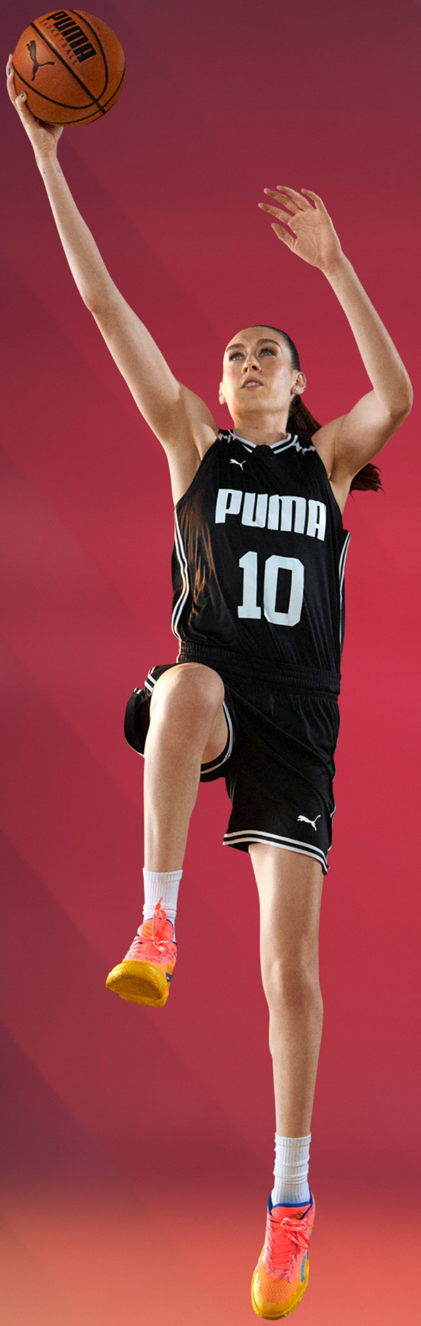
CONSOLIDATED FINANCIAL STATEMENTS

PUMA SE FOR THE FINANCIAL YEAR 2024



The following translation is based upon the German original submitted for translation into English. In the event of any conflict between the interpretation of the German original wording and the present English translation, the original German wording shall prevail over the wording of the English version.

BREANNA STEWART

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

↗ T.01 CONSOLIDATED STATEMENT OF FINANCIAL POSITION OF PUMA SE

	Notes	31/12/2024 € million	31/12/2023 € million
Assets			
Cash and cash equivalents	3	368.2	552.9
Inventories	4	2,013.7	1,804.4
Trade receivables	5	1,246.5	1,118.4
Income tax receivables	22	87.6	90.1
Other current financial assets	6	328.3	94.9
Other current assets	7	260.9	270.4
Current assets		**4,305.2**	**3,931.1**
Deferred tax assets	8	243.6	296.1
Property, plant and equipment	9	765.7	685.6
Right-of-use assets	10	1,116.8	1,087.7
Intangible assets	11	585.8	530.8
Other non-current financial assets	12	95.4	83.6
Other non-current assets	12	28.1	25.6
Non-current assets		**2,835.4**	**2,709.3**
Total assets		**7,140.6**	**6,640.4**

	Notes	31/12/2024 € million	31/12/2023 € million
Liabilities and equity			
Current borrowings	13	131.6	145.9
Trade payables	13	1,893.5	1,499.8
Income tax liabilities	22	69.1	79.3
Current lease liabilities	10	220.6	212.4
Other current provisions	16	39.0	27.7
Other current financial liabilities	13	47.1	78.6
Other current liabilities	13	470.0	493.4
Current liabilities		**2,870.9**	**2,537.2**
Non-current borrowings	13	356.4	426.1
Non-current lease liabilities	10	1,010.0	1,020.0
Deferred tax liabilities	8	14.2	12.4
Pension provisions	15	27.3	22.5
Other non-current provisions	16	29.3	27.3
Other non-current financial liabilities	13	2.9	11.4
Other non-current liabilities	13	1.1	1.3
Non-current liabilities		**1,441.0**	**1,520.9**
Subscribed capital	17	149.7	150.8
Capital reserve	17	94.8	93.8
Other reserves	17	2,602.5	2,330.4
Treasury stock	17	-19.3	-21.6
Equity attributable to the shareholders of PUMA SE		2,827.7	2,553.4
Non-controlling interests	17, 28	0.9	28.9
Total equity		**2,828.6**	**2,582.3**
Total liabilities and equity		**7,140.6**	**6,640.4**

CONSOLIDATED INCOME STATEMENT

↗ T.02 CONSOLIDATED INCOME STATEMENT OF PUMA SE

	Notes	2024 € million	2023 € million
Sales	19, 24	**8,817.2**	**8,601.7**
Cost of sales	24	-4,639.2	-4,615.1
Gross profit	24	**4,177.9**	**3,986.6**
Royalty and commission income		24.3	38.5
Other operating income and expenses	20	-3,580.2	-3,403.5
Thereof impairment losses on trade receivables and other financial assets		*-1.9*	*-12.2*
Operating result (EBIT)		**622.0**	**621.6**
Financial income	21	137.3	112.7
Financial expenses	21	-297.0	-256.0
Financial result		**-159.7**	**-143.3**
Earnings before taxes (EBT)		**462.3**	**478.3**
Income taxes	22	-120.0	-117.8
Consolidated net income of the year		**342.3**	**360.6**
Attributable to:			
Non-controlling interests	17, 28	60.7	55.7
Net income attributable to the shareholders of PUMA SE		**281.6**	**304.9**
Earnings per share (€)	23	1.89	2.03
Earnings per share (€) - diluted	23	1.89	2.03
Weighted average number of outstanding shares (million shares)	23	149.32	149.85
Weighted average number of outstanding shares, diluted (million shares)	23	149.38	149.87

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

↗ T.03 CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME OF PUMA SE

	Notes	2024 € million	2023 € million
Consolidated net income of the year		**342.3**	**360.6**
Currency translation differences		84.2	-87.6
Net gain/ loss on cash flow hedges, net after tax	14	94.4	-18.0
Net gain/ loss on cost of hedging reserve - options, net after tax	14	11.3	0.0
Net gain/ loss on cost of hedging reserve - forward contracts, net after tax	14	-16.3	0.0
Items expected to be reclassified to the income statement in the future		**173.7**	**-105.6**
Remeasurements of the net defined benefit liability, net after tax	15	-2.8	-0.8
Neutral effects financial assets through other comprehensive income (FVOCI), net after tax	14	-2.8	-0.5
Items not expected to be reclassified to the income statement in the future		**-5.5**	**-1.3**
Other comprehensive income		**168.1**	**-106.9**
Comprehensive income		**510.5**	**253.7**
attributable to:			
Non-controlling interests		61.3	54.2
Shareholders of PUMA SE		449.2	199.6

CONSOLIDATED STATEMENT OF CASH FLOWS

↗ T.04 CONSOLIDATED STATEMENT OF CASH FLOWS OF PUMA SE

	Notes	2024 € million	2023 € million
Operating activities			
Earnings before taxes (EBT)		462.3	478.3
Adjustments for:			
Depreciation and impairment losses	9, 10, 11	386.9	357.5
Reversal of impairment losses	9, 10, 11	-29.4	-11.9
Non-realized currency gains/losses, net		-57.4	60.1
Financial income	21	-31.7	-37.8
Financial expenses	21	128.4	100.7
Gains/losses from the sale of fixed assets		0.2	-3.9
Changes to pension provision	15	0.2	-1.5
Other non cash effected expenses/income		18.7	22.5
Gross cash flow	25	**878.2**	**964.1**
Changes in receivables and other current assets	5, 6, 7	-231.5	-153.4
Changes in inventories	4	-218.2	352.1
Changes in trade payables and other current liabilities	13	380.3	-327.9
Net cash from operational business activities		**808.9**	**834.9**
Dividends received	12	0.4	0.0
Income taxes paid	22	-114.4	-181.3
Net cash from operating activities	**25**	**694.8**	**653.6**

	Notes	2024 € million	2023 € million
Investing activities			
Purchase of property and equipment	9, 11	-263.0	-300.4
Proceeds from sale of property and equipment		8.7	14.3
Payments for other assets	12	-7.6	-36.3
Interest received	21	31.4	37.8
Net cash used in investing activities		**-230.5**	**-284.6**
Financing activities			
Repayment of lease liabilities	10	-222.5	-208.0
Repayment of current borrowings	13	-125.0	-59.1
Raising of current borrowings	13	39.0	0.0
Raising of non-current borrowings	13	0.0	299.6
Dividend payments to shareholders of PUMA SE	17	-122.8	-122.8
Dividend payments to non-controlling interests	17, 28	-89.4	-92.4
Repurchase of own shares	17	-50.0	0.0
Interest paid	21	-127.2	-94.3
Net cash used in financing activities	**25**	**-697.8**	**-277.1**
Exchange rate-related changes in cash and cash equivalents		48.8	-2.1
Change in cash and cash equivalents		-184.7	89.8
Cash and cash equivalents at the beginning of the financial year		552.9	463.1
Cash and cash equivalents at the end of the financial year	**3, 25**	**368.2**	**552.9**

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

↗ T.05 CONSOLIDATED STATEMENT OF CHANGES IN EQUITY OF PUMA SE (IN € MILLION)

