELOPMENT (in € million)

	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009*
Sales										
Consolidated sales	4,648.3	4,135.9	3,626.7	3,387.4	2,972.0	2,985.3	3,270.7	3,009.0	2,706.4	2,447.3
- Change in %	12.4%	14.0%	7.1%	14.0%	-0.4%	-8.7%	8.7%	11.2%	10.6%	-3.0%
- Footwear	2,184.7	1,974.5	1,627.0	1,506.1	1,282.7	1,372.1	1,595.2	1,539.5	1,424.8	1,321.7
- Apparel	1,687.5	1,441.4	1,333.2	1,244.8	1,103.1	1,063.8	1,151.9	1,035.6	941.3	846.2
- Accessories	776.1	719.9	666.5	636.4	586.3	549.4	523.6	433.9	340.3	279.4
Result of operations										
Gross profit	2,249.4	1,954.3	1,656.4	1,540.2	1,385.4	1,387.5	1,579.0	1,493.4	1,344.8	1,243.1
- Gross profit margin	48.4%	47.3%	45.7%	45.5%	46.6%	46.5%	48.3%	49.6%	49.7%	50.8%
Royalty and commission income	16.3	15.8	15.7	16.5	19.4	20.8	19.2	17.6	19.1	20.6
EBIT ¹⁾	337.4	244.6	127.6	96.3	128.0	191.4	290.7	333.2	337.8	299.7
- EBIT margin	7.3%	5.9%	3.5%	2.8%	4.3%	6.4%	8.9%	11.1%	12.5%	12.2%
EBT	313.4	231.2	118.9	85.0	121.8	53.7	112.3	320.4	301.5	138.4
- EBT margin	6.7%	5.6%	3.3%	2.5%	4.1%	1.8%	3.4%	10.6%	11.1%	5.7%
Net earnings	187.4	135.8	62.4	37.1	64.1	5.3	70.2	230.1	202.2	79.6
- Net margin	4.0%	3.3%	1.7%	1.1%	2.2%	0.2%	2.1%	7.6%	7.5%	3.3%
Expenses										
Marketing / retail	931.2	822.9	732.3	697.6	599.7	544.1	609.3	550.7	501.3	501.2
Personnel	553.8	549.1	493.1	483.8	425.3	415.7	438.8	393.8	354.1	320.2
Balance sheet										
Total assets	3,207.2	2,853.8	2,765.1	2,620.3	2,549.9	2,308.5	2,530.3	2,581.8	2,366.6	1,925.0
Shareholders' equity	1,722.2	1,656.7	1,722.2	1,619.3	1,618.3	1,497.3	1,597.4	1,605.2	1,386.4	1,133.3
- Equity ratio	53.7%	58.1%	62.3%	61.8%	63.5%	64.9%	63.1%	62.2%	58.6%	58.9%
Working capital	503.9	493.9	536.6	532.9	455.7	528.4	623.7	534.0	404.5	323.2
- thereof: inventories	915.1	778.5	718.9	657.0	571.5	521.3	552.5	536.8	439.7	344.4

1) EBIT before special items

* adjusted comparable figures according to IAS 8, see chapter 3 in the notes to the consolidated financial statements as of December 31, 2010



T.3 PUMA GROUP DEVELOPMENT (in € million)

	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009*
Cashflow										
Free cashflow**	172.9	128.5	49.7	-98.9	39.3	29.2	-8.2	16.8	17.1	167.3
Investments (incl. acquisitions)	130.2	122.9	91.1	79.5	96.4	76.3	172.9	115.3	163.6	136.3
Profitability										
Return on equity (ROE)	10.9%	8.2%	3.6%	2.3%	4.0%	0.4%	4.4%	14.3%	14.6%	7.0%
Return on capital employed (ROCE)	25.8%	20.7%	10.3%	7.9%	11.5%	5.6%	8.6%	28.7%	31.7%	20.3%
Additional information										
Number of employees (year-end)	12,894	11,787	11,495	11,351	11,267	10,982	11,290	10,836	9,697	9,646
Number of employees (annual average)	12,192	11,389	11,128	10,988	10,830	10,750	10,935	10,043	9,313	9,747
PUMA share										
Share price (in €)	427.00	363.00	249.65	198.65	172.55	235.00	224.85	225.00	248.00	231.84
Earnings per share (in €)	12.54	9.09	4.17	2.48	4.29	0.36	4.69	15.36	13.45	5.28
Average outstanding shares (in million)	14.947	14.943	14.940	14.940	14.940	14.940	14.967	14.981	15.031	15.082
Number of shares outstanding (in million)	14.947	14.943	14.940	14.940	14.940	14.940	14.939	14.935	14.981	15.082
Market capitalization	6,384	5,426	3,730	2,968	2,578	3,511	3,359	3,360	3,715	3,497

* adjusted comparable figures according to IAS 8, see chapter 3 in the notes to the consolidated financial statements as of December 31, 2010

** adjusted prior-year figures, see chapter 27 in the notes to the consolidated financial statements as of December 31, 2018