			Other reserves								
	Subscribed capital	Capital reserve	Revenue reserves incl. retained earnings	Difference from currency conversion	Cash flow hedging reserve	Reserve for hedging costs - options	Reserve for hedging costs - forward contracts	Treasury stock	Shareholders' equity	Non-controlling interests	Total equity
1 January 2023	**150.8**	**90.8**	**2,496.2**	**-256.8**	**14.2**	**0.0**	**0.0**	**-23.5**	**2,471.7**	**67.1**	**2,538.8**
Consolidated net income of the year			304.9						**304.9**	55.7	**360.6**
Other comprehensive income			-1.3	-85.9	-18.1				**-105.3**	-1.5	**-106.9**
Comprehensive income	**0.0**	**0.0**	**303.6**	**-85.9**	**-18.1**	**0.0**	**0.0**	**0.0**	**199.6**	**54.2**	**253.7**
Dividend payments to shareholders of PUMA SE / non-controlling interests			-122.8						**-122.8**	-92.4	**-215.3**
Share-based payment and utilization/issue of treasury stock		3.0						1.9	**4.9**		**4.9**
Transaction with shareholders									**0.0**	0.1	**0.1**
31 December 2023	**150.8**	**93.8**	**2,677.0**	**-342.7**	**-3.9**	**0.0**	**0.0**	**-21.6**	**2,553.4**	**28.9**	**2,582.3**

			Other reserves								
	Subscribed capital	Capital reserve	Revenue reserves incl. retained earnings	Difference from currency conversion	Cash flow hedging reserve	Reserve for hedging costs - options	Reserve for hedging costs - forward contracts	Treasury stock	Shareholders' equity	Non-controlling interests	Total equity
31 December 2023	**150.8**	**93.8**	**2,677.0**	**-342.7**	**-3.9**	**0.0**	**0.0**	**-21.6**	**2,553.4**	**28.9**	**2,582.3**
Transition effect IFRS 9 (hedge accounting), net after tax			-4.9			-1.3	6.2		**0.0**		0.0
1 January 2024	**150.8**	**93.8**	**2,672.1**	**-342.7**	**-3.9**	**-1.3**	**6.2**	**-21.6**	**2,553.4**	**28.9**	**2,582.3**
Consolidated net income of the year			281.6						**281.6**	60.7	**342.3**
Other comprehensive income			-5.5	83.5	94.5	11.3	-16.3		**167.5**	0.6	**168.1**
Comprehensive income	**0.0**	**0.0**	**276.1**	**83.5**	**94.5**	**11.3**	**-16.3**	**0.0**	**449.2**	**61.3**	**510.5**
Hedging gains and losses transferred to cost of inventory					-4.3				**-4.3**		**-4.3**
Dividend payments to shareholders of PUMA SE / non-controlling interests			-122.8						**-122.8**	-89.4	**-212.1**
Share-based payment and utilisation/issue of treasury stock		-0.1						2.4	**2.3**		**2.3**
Repurchase of treasury shares								-50.0	**-50.0**		**-50.0**
Cancellation of treasury shares	-1.1	1.1	-49.9					49.9	**0.0**		**0.0**
Changes in the consolidation scope				-0.1					**-0.1**		**-0.1**
31 December 2024	**149.7**	**94.8**	**2,775.6**	**-259.3**	**86.4**	**10.0**	**-10.1**	**-19.3**	**2,827.7**	**0.9**	**2,828.6**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. GENERAL

Under the PUMA and Cobra Golf brand names, PUMA SE and its subsidiaries are engaged in the development and sale of a broad range of sports and sports lifestyle products, including footwear, apparel and accessories. The company is a European stock corporation (Societas Europaea/SE) and parent company of the PUMA Group; its registered office is on PUMA WAY 1, 91074 Herzogenaurach, Germany. The competent registry court is in Fürth (Bavaria), the register number is HRB 13085.

The consolidated financial statements of PUMA SE and its subsidiaries (hereinafter referred to in short as the "Group" or "PUMA") were prepared in accordance with the "International Financial Reporting Standards (IFRS)" accounting standards issued by the International Accounting Standards Board (IASB), as they are to be applied in the EU, and the supplementary accounting principles to be applied in accordance with Section 315e(1) of the German Commercial Code (HGB). All of the IASB standards and interpretations, as they are to be applied in the EU, which are mandatory for financial years as of 1 January 2024, have been applied.

The items contained in the financial statements of the individual Group companies are measured based on the currency that corresponds to the currency of the primary economic environment in which the Company operates. The consolidated financial statements are prepared in euros (EUR or €). The presentation of amounts in millions of euros with one decimal place may lead to rounding differences since the calculation of individual items is based on figures presented in thousands.

The cost of sales method is used for the consolidated income statement.

The following new or amended standards and interpretations have been used for the first time in the current financial year:

↗ T.06 NEW AND AMENDED STANDARDS AND INTERPRETATIONS

Standard	Title
First-time adoption in the current financial year	
Amendments to IFRS 16	Lease liabilities as part of a sale and leaseback transaction
Amendments to IAS 1	Classification of liabilities as current or non-current
Amendments to IAS 1	Non-current liabilities with covenants
Amendments to IAS 7 und IFRS 7	Supplier financing agreements

The amendments to the standards and interpretations described below, which were to be initially adopted as of 1 January 2024, did not materially affect the PUMA consolidated financial statements.

The amendments to IFRS 16 incorporate regulations for the subsequent measurement of a lease liability in the event of a sale and leaseback transaction into the standard. The amendment of IFRS 16 requires that the lease liability be measured in such a way that no profit or loss arises upon its subsequent measurement in relation to the right of use that has been reacquired. This change has no material effect on PUMA's consolidated financial statements.

The amendments to IAS 1 regarding the classification of liabilities as current or non-current only affect the presentation of liabilities as current or non-current in the balance sheet, but not the amount or the timing of the recognition of assets, liabilities, income or expenses or the information provided on these items. The amendments clarify that the classification of liabilities as current or non-current is based on rights existing at the end of the reporting period. The amendments stipulate that the classification is not affected by expectations as to whether an entity will exercise its right to defer settlement of a liability. The amendments explain that rights exist when the obligations are met at the end of the reporting period and introduce a definition of "fulfilment" to clarify that fulfilment relates to the transfer of cash, equity instruments, other assets or services to the counterparty. These amendments had no material effect on PUMA's consolidated financial statements.

The amendments to IAS 1 relating to non-current liabilities with covenants determine that only those obligations that must be met by an entity on or before the reporting date affect the entity's right to defer settlement of a liability by at least twelve months after the reporting date and must therefore be taken into account in the assessment of the liability as current or non-current. Such obligations affect whether the right exists at the end of the reporting period, even where compliance with the obligation is not assessed until after the balance sheet date (e.g. an obligation based on the financial position of the entity as at the balance sheet date and its compliance is not assessed until after the balance sheet date). These amendments had no effect on PUMA's consolidated financial statements.

The amendments to IAS 7 and IFRS 7 concern additional mandatory disclosures in the notes relating to supplier financing agreements. The additional disclosures in the notes are intended to increase the transparency of reverse factoring agreements and their impact on liabilities, cash flows and liquidity risk in the financial statements. These changes had no effect on PUMA's net assets, financial position or earning position, but led to an increase in the number of disclosures in the notes to the consolidated financial statements.

NEW, BUT NOT YET MANDATORY, STANDARDS AND INTERPRETATIONS

The following standards and interpretations have been released but will only become effective in later reporting periods and are not applied earlier by the Group:

↗ T.07 NEW, BUT NOT YET MANDATORY, STANDARDS AND INTERPRETATIONS

Standard	Title	Date of adoption*	Planned first-time application
Endorsed			
Amendments to IAS 21	Lack of exchangeability	01/01/2025	01/01/2025
Endorsement pending			
Amendments to IFRS 9 and IFRS 7	Contracts relating to nature-dependent electricity	01/01/2026	01/01/2026
AIP Volume 11	Annual improvements to IFRS	01/01/2026	01/01/2026
Amendments to IFRS 9 and IFRS 7	Changes in the classification and measurement of financial instruments	01/01/2026	01/01/2026
IFRS 18	Presentation and disclosure in the financial statements	01/01/2027	01/01/2027
IFRS 19	Subsidiaries without public accountability: information	01/01/2027	01/01/2027

* Adjusted by EU endorsement, if applicable

With the exception of IFRS 18, PUMA does not expect that these amendments will have any significant effects on the net assets, financial position and results of operations.

IFRS 18 will replace the previous standard, IAS 1 Presentation of Financial Statements. Many IAS 1 requirements remain unchanged and have been supplemented with additional requirements. IFRS 18 aims to improve the presentation of financial information and to make financial statements more transparent and comparable. The main new features of IFRS 18 are that two mandatory subtotals have been introduced in the income statement: operating profit or loss and profit or loss before financing and income taxes. These subtotals are based on the classification of income and expenses in the following categories: the operating category, the investing category and the financing category. Furthermore, the income taxes category and the income from discontinued operations category are presented. The requirements of IFRS 18 also introduce additional notes disclosures, for example on management-defined performance measures (MPMs). These are key performance indicators publicly communicated by management separately from the consolidated financial statements that are not specified by IFRS accounting standards. In addition, IFRS 18 contains new guidelines aimed at improving the aggregation and disaggregation of items presented in the financial statements. PUMA assumes that the application of IFRS 18 may have an impact on the consolidated financial statements in future periods.

2. SIGNIFICANT CONSOLIDATION, ACCOUNTING AND VALUATION PRINCIPLES

CONSOLIDATION PRINCIPLES

The consolidated financial statements were prepared as of 31 December 2024, the reporting date of the annual financial statements of the PUMA SE parent company, on the basis of uniform accounting and valuation principles according to IFRS, as applied in the EU.

GROUP OF CONSOLIDATED COMPANIES

In addition to PUMA SE, the consolidated financial statements include all subsidiaries in which PUMA SE directly or indirectly holds existing rights that give it the current ability to direct the relevant activities. At present, control of all Group companies is based on a direct or indirect majority of voting rights.

Associated companies are generally accounted for in the Group using the equity method. As of 31 December 2024, however, the Group does not hold any investments in associated companies.

The changes in the number of Group companies (including the parent company PUMA SE) in the financial year 2024 were as follows:

↗ T.08 CHANGE IN GROUP OF CONSOLIDATED COMPANIES

As of	**31/12/2023**	**100**
Formation of companies		4
Disposal of companies		-2
As of	**31/12/2024**	**102**

The additions to the group of consolidated companies relate to the founding of PUMA Sports Vietnam Co Ltd, Vietnam, PUMA Central Europe GmbH, Germany, stichd sportmerchandising general trading L.L.C. – O.P.C., United Arab Emirates, and stichd sportmerchandising sports trading WLL, Qatar.

The disposals in the group of consolidated companies relate to the merger of PUMA SPORTS DISTRIBUTORS (PTY) LTD, South Africa within the group of consolidated companies and the liquidation of Puma Sport Israel Ltd. In Liq, Israel.

The changes in the group of consolidated companies did not have a significant effect on the net assets, financial position and results of operations.

The Group companies are allocated to regions as follows:

↗ T.09 LIST OF SHAREHOLDINGS OF PUMA SE AS OF 31 DECEMBER 2024[2]

No.	Companies/Legal entities	Country	City	Shareholder	Share of capital
	Parent company				
1.	PUMA SE	Germany	Herzogenaurach		
	EMEA				
2.	Austria Puma Dassler Gesellschaft m.b.H.	Austria	Salzburg	direct	100%
3.	stichd austria gmbh	Austria	Salzburg	indirect	100%
4.	Puma Czech Republic s.r.o.	Czech Republic	Prague	indirect	100%
5.	PUMA DENMARK A/S	Denmark	Aarhus	indirect	100%
6.	PUMA Estonia OÜ	Estonia	Tallinn	indirect	100%
7.	PUMA Finland Oy	Finland	Helsinki	indirect	100%
8.	PUMA FRANCE SAS	France	Strasbourg	indirect	100%
9.	stichd france SAS	France	Boulogne Billancourt	indirect	100%
10.	PUMA International Trading GmbH	Germany	Herzogenaurach	direct	100%
11.	PUMA Europe GmbH	Germany	Herzogenaurach	direct	100%
12.	PUMA Central Europe GmbH	Germany	Herzogenaurach	indirect	100%
13.	PUMA Sprint GmbH	Germany	Herzogenaurach	direct	100%
14.	PUMA Mostro GmbH	Germany	Herzogenaurach	indirect	100%
15.	PUMA Blue Sea GmbH	Germany	Herzogenaurach	indirect	100%
16.	stichd germany gmbh	Germany	Düsseldorf	indirect	100%
17.	PUMA UNITED KINGDOM LTD	Great Britain	Castleford	indirect	100%
18.	PUMA PREMIER LTD	Great Britain	Castleford	indirect	100%
19.	STICHD UK LTD	Great Britain	Mansfield	indirect	100%

No.	Companies/Legal entities	Country	City	Shareholder	Share of capital
20.	STICHD SPORTMERCHANDISING UK LTD	Great Britain	London	indirect	100%
21.	GENESIS GROUP INTERNATIONAL LIMITED	Great Britain	Manchester	direct	100%
22.	Sport Equipment Hellas S. A. of Footwear, Apparel and Sportswear u.Li.	Greece	Athens	direct	100%[1]
23.	PUMA ITALIA S.R.L.	Italy	Assago	indirect	100%
24.	STICHD ITALY SRL	Italy	Assago	indirect	100%
25.	Puma Benelux B.V.	Netherlands	Leusden	direct	100%
26.	PUMA International Sports Marketing B.V.	Netherlands	Leusden	direct	100%
27.	stichd group B.V.	Netherlands	's-Hertogenbosch	direct	100%
28.	stichd international B.V.	Netherlands	's-Hertogenbosch	indirect	100%
29.	stichd sportmerchandising B.V.	Netherlands	's-Hertogenbosch	indirect	100%
30.	stichd B.V.	Netherlands	's-Hertogenbosch	indirect	100%
31.	stichd logistics B.V.	Netherlands	's-Hertogenbosch	indirect	100%
32.	stichd licensing B.V.	Netherlands	's-Hertogenbosch	indirect	100%
33.	PUMA NORWAY AS	Norway	Fornebu	indirect	100%
34.	PUMA POLSKA sp. z o.o.	Poland	Warsaw	indirect	100%
35.	PUMA SPORTS ROMANIA SRL	Romania	Bucharest	indirect	100%
36.	PUMA-RUS o.o.o.	Russia	Moscow	indirect	100%
37.	PUMA SPORTS S A (PTY) LTD	South Africa	Cape Town	indirect	100%
38.	PUMA IBERIA SLU	Spain	Madrid	indirect	100%
39.	STICHDIBERIA S.L.	Spain	Cornella de Llobregat	indirect	100%
40.	Nrotert AB	Sweden	Helsingborg	direct	100%
41.	PUMA Nordic AB	Sweden	Solna	indirect	100%
42.	Nrotert Sweden AB	Sweden	Helsingborg	indirect	100%
43.	stichd nordic AB	Sweden	Helsingborg	indirect	100%

No.	Companies/Legal entities	Country	City	Shareholder	Share of capital
44.	MOUNT PUMA AG	Switzerland	Oensingen	direct	100%
45.	Puma Retail AG	Switzerland	Oensingen	indirect	100%
46.	stichd switzerland ag	Switzerland	Egerkingen	indirect	100%
47.	PUMA Spor Giyim Sanayi ve Ticaret A.S.	Türkiye	Istanbul	indirect	100%
48.	PUMA UKRAINE LIMITED LIABILITY COMPANY	Ukraine	Kiew	indirect	100%
49.	PUMA Middle East FZ-LLC	United Arab Emirates	Dubai	indirect	100%
50.	PUMA UAE (L.L.C)	United Arab Emirates	Dubai	indirect	100%
51.	stichd sportmerchandising general trading L.L.C. - O.P.C.	United Arab Emirates	Abu Dhabi	indirect	100%
52.	stichd sportmerchandising sports trading WLL	Qatar	Doha	indirect	100%
	Americas				
53.	PUMA Sports Argentina S.A. (former Unisol S.A.)	Argentina	Buenos Aires	indirect	100%
54.	PUMA Sports Ltda.	Brazil	Sao Paulo	indirect	100%
55.	PUMA Canada, Inc.	Canada	Toronto	indirect	100%
56.	PUMA United Canada ULC	Canada	Vancouver	indirect	51%
57.	PUMA CHILE SpA	Chile	Santiago	direct	100%
58.	PUMA SERVICIOS SpA	Chile	Santiago	indirect	100%
59.	PUMA México Sport, S.A. de C.V.	Mexico	Mexico City	direct	100%
60.	Importaciones RDS, S.A. de C.V.	Mexico	Mexico City	direct	100%
61.	GLOBAL LICENSE STICHD GROUP MEXICO S.A. de C.V.	Mexico	Mexico City	indirect	100%
62.	Importationes Brand Plus Licensing S.A. de C.V.	Mexico	Mexico City	indirect	100%
63.	Distribuidora Deportiva PUMA S.A.C.	Peru	Lima	indirect	100%
64.	Distribuidora Deportiva PUMA Tacna S.A.C.	Peru	Tacna	indirect	100%
65.	PUMA Sports LA S.A.	Uruguay	Montevideo	direct	100%

No.	Companies/Legal entities	Country	City	Shareholder	Share of capital
66.	PUMA Suede Holding, Inc.	USA	Wilmington	indirect	100%
67.	PUMA North America, Inc.	USA	Wilmington	indirect	100%
68.	Cobra Golf Incorporated	USA	Wilmington	indirect	100%
69.	PUMA United Aviation North America LLC	USA	Wilmington	indirect	70%
70.	PUMA United Canada Holding, Inc.	USA	Wilmington	indirect	100%
71.	PUMA United North America LLC	USA	Dover	indirect	51%
72.	Janed Canada, LLC	USA	Dover	indirect	51%
73.	stichd NA, Inc.	USA	Wilmington	indirect	100%
74.	PUMA Card Services NA, LLC.	USA	Plantation	indirect	100%
	Asia/Pacific				
75.	PUMA Australia Pty. Ltd.	Australia	Melbourne	indirect	100%
76.	White Diamond Australia Pty. Ltd.	Australia	Melbourne	indirect	100%
77.	White Diamond Properties Pty. Ltd.	Australia	Melbourne	indirect	100%
78.	PUMA China Ltd. (彪马（上海）商贸有限公司)	China	Shanghai	indirect	100%
79.	stichd Trading (Shanghai) Co., Ltd. (斯梯起特贸易（上海）有限公司)	China	Shanghai	indirect	100%
80.	Guangzhou World Cat Information Consulting Services Company Ltd. (广州寰彪信息咨询服务有限公司)	China	Guangzhou	indirect	100%
81.	World Cat Ltd. (寰彪有限公司)	China	Hong Kong	direct	100%
82.	Development Services Ltd.	China	Hong Kong	direct	100%
83.	PUMA International Trading Services Ltd.	China	Hong Kong	indirect	100%
84.	PUMA ASIA PACIFIC LTD (彪馬亞太區有限公司)	China	Hong Kong	direct	100%
85.	PUMA Hong Kong Ltd. (彪馬香港有限公司)	China	Hong Kong	indirect	100%
86.	stichd Limited	China	Hong Kong	indirect	100%
87.	PUMA Sports India Private Ltd.	India	Bangalore	indirect	100%
88.	PT PUMA Cat Indonesia	Indonesia	Jakarta	indirect	100%

No.	Companies/Legal entities	Country	City	Shareholder	Share of capital
89.	PT PUMA Sports Indonesia	Indonesia	Jakarta	indirect	100%
90.	PUMA Japan K.K. (プーマ ジャパン株式会社)	Japan	Tokyo	indirect	100%
91.	PUMA Korea Ltd. (푸마코리아 유한회사)	(South) Korea	Seoul	direct	100%
92.	Stichd Korea Ltd	(South) Korea	Incheon	indirect	100%
93.	PUMA Sports Goods Sdn. Bhd.	Malaysia	Petaling Jaya	indirect	100%
94.	STICHD SOUTHEAST ASIA SDN. BHD.	Malaysia	Kuala Lumpur	indirect	100%
95.	PUMA New Zealand Ltd.	New Zealand	Auckland	indirect	100%
96.	PUMANILA IT SERVICES INC.	Philippines	City of Makati	indirect	100%
97.	PUMA Sports Philippines Inc.	Philippines	City of Makati	indirect	100%
98.	PUMA SOUTH EAST ASIA PTE. LTD.	Singapore		indirect	100%
99.	PUMA Taiwan Sports Ltd. (台灣彪馬股份有限公司)	China (Taiwan)	Taipei	indirect	100%
100.	PUMA Sports (Thailand) Co., Ltd.	Thailand	Bangkok	indirect	100%
101.	World Cat Vietnam Sourcing & Development Services Company Limited (CÔNG TY TNHH DỊCH VỤ PHÁT TRIỂN & NGUỒN CUNG ỨNG WORLD CAT VIỆT NAM)	Vietnam	Ho Chi Minh City	indirect	100%
102.	PUMA Sports Vietnam Co Ltd	Vietnam	Ho Chi Minh City	indirect	100%

[1] subsidiaries which are assigned to be economically 100% PUMA Group
[2] This list is part of PUMA's 2024 Sustainability Statement in accordance with ESRS 2 SBM-1

PUMA Mostro GmbH, PUMA Blue Sea GmbH, PUMA Sprint GmbH and PUMA Central Europe GmbH have made use of the exemption provision under Section 264(3) of the German Commercial Code (HGB). PUMA Europe GmbH and PUMA International Trading GmbH have also made use of the exemption provision under Section 264(3) HGB, but waive the exemption from the third subsection.

In accordance with Article 403 of the second book of the Dutch Civil Code (Article 2:403 BW), with effect from 1 January 2023, PUMA SE shall be jointly and severally liable for debts arising from legal transactions of the following Dutch subsidiaries with registered office in 's-Hertogenbosch (De Waterman 2, 5215 MX): stichd group B.V., stichd sport merchandising B.V., stichd licensing B.V., stichd international B.V., stichd logistics B.V. and stichd B.V.

CURRENCY CONVERSION

In general, monetary items in foreign currencies are converted in the individual financial statements of the Group companies at the exchange rate valid on the balance sheet date. Any resulting currency gains and losses are immediately recognised in the income statement. Non-monetary items are converted at historical acquisition and manufacturing cost.

The assets and liabilities of foreign subsidiaries, whose functional currency is not the euro, have been converted to euros at the exchange rates valid on the balance sheet date. Expenses and income have been converted at the annual average exchange rates. Any differences resulting from the currency conversion of net assets relative to exchange rates that had changed in comparison with the previous year were adjusted directly in other comprehensive income.

The significant conversion rates per euro are as follows:

↗ T.10 SIGNIFICANT CONVERSION RATES

	2024		2023	
Currency	**Exchange rate on 31 December**	**Average exchange rate**	**Exchange rate on 31 December**	**Average exchange rate**
USD	1.0389	1.0824	1.1050	1.0813
CNY	7.5833	7.7875	7.8509	7.6600
JPY	163.0600	163.8519	156.3300	151.9903
MXN	21.5504	19.8314	18.7231	19.1830
ARS*	1,070.9281	-	892.9166	-

* Due to the application of accounting for hyperinflationary economies in Argentina, all items in the financial statements are converted at the exchange rate applicable on the reporting date.

Argentina and Türkiye are in a hyperinflation environment. In 2022, the subsidiaries whose functional currency is the Argentine peso or the Turkish lira applied the accounting for hyperinflation economies in accordance with IAS 29 for the first time, with retroactive effect from 1 January 2022. The carrying amounts of non-monetary assets and liabilities, shareholders' equity and other comprehensive income are translated into the unit of measurement applicable at the balance sheet date and thus adjusted to reflect price changes. The financial statements are based on the concept of historical acquisition and/or production costs. The exchange rate as of 31 December 2024 was used for conversion into the reporting currency, the euro, for all items.

Gains and losses on the net monetary position are included in the financial result. In the financial year 2024, the net profit from the monetary items amounted to € 2.1 million (previous year: € 7.7 million). The amount also includes interest income from invested cash and cash equivalents in accordance with IAS 29.28.

The price index used for Türkiye as of 31 December 2024 was 2,684.6 (31 December 2023: 1,859.4) and is based on the consumer price index. The general price index used for Argentina as of 31 December 2024 was 7,686.2 (31 December 2023: 3,500.4).

ACCOUNTING AND VALUATION PRINCIPLES

FINANCIAL INSTRUMENTS

Financial instruments are classified and recognised in accordance with IFRS 9. Acquisitions and disposals of financial assets, with the exception of trade receivables, are initially recognised on the settlement date and are recorded at fair value.

For investments (equity instruments), IFRS 9 allows a measurement at fair value through other comprehensive income (FVOCI) under certain conditions. If these investments, however, are disposed of or adjusted in value, the gains and losses from these investments which were not realised up to this point are reclassified to retained earnings in accordance with IFRS 9.

DERIVATIVE FINANCIAL INSTRUMENTS/HEDGE ACCOUNTING

PUMA is applying the provisions of IFRS 9 for phase 3 hedge accounting for the first time as of 1 January 2024. Previously, the option of continuing to apply IAS 39 for hedge accounting was exercised. For reasons of materiality, PUMA does not restate comparative information for previous periods. Consequently, an adjustment was made to the opening balance sheet as of 1 January 2024. For existing cash flow hedge relationships, the hedging cost approach was applied retrospectively on a mandatory basis for options held as at the opening date and voluntarily for the components of forward exchange contracts excluded from the designation. This resulted in a correction of the opening balance sheet in a high single-digit million euro amount, with the amount being withdrawn from retained earnings and allocated to other comprehensive income.

Derivative financial instruments are recognised at fair value at the time a contract is entered into and thereafter. At the time a hedging instrument is concluded, PUMA classifies the derivatives as hedges of a planned transaction and hedging variable interest flows from the promissory note loans (cash flow hedge accounting).

At the time when the transaction is concluded, the hedging relationship between the hedging instrument and the underlying transaction as well as the purpose of risk management and the underlying strategy are documented. In addition, assessments as to whether the derivatives used in the hedge accounting compensate effectively for a change in the cash flow of the underlying transaction are documented at the beginning of the hedging relationship and continuously thereafter.

As under IAS 39, the PUMA Group now also generally designates the spot component of currency forwards and the intrinsic value of currency and interest rate options in a hedging relationship under IFRS 9. The effective cumulative changes in fair value resulting from the spot component or the intrinsic value are initially recognised directly in equity in the cash flow hedging reserve in other comprehensive income, taking into account deferred taxes.

When accounting for currency hedges as cash flow hedges, the time values of the option contracts as well as the forward components and the currency basis spreads of the forward exchange contracts are excluded from designation in a hedging relationship. For these components excluded from designation, the hedging cost approach is applied mandatorily for options and voluntarily for currency forwards.

When accounting for interest rate hedges as cash flow hedges, the time values of the option transactions are excluded from designation in a hedging relationship. The hedging cost approach is mandatory for these components excluded from designation. The effective cumulative changes in market value of the non-designated components are recognised as hedging costs in other comprehensive income as a separate item, taking into account deferred taxes.

In general, the changes in market value of the components designated in hedging relationships for foreign currency hedges accumulated in other comprehensive income are included in the acquisition costs when hedged non-financial assets are initially recognised or, in other cases, are reclassified to the income statement in the same period as the hedged item affects profit or loss. The adjustment of non-financial assets affects profit or loss in the same way and in the same periods as the affected non-financial items affect profit or loss. A corresponding disclosure is made both in the consolidated statement of comprehensive income and in the consolidated statement of changes in equity. In the case of interest rate hedges, the changes in market value accumulated in accumulated other equity are reclassified to interest expense. The components excluded from the designation are reclassified from other comprehensive income to the financial result.

In the unusual case for the PUMA Group that derivative financial instruments are not designated as hedging instruments, they continue to be classified and measured at fair value through profit or loss.

The Group documents the existence of an economic relationship between the hedging instrument and the hedged underlying transaction on the basis of the key valuation parameters, such as the reference interest rate, the currency, the amount and the time of their respective cash flows (critical terms match method). The Group uses the cumulative dollar offset method to assess whether the derivative designated in each hedging relationship is expected to be prospectively effective and whether it was retrospectively effective in relation to offsetting changes in the cash flows of the hedged underlying transaction. All derivatives classified as hedging instruments are therefore linked to specific, committed and planned transactions. The economic relationship between the hedging instrument and the hedged underlying transaction can be determined qualitatively and quantitatively.

The main reason for ineffectiveness is the decline or loss of hedged transactions in these hedging relationships. A change in credit risk may also result in ineffectiveness.

The fair values of the derivative instruments are shown under Other current and non-current financial assets or liabilities.

PUMA AS LESSEE

The leases for which PUMA acts as a lessee are identified at the individual contract level. For these leases, PUMA recognises a right-of-use asset and a respective lease liability, with the exception of short-term leases (defined as leases with a term of no more than 12 months) and low-value lease agreements (with a value of less than € 5,000 at contract conclusion). In the case of a short-term lease or low-value lease, the Group recognises the lease payments on a straight-line basis over the term of the lease agreement as other operating expense.

In addition, right-of-use assets are not recognised for intangible assets. PUMA has made use of the option and decided not to apply IFRS 16 with regard to leases for intangible assets.

The lease liability at initial recognition is measured at the present value of the not yet paid lease payments at the beginning of the lease agreement. The present value is calculated using the incremental borrowing rate, as the interest rate implicit in the lease is usually not known.

A number of lease agreements, particularly for real estate properties, contain extension and termination options. When determining agreement terms, all facts and circumstances are taken into account that offer a financial incentive to exercise the extension option or not to exercise the termination option. The changes in the term of a lease due to the exercise or non-exercise of such options are only taken into account for the agreement term if they are sufficiently certain.

The lease liability is recognised as a separate line item on the consolidated balance sheet.

The right-of-use assets comprise the respective lease liability as part of initial valuation. Lease instalments that are paid before or at the beginning of the lease are added. Lease incentives received from the lessor are deducted and initial direct costs are included. If dismantling obligations exist with regard to the leased assets, they are included in the valuation of the right-of-use assets. The subsequent valuation of the right-of-use assets is at acquisition cost less accumulated depreciation and impairment losses.

The right-of-use assets are generally depreciated over the term of the lease. If the useful life of the asset underlying the lease is shorter, this limits the depreciation period accordingly. Depreciation starts with the commencement of the lease.

As part of the practical expedient, IFRS 16 permits dispensing with a separation between non-lease components and lease components. With regard to land and buildings, PUMA generally does not apply the practical expedient, meaning that the right-of-use assets relating to land and buildings only contain leasing components. With regard to other right-of-use assets (comprising technical equipment & machines and motor vehicles), the practical expedient is generally applied, the result of which is that the leasing components and non-leasing components are both recognised.

The right-of-use assets are recognised as a separate line item in the consolidated balance sheet.

The right-of-use assets are subject to the impairment regulations pursuant to IAS 36. As a general rule, the right-of-use assets are tested for impairment (impairment test) if there is any indication that the value of the asset could be impaired. The right-of-use assets, in particular in connection with the Group's own retail stores, are subjected to an impairment test if there are indicators or changes in planning assumptions that suggest that the carrying amount of the assets may not be recoverable. To this end, a triggering event test of all retail stores, each of which is a separate cash-generating unit, is carried out after preparation of the annual budget planning or on an ad-hoc basis.

For the purposes of the triggering event test, the recoverable amount of the respective retail stores is determined as a value in use using a simplified discounted cash flow method, taking partial account of cash flows attributable to other cash-generating units. The value in use is determined on the basis of the planned cash flows for the retail stores according to the budget, which is prepared on a bottom-up basis and approved by management. The forecast period is derived from the expected useful lives of the respective retail store and is reviewed annually. Following the bottom-up budget, revenue and cost developments are used as a basis for the remaining useful life, the growth rate of which is based on expected nominal retail growth. Growth rates in the single-digit percentage range are expected for all retail stores over the three-year detailed planning period. In calculating the value in use of retail stores, cash flows in non-inflationary countries were measured at a weighted cost of capital rate of between 8.1% and 33.0% (previous year: between 8.8% and 38.0%) and the cash flows of retail stores in the two hyperinflation countries with a weighted cost of capital between 35.8% and 54.4% (previous year: between 31.2% and 145.0%). This was based on a risk-free interest rate on equivalent term structures of 2.6% (previous year: 3.1%) and a market risk premium of 6.8% (previous year: 7.0%).

If, in the triggering event test, the carrying amount of the retail store assets exceeds the simplified value in use, the recoverable amount of this cash-generating unit is calculated with the discounted cash flow method using the above cost of capital rates. This is based on the individual planning of cash flows for the retail store. In some exceptional cases, the recoverable amount corresponds to a higher fair value less costs to sell, assuming alternative subletting, which is determined according to Level 3 of IFRS 13 "Fair value measurement". If an impairment arises, the right-of-use asset is impaired first.

If there are indications that retail stores for which impairment has been recorded in the past have been able to achieve a turnaround or that their fair value has increased and that their right-of-use assets are therefore recoverable, the impairment is reversed up to a maximum of the amount of amortised costs.

If there is an impairment loss or a reversal of an impairment loss, this is allocated to the central area in the segment reporting under IFRS 8. However, the impaired assets are reported in the relevant operating segments.

PUMA AS LESSOR

If PUMA acts as a lessor, it is determined at the beginning of the lease whether it is a finance lease or an operating lease. In order to classify the lease agreement, PUMA makes an overall assessment of whether the lease essentially transfers all the risks and benefits associated with ownership of the underlying asset. If this is the case, it is classified as a finance lease. If not, it is classed as an operating lease. Various indicators are taken into account as part of this assessment, such as whether the lease agreement is for the majority of the economic useful life of the underlying asset. At our discretion, the leases in which PUMA acts as an intermediate lessor are in most cases finance leases, as subletting always covers most of the term of the main lease. If PUMA acts as an interim lessor, the shares in the main lease contract and the sub-lease contract are accounted for separately.

In the case of finance leases, a net investment (receivable) equal to the discounted future rental payments to be received is recognised in the balance sheet and reported under other assets (without inclusion in working capital). The incremental borrowing rate is used to determine the discount rate, as the interest rate underlying the lease is generally unknown. Interest income from finance leases is reported in cash flow from investing activities.

If the lease is classified as an operating lease, the lease payments are immediately recognised in profit or loss as rental income.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash and bank balances. This also includes free cash and cash equivalents that are invested as a fixed-term deposit with a term of up to three months. The total amount of cash and cash equivalents is consistent with the cash and cash equivalents stated in the cash flow statement.

Cash and cash equivalents are measured at amortised cost. They are subject to the impairment requirements in accordance with IFRS 9 “Financial Instruments”. PUMA monitors the credit risk of these financial instruments taking into account the economic situation, external credit rating and/or premiums for credit default swaps (CDS) of other financial institutions. The credit risk from cash and cash equivalents is classified as immaterial, due to the relatively short terms and the investment-grade credit rating of the counterparties, which signals a low probability of default for the financial instruments.

INVENTORIES

The Group procures inventories primarily from third parties and these are reported as goods within inventories. To a small extent, footwear and golf clubs are produced in-house, which are reported as finished goods together with the goods within the inventories.

Inventories are measured at acquisition or manufacturing cost or at the lower net realisable values derived from the selling price at the balance sheet date. The acquisition cost of merchandise is determined using an averaging method. Value adjustments are adequately recorded, depending on age, seasonality and realisable market prices.

TRADE RECEIVABLES

Trade receivables are initially measured at the transaction price and subsequently at amortised cost with deduction of value adjustments, in the form of a provision for risks.

When determining the provision for risks for trade receivables, PUMA uniformly applies the simplified method in order to determine the expected credit losses over the remaining lifetime of the trade receivables (called "lifetime expected credit losses") in accordance with the provisions of IFRS 9 “Financial Instruments”. For this, trade receivables are classified by geographic region into suitable groups with shared credit risk characteristics. The expected credit losses are calculated using a matrix that presents the age structure of the receivables and depicts a likelihood of default for the individual maturity bands of the receivables on the basis of historic credit default events and future-based factors. The percentage rates for the probabilities of default are checked regularly to ensure they are up to date. If objective indications of a credit impairment are found regarding the trade receivables of a certain customer, a detailed analysis of this customer's specific credit risk is conducted and an individual provision for risks is established for the trade receivables with respect to this customer. If credit insurance is in place, it is taken into account when determining the amount of the risk provision.

The Group assumes that the default risk of a financial asset has increased significantly if it is more than 30 days overdue.

OTHER FINANCIAL ASSETS

Other financial assets are classified based on the business model for control and the cash flows of the financial assets. In the Group, financial assets are generally held under a business model that provides for "holding" the asset until maturity, in order to collect the contractual cash flows. The second condition is that the terms and conditions of the financial asset result in cash flows at specified times, which exclusively represent repayments and interest payments on the outstanding nominal amount.

The "trading" business model is used for financial assets in the form of derivatives without a hedging relationship. These are valued at fair value through profit or loss (FVPL).

Non-current financial assets include rental deposits and other assets. Non-interest-bearing non-current assets are discounted to the present value if the resulting effect is significant.

INVESTMENTS

The investment recognised under non-current financial assets belongs to the category measured at "fair value through other comprehensive income" (FVOCI), since these investments are held over the long term for strategic reasons.

All purchases and disposals of investments are recorded on the settlement date. Investments are initially recognised at fair value plus transaction costs. They are also recognised at fair value in subsequent periods. Unrealised gains and losses are recognised in other comprehensive income, taking into account deferred taxes. The gain or loss on disposal of investments is transferred to retained earnings.

The category measured at "fair value through profit or loss" (FVPL) is not used with regard to investments.

PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are measured at acquisition cost, net of accumulated depreciation. The depreciation period depends on the expected useful life of the respective item. The straight-line method of depreciation is applied. The useful life depends on the type of the assets involved. Buildings are subject to a useful life of between ten and fifty years, and a useful life of between three to ten years is assumed for movable assets.

Repair and maintenance costs are recorded as an expense as of the date on which they were incurred. Substantial improvements and upgrades are capitalised to the extent that the criteria for recognition of an asset item apply.

INVESTMENT PROPERTY

Investment property is accounted for in the same way as property, plant and equipment in accordance with the cost model, with their acquisition or production costs less scheduled depreciation and any necessary impairment losses. Depreciation is carried out on a straight-line basis and the useful lives are generally equivalent to those of property, plant and equipment used in-house.

OTHER INTANGIBLE ASSETS (NOT INCLUDING GOODWILL)

Acquired intangible assets largely consist of concessions, intellectual property rights and similar rights. These are measured at acquisition cost, net of accumulated amortisation. The useful life of intangible assets is between three and ten years. Scheduled depreciation is done on a straight-line basis.

There are also trademark rights acquired for a fee in relation to Cobra Golf. Cobra Golf, founded in 1978, has a brand history spanning over 40 years in golf. The Cobra brand represents the core of the Golf business area and is continued through ongoing marketing investments by the PUMA Group in the Cobra brand. Due to the stability of the golf market and the continuation of the brand by PUMA, an indefinite useful life is assumed for the Cobra brand.

IMPAIRMENT OF ASSETS

Intangible assets with an indefinite useful life are not amortised according to schedule but are subjected to an annual impairment test. Property, plant and equipment, right-of-use assets, and other intangible assets with finite useful lives are tested for impairment if there is any indication of impairment in the value of the asset concerned. In order to determine whether there is a requirement to record the impairment of an asset, the recoverable amount of the respective asset (the higher amount of the fair value less costs to sell and value in use) is compared with the carrying amount of the asset. If the recoverable amount is lower than the carrying amount, the difference is recorded as an impairment loss. The test for impairment is performed, if possible, at the level of the respective individual asset, otherwise at the level of the cash-generating unit. Goodwill, on the other hand, is tested for impairment only at the level of a group of cash-generating units. If it is determined within the scope of the impairment test that an asset needs to be impaired, then the goodwill, if any, of the group of cash-generating units is written down initially and, in a second step, the remaining amount is distributed proportionately over the remaining assets within the application scope of IAS 36. If the reason for the recorded impairment no longer applies, a reversal of impairment loss is recorded to the maximum amount of the amortised costs. There is no reversal of an impairment loss for goodwill.

The recoverable amount is primarily calculated using the discounted cash flow method. For determining the fair value less costs to sell and value in use, the expected cash flows are based on corporate planning data. Expected cash flows are discounted using an interest rate in line with market conditions. As part of the fair value determination less cost to sell, no special synergies of cash-generating units are taken into account, and corporate planning data is adjusted to the assumptions of market participants, if required. Moreover, there is a difference between the fair value less costs to sell and the value in use because the costs to sell are also taken into account.

Trademarks with an indefinite useful life are subjected to an impairment test based on the relief from royalty-method during the financial year or when the occasion arises. If there is evidence that the underlying Cobra business is insufficiently profitable, the trademark is not only valued individually using the relief-from-royalty method, but the recoverable amount of the cash-generating units to which the trademark is attributable is determined.

See Chapter 11 for further details, in particular regarding the assumptions used for the calculation.

BORROWINGS, OTHER FINANCIAL LIABILITIES AND OTHER LIABILITIES

In general, these items are recognised at fair value, taking into account transaction costs, and subsequently recognised at amortised cost. Non-interest or low-interest-bearing liabilities with a term of at least one year are recognised at present value, taking into account an interest rate in line with market conditions, and are compounded until their maturity at their repayment amount.

The "trading" business model is used for financial liabilities in the form of derivatives without a hedge relationship. These are valued at fair value through profit or loss (FVPL).

Current borrowings also include those long-term loans that have a maximum residual term of up to one year.

PROVISIONS FOR PENSIONS AND SIMILAR OBLIGATIONS

In addition to defined benefit plans, some companies apply defined contribution plans, which do not result in any additional pension commitment other than the current contributions. The pension provision under defined benefit plans is generally calculated using the projected unit credit method. This method takes into account not only known pension benefits and pension rights accrued as of the reporting date, but also expected future salary and pension increases. The defined benefit obligation (DBO) is calculated by discounting expected future cash outflows at the rate of return on senior, fixed-rate corporate bonds. The currencies and maturity periods of the underlying corporate bonds are consistent with the currencies and maturity periods of the obligations to be satisfied. In some of the plans, the obligation is accompanied by a plan asset. In that case, the pension provision shown is reduced by the plan asset.

Details regarding the assumed life expectancy, the mortality tables used and other assumptions are shown in Chapter 15.

OTHER PROVISIONS

Provisions for the expected expenses from warranty obligations pursuant to the respective national sales contract laws are recognised at the time of sale of the relevant products, according to the best estimate in relation to the expenditure needed in order to fulfil the Group's obligation.

Provisions are also made to account for onerous contracts. An onerous contract is assumed to exist where the unavoidable costs for fulfilling the contract exceed the economic benefit arising from this contract.

MANAGEMENT INCENTIVE PROGRAMMES

PUMA uses cash-settled share-based payments, share-based payments settled in cash or equities, and key performance indicator-based long-term incentive programmes. The share-based payments settled in cash or equities are accounted for in the same way as cash-settled share-based payments.

Detailed information on the management incentive programmes is presented in Chapter 18.

RECOGNITION OF SALES

The Group recognises sales from the sale of sporting goods. The sales are measured at fair value of the consideration to which the Group expects to be entitled from the contract with customers, taking into account returns, discounts and rebates. Amounts collected on behalf of third parties (such as VAT) are not included in sales. The Group records sales at the time when PUMA fulfils its performance obligation to customers and has transferred the right of disposal over the product to customers.

The Group sells footwear, apparel and accessories both to wholesalers and directly to customers through its own retail activities and online sales channels. Meanwhile, the sales-related warranty services cannot be purchased separately and do not lead to services that go beyond the assurance of the specifications at the time of the transfer of risk. Accordingly, the Group records warranties in the balance sheet in accordance with IAS 37 "Provisions, contingent liabilities and contingent assets".

In the case of sales of products to wholesalers, the sales revenue is recorded at the date on which the right of disposal over the products is transferred to customers, in other words, when the products have been shipped to the specific location of the wholesaler (delivery). After delivery, the wholesaler bears the inventory risk and has full right of disposal over the manner and means of distribution and the selling price of the products. In the case of sales to end customers in the Group's own retail stores, the sales are recorded at the date when the right of disposal over the products is transferred to the end customer, in other words, the date on which the end customer buys the products in the retail store. The payment of the purchase price is due as soon as the customers purchase the products. In the case of sales of goods through our own online sales channels, sales are realised when the end customers have accepted the goods and the power of disposal over the goods has been passed to the end customer. The payment terms applied correspond to the standard industry payment terms for each country.

Under certain conditions and according to the contractual stipulations, customers have the option to exchange products or return them for a credit. The amount of the expected returns is estimated on the basis of past experience and is deducted from sales in the form of a liability based on refund obligations. The asset value of the right arising from the product return claim is recorded under inventories and leads to a corresponding reduction of cost of sales.

ROYALTY AND COMMISSION INCOME

The Group recognises license and commission income from the out-licensing of trademark rights to third parties in accordance with IFRS 15 Revenue from contracts with customers. Income from royalties is recognised in the income statement in accordance with the invoices to be submitted by the licensees. In certain cases, values must be estimated in order to permit accounting on an accrual basis. Commission income is invoiced if the underlying purchase transaction is classified as realised.

ADVERTISING AND PROMOTIONAL EXPENSES

Advertising expenses are recognised in the income statement at the time they are incurred. In general, promotional expenses stretching over several years are recognised as an expense over the contractual term on an accrual basis. Any expenditure surplus exceeding the economic benefit that results from this allocation of expenses after the balance sheet date is recognised in the financial statements in the form of an impairment of assets and, if necessary, a provision for anticipated losses. If promotional and advertising contracts provide for additional payments when predefined targets are achieved (e.g. medals, championships), which cannot be predicted exactly in terms of time and amount, they are recognised in full in profit or loss at the relevant date.

FINANCIAL RESULT

The financial result includes interest income from financial investments and interest expenses from loans, along with interest income and expenses in connection with derivative financial instruments. The financial result also includes interest expenses from lease liabilities as well as discounted, non-current liabilities associated with acquisitions and those arising from the valuation of pension commitments, in addition to interest income from finance leases.

Exchange rate effects that can be directly allocated to an underlying transaction are shown in the respective income statement item.

INCOME TAXES

Current income taxes are determined in accordance with the tax regulations of the respective countries where the individual Group companies conduct their operations.

PUMA management regularly assesses individual tax issues to determine whether there is scope for interpretation in view of existing tax regulations. If appropriate, these issues are taken into account in income tax liabilities or deferred taxes. The income tax assessment is generally carried out at the level of the individual case, taking into account any possible interactions. Appropriate balance sheet provisions have been made for potential risks from uncertain tax positions, taking into account IFRIC 23.

DEFERRED TAXES

Deferred taxes resulting from temporary valuation differences between the IFRS and tax balance sheets of individual Group companies and from consolidation procedures, which are levied by the same taxation authority and can be netted, are charged to each taxable entity and recognised either as deferred tax assets or deferred tax liabilities.

Deferred tax assets may also include claims for tax reductions that result from the expected utilisation of existing losses carried forward to subsequent years and which is likely to materialise. Deferred tax assets or liabilities may also result from accounting treatments that do not affect the income statement.

Deferred tax assets are recognised only to the extent that the respective tax advantage is likely to materialise.

ESTIMATION UNCERTAINTY

The preparation of the consolidated financial statements requires some assumptions and estimates that have an impact on the measurement and presentation of the recognised assets and liabilities, income and expenses, and contingent liabilities. The assumptions and estimates are based on premises, which in turn are based on currently available information. In individual cases, the actual values may deviate from the assumptions and estimates made. Consequently, future periods involve a risk of adjustment to the carrying amount of the assets and liabilities concerned. If the actual development differs from the expectation, the premises and, if necessary, the carrying amounts of the relevant assets and liabilities are adjusted with an effect on profit or loss.

All assumptions and estimates are continuously reassessed. They are based on historical experiences and other factors, including expectations regarding future global and industry-related trends that appear reasonable under the current circumstances. Assumptions and estimates mainly relate to the valuation of goodwill and trademarks, inventories, liabilities from refund obligations, taxes and leases in which PUMA is the lessee. The most significant forward-looking assumptions and sources of estimation and uncertainty as of the reporting date concerning the above-mentioned items are discussed below.

Goodwill and brands

A review of the impairment of goodwill is based on the calculation of the value in use as a leading valuation concept. In order to calculate the value in use, the Group must estimate the future cash flows from those cash-generating units to which the goodwill is allocated. To this end, the data used were from the three-year plan, which is based on forecasts of the overall economic development and the resulting industry-specific consumer behaviour. Another key assumption concerns the determination of an appropriate interest rate for discounting the cash flow to the present value (discounted cash flow method). The relief-from-royalty method is used to value brands. See Chapter 11for further details, in particular regarding the assumptions used for the calculation.

Inventories

Inventories are measured at acquisition or manufacturing cost or at the lower net realisable values derived from the selling price at the balance sheet date. Value adjustments are adequately recorded, depending on age, seasonality and realisable market prices. Further details on the inventory valuation are provided in Chapter 4.

Liabilities from refund obligations

The Group recognises sales from the sale of sporting goods. The sales are measured at fair value of the consideration to which the Group expects to be entitled from the contract with customers, taking into account returns, discounts and rebates. As customers have the opportunity to exchange goods under certain conditions and in accordance with the contractual agreements, the amount of expected return deliveries is estimated on the basis of experience. The accrual of sales takes place via the liability from refund obligations.

Taxes

Tax items are determined taking into account the various prevailing local tax laws and the relevant administrative opinions and, due to their complexity, may be subject to different interpretations by persons subject to tax on the one hand and the tax authorities on the other hand. Differing interpretations of tax laws may result in subsequent tax payments for past years; these are included based on the assessment of the management, using the most probable amount or the expected value for the individual case.

The recognition of deferred taxes requires that estimates and assumptions be made concerning future tax planning strategies as well as expected dates of occurrence and the amount of future taxable income. The taxable income from the relevant corporate planning is derived for this assessment. It takes into account the past financial position and the business development expected in the future. Deferred tax assets are recorded in the event of companies incurring a loss only if it is highly probable that future positive results will be achieved. See Chapter 8 for further information.

PUMA as lessee

The measurement of lease liabilities under leases in which PUMA is the lessee is based on assumptions for the discount rates used, the lease term and the determination of fixed lease payments. To determine the present value of future minimum lease payments, PUMA uses country- and currency-specific interest rates on borrowings with compatible terms. The fixed lease payments also include firmly agreed upon minimum amounts for agreements with a predominantly variable lease amount.

Significant assumptions are made in the subsequent valuation of rights of use for retail stores in the context of assessing the existence of an impairment and determining the impairment requirement. Among other things, assumptions are made about the duration of the lease, the future economic development and profitability of the retail stores, and also the underlying interest rate. See Chapter 10 for further information.

DISCRETIONARY DECISIONS

The preparation of the consolidated financial statements requires discretionary decisions relating to the application of accounting methods and the amounts of assets, liabilities, income and expenses reported. Information on the application of accounting policies that have the most material impact on the amounts recorded in the financial statements can be found in the following notes:

Evaluation of the control of companies with non-controlling interests

The determination as to whether the Group controls the companies with non-controlling interests is presented in Chapter 28, Information on non-controlling interests.

PUMA as lessee

The accounting for leases in which PUMA is the lessee includes discretionary decisions, in particular in relation to the term of the lease agreements with regard to determining whether the exercise of extension options is sufficiently certain. In addition to the basic lease period, the Group includes extension options in the determination of the lease term if management is sufficiently certain that such options will be exercised after taking into account all facts and circumstances.

Some real estate leases contain extension options that can only be exercised by PUMA and not by the lessor. If possible, the Group seeks to include extension options when concluding new leases in order to ensure operational flexibility. On the date of provision, the Group assesses whether it is sufficiently certain that the extension options will be exercised. The assessment is carried out individually for each contract and takes into account the amount of the company's own investments and the possibility of changing macroeconomic conditions in the future. If significant events or significant changes occur during the term of the contract that are within PUMA's control, it will be reassessed as to whether it is sufficiently certain that the extension option will be exercised.

NOTES TO THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION

3. CASH AND CASH EQUIVALENTS

As of 31 December 2024, the Group has € 368.2 million (previous year: € 552.9 million) in cash and cash equivalents. This includes bank balances, including short-term financial investments with an original term of up to three months. The average effective interest rate of financial investments was 1.8% (previous year: 1.1%) for countries without hyperinflation. In countries with hyperinflation, the average effective interest rate of financial investments was 62.4% (previous year: 40.9%). There are no cash and cash equivalents subject to transfer restrictions in the current year (previous year: € 45.6 million).

4. INVENTORIES

Inventories are allocated to the following main groups:

↗ T.11 INVENTORIES (IN € MILLION)

	2024	2023
Goods/inventory and finished goods		
Footwear	672.4	625.9
Apparel	473.2	420.8
Accessories/Others	211.2	216.0
Raw materials, consumables and supplies	34.5	34.9
Prepayments made	0.3	2.9
Goods in transit	576.0	458.7
Inventory adjustments related to returns	46.1	45.2
Total	**2,013.7**	**1,804.4**

The raw materials, consumables and supplies mainly relate to raw materials for the production of golf clubs and footwear.

The table shows the carrying amounts of the inventories net of value adjustments. Of the value adjustments in the amount of € 111.4 million (previous year: € 157.1 million) approx. 67.2% in financial year 2024 (previous year: approx. 64.3%) were recognised in profit or loss in cost of sales.

The volume of inventories recorded as an expense during the period mainly includes the cost of sales shown in the consolidated income statement.

The inventory adjustments related to returns represents the historical acquisition or production costs of the inventories for which a return is expected.

5. TRADE RECEIVABLES

The trade receivables are broken down as follows:

↗ T.12 TRADE RECEIVABLES (IN € MILLION)

	2024	2023
Trade receivables, gross	1,308.5	1,183.4
Less provision for risks	-61.9	-65.0
Trade receivables, net	**1,246.5**	**1,118.4**

The change in the provision for risks for financial assets in the "trade receivables" class measured at amortised cost relates to receivables in connection with revenues from contracts with customers and has developed as follows:

↗ T.13 CHANGE OF RISK PROVISIONS FOR TRADE RECEIVABLES (IN € MILLION)

	2024	2023
Status of provision for risks as of 1 January	**65.0**	**57.9**
Exchange rate differences	-0.6	-1.6
Additions	15.0	26.7
Utilisation	-4.3	-3.8
Reversals of unused provision for risks	-13.1	-14.3
Status of provision for risks as of 31 December	**61.9**	**65.0**

The age structure of the trade receivables is as follows:

↗ T.14 AGE STRUCTURE 2024 (IN € MILLION)

			Overdue			
2024	**Total**	**Not due**	**0-30 days**	**31-90 days**	**90-180 days**	**Over 180 days**
Trade receivables, gross	1,308.5	1,053.2	84.5	79.6	28.6	62.6
Provision for risks	-61.9	-16.2	-2.3	-3.8	-3.5	-36.2
Trade receivables, net	1,246.5	1,037.0	82.2	75.9	25.0	26.4
Expected loss rate		1.5%	2.7%	4.7%	12.4%	57.8%

↗ T.15 AGE STRUCTURE 2023 (IN € MILLION)

			Overdue			
2023	**Total**	**Not due**	**0-30 days**	**31-90 days**	**90-180 days**	**Over 180 days**
Trade receivables, gross	1,183.4	952.3	92.4	83.4	14.1	41.4
Provision for risks	-65.0	-16.4	-4.0	-8.2	-4.5	-31.9
Trade receivables, net	1,118.4	935.8	88.4	75.2	9.6	9.5
Expected loss rate		1.7%	4.3%	9.8%	32.0%	77.1%

With respect to the net carrying amounts of trade receivables, PUMA assumes that the debtors will satisfy their payment obligations or that, in the event of a default, the net carrying amount will be covered by existing credit insurance. There are no significant risk concentrations as the customer base is very broad and there are no correlations.

Trade receivables are derecognised when, in the context of factoring agreements, essentially all risks and opportunities relating to these receivables have been transferred to a third party. As of 31 December 2024, receivables in the amount of € 269.7 million (previous year: € 141.7 million) were derecognised as a result of factoring agreements. The cash flows are categorised as cash inflow from operating activities in the consolidated statement of cash flows.

6. OTHER CURRENT FINANCIAL ASSETS

Other current financial assets are broken down as follows:

↗ T.16 OTHER CURRENT FINANCIAL ASSETS (IN € MILLION)

	2024	**2023**
Fair value of derivative financial instruments	147.1	34.5
Lease receivables	12.4	14.9
Remaining financial assets	168.8	45.6
Total	**328.3**	**94.9**

The amount shown is due within one year. The fair value corresponds to the carrying amount.

7. OTHER CURRENT ASSETS

Other current assets are broken down as follows:

↗ T.17 OTHER CURRENT ASSETS (IN € MILLION)

	2024	2023
Prepaid expense relating to the subsequent period	102.1	98.3
Other receivables	158.7	172.1
Total	**260.9**	**270.4**

The amount shown is due within one year. The fair value corresponds to the carrying amount.

Other receivables mainly comprise receivables relating to VAT of € 100.0 million (previous year: € 98.9 million) and other taxes of € 35.3 million (previous year: € 25.6 million).

8. DEFERRED TAXES

Deferred taxes relate to the items shown below:

↗ T.18 DEFERRED TAXES (IN € MILLION)

	2024	2023
Tax loss carry-forwards	56.3	76.9
Inventories	62.0	74.5
Remaining current assets	12.8	13.5
Non-current assets	48.4	56.3
Lease liabilities (current and non-current)	286.9	290.8
Provisions and other liabilities	124.4	118.1
Deferred tax assets (before netting)	**590.7**	**630.1**
Current assets	47.3	17.4
Intangible assets	41.7	42.1
Right-of-use assets	243.5	258.2
Remaining non-current assets	26.9	24.6
Provisions and other liabilities	1.8	4.1
Deferred tax liabilities (before netting)	**361.2**	**346.4**
Deferred tax assets, net	**229.5**	**283.7**

As of 31 December 2024, tax losses carried forward amounted to a total of € 417.2 million (previous year: € 447.9 million). Deferred tax assets were recognised for these items in the amount at which the associated tax advantages are likely to be realised in the form of future profits for income tax purposes. In financial year 2024, no deferred tax items were recognised for the losses carried forward in the amount of € 143.6 million (previous year: € 102.9 million), of which € 136.4 million (previous year: € 94.5 million) are vested. The remaining tax losses carried forward, for which no deferred tax items were recognised, in the amount of € 7.2 million (previous year: € 8.3 million) will expire within the next six years.

In addition, no deferred tax items were recognised for temporary differences in the amount of € 20.7 million (previous year: € 27.0 million) because they were not expected to be realised as of the balance sheet date.

For Group companies that achieved a negative tax result in this or the previous financial year, a total of deferred tax assets in the amount of € 190.5 million were recognised after deduction of any deferred tax liabilities (previous year: € 157.1 million) as sufficiently positive tax results can be expected in the future on the basis of the relevant projections. Of this amount, € 56.3 million is attributable to the sales units in the USA. The approach was based on a projection that deviates from the general corporate planning and completely disregards potential future business opportunities and market share gains. A further share of € 15.5 million is attributable to the United Kingdom distribution unit. The assumption of sufficient future positive tax profits is based on the expectation of higher sales volumes (supported by the current order book) and the initiation of a range of measures aimed at optimising costs.

No deferred taxes on retained profits at subsidiaries were recognised where these gains are to be reinvested on an ongoing basis and there is no intention to make a distribution in this respect.

Deferred tax assets and liabilities are netted if they relate to a taxable entity and can in fact be netted. Accordingly, they are shown in the balance sheet as follows:

↗ T.19 DEFERRED TAX ASSETS AND LIABILITIES (IN € MILLION)

	2024	**2023**
Deferred tax assets	243.6	296.1
Deferred tax liabilities	14.2	12.4
Deferred tax assets, net	**229.5**	**283.7**

The changes in deferred tax assets (net) were as follows:

↗ T.20 MOVEMENT OF DEFERRED TAXES (IN € MILLION)

	2024	**2023**
Deferred tax assets, net as of 1 January	**283.7**	**253.1**
Recognition in the consolidated income statement	-15.0	22.8
Adjustment related to remeasurements of the net defined benefit liability, recognised in other comprehensive income	0.7	0.2
Adjustment related to the cash flow hedge reserve, recognised in other comprehensive income	-35.0	10.1
Adjustment related to the reserve for hedging costs - options, recognised in other comprehensive income	-0.2	0.0
Adjustment related to the reserve for hedging costs - forward contracts, recognised in other comprehensive income	1.3	0.0
Currency exchange effects	-6.2	-2.5
Deferred tax assets, net as of 31 December	**229.5**	**283.7**

9. PROPERTY, PLANT AND EQUIPMENT

The development of property, plant and equipment is shown in the following tables:

↗ T.21 MOVEMENTS OF PROPERTY, PLANT & EQUIPMENT 2024 (IN € MILLION)

	Real estate	Technical equipment and machines	Other equipment, furniture and fixture	Assets under construction	Total
Purchase costs as of 1 January 2024	**189.5**	**222.5**	**753.2**	**94.8**	**1,260.0**
Additions*	2.5	30.4	112.8	40.3	185.9
Disposals	-3.3	-3.9	-64.9	-2.2	-74.3
Transfers	9.4	56.9	23.7	-94.6	-4.7
Currency changes	22.5	10.0	17.8	3.4	53.7
As of 31 December 2024	**220.6**	**315.9**	**842.6**	**41.7**	**1,420.7**
Accumulated depreciation as of 1 January 2024	**-56.0**	**-49.7**	**-468.7**	**-0.0**	**-574.4**
Depreciation	-6.5	-17.9	-97.8	0.0	-122.3
Disposals	1.9	3.4	61.1	0.0	66.4
Transfers	0.0	-0.3	0.4	0.0	0.1
Impairment losses	-8.8	0.0	-0.6	0.0	-9.4
Currency changes	-0.9	-4.5	-10.0	0.0	-15.3
As of 31 December 2024	**-70.4**	**-69.0**	**-515.6**	**0.0**	**-655.0**
Net carrying amount as of 31 December 2024	**150.2**	**246.9**	**326.9**	**41.7**	**765.7**

* This information is part of PUMA's 2024 Sustainability Declaration in accordance with ESRS E1-3.

↗ T.22 MOVEMENTS OF PROPERTY, PLANT & EQUIPMENT 2023 (IN € MILLION)

	Real estate	Technical equipment and machines	Other equipment, furniture and fixture	Assets under construction	Total
Purchase costs as of 1 January 2023	**175.2**	**170.8**	**706.3**	**75.1**	**1,127.4**
Additions*	23.9	16.6	118.4	66.5	225.4
Disposals	-4.8	-0.4	-41.0	-2.8	-49.0
Transfers	0.1	39.7	2.2	-42.3	-0.4
Currency changes	-5.0	-4.1	-32.6	-1.8	-43.4
As of 31 December 2023	**189.5**	**222.5**	**753.2**	**94.8**	**1,260.0**
Accumulated depreciation as of 1 January 2023	**-54.5**	**-37.3**	**-443.2**	**-0.1**	**-535.2**
Depreciation	-6.2	-15.0	-84.4	0.0	-105.7
Disposals	3.5	0.4	38.6	0.0	42.5
Transfers	0.0	-0.3	-0.0	0.0	-0.3
Currency changes	1.2	2.5	20.3	0.1	24.2
As of 31 December 2023	**-56.0**	**-49.7**	**-468.7**	**-0.0**	**-574.4**
Net carrying amount as of 31 December 2023	**133.5**	**172.8**	**284.6**	**94.8**	**685.6**

* This information is part of PUMA's 2024 Sustainability Declaration in accordance with ESRS E1-3.

Investment properties have a carrying amount of € 27.7 million as of 31 December 2024 (previous year: € 21.1 million) and are reported as real estate under property, plant and equipment. The fair value of investment properties as of 31 December 2024 is € 20.9 million (previous year: € 23.3 million). This was determined by external, independent experts who have relevant professional qualifications and current experience with the location and type of properties to be valued. The fair value was determined on the basis of the market-comparative approach, which reflects the most recent transaction prices for similar properties. In the current financial year, impairment losses of 8.8 million (previous year: € 0.0 million) were recognised in financial expenses for investment properties. The affected asset is reported in the segment reporting in the Latin America region. The calculation was based on the value in use, taking into account a cost of capital rate of 3.8%.

The rental income generated by the Group from investment properties amounted to € 1.4 million in the financial year (previous year: € 0.6 million). Direct operating expenses for investment properties, which generated rental income in the financial year, amounted to € 0.0 million (previous year: € 0.0 million).

10. LEASES

PUMA AS LESSEE

The Group rents and leases offices, warehouses, facilities, technical equipment and machinery, motor vehicles and sales rooms for its own retail business. As a rule, the lease agreements have a term of between one and fifteen years. Some agreements include renewal options and price adjustment clauses.

The carrying amounts for right-of-use assets recognised in the balance sheet relate to the following asset classes:

↗ T.23 RIGHT-OF-USE ASSETS 2024 (IN € MILLION)

	Real estate – retail stores	Real estate – warehouses & offices	Others	Total
Depreciation	117.4	87.9	13.5	218.7
Additions*	147.6	67.5	11.9	227.0
Net carrying amount as of 31 December 2024	528.9	522.5	65.4	1,116.8

↗ T.24 RIGHT-OF-USE ASSETS 2023 (IN € MILLION)

	Real estate – retail stores	Real estate – warehouses & offices	Others	Total
Depreciation	107.1	89.7	12.2	209.0
Additions*	174.1	71.9	14.3	260.3
Net carrying amount as of 31 December 2023	464.2	557.7	65.7	1,087.7

* This information is part of PUMA's 2024 Sustainability Declaration in accordance with ESRS E1-3.

The item "Others" includes technical equipment and machinery, as well as motor vehicles.

The following lease liabilities result:

↗ T.25 LEASE LIABILITIES (IN € MILLION)

	2024	2023
Current lease liabilities	220.6	212.4
Non-current lease liabilities	1,010.0	1,020.0
Total	**1,230.6**	**1,232.4**

The amounts recognised in the consolidated income statement are as follows:

↗ T.26 RECOGNISED IN INCOME STATEMENT (IN € MILLION)

	2024	2023
Depreciation of right-of-use assets incl. impairment losses and reversal of impairment losses (included in operating expenses)	196.6	202.8
Interest expenses (included in financial expenses)	51.1	46.8
Expenses for short-term leases (included in operating expenses)	10.0	11.3
Expenses for leases of low-value assets (included in operating expenses)	1.0	1.2
Expenses for variable lease payments (included in operating expenses)	36.6	35.4
Total	**295.3**	**297.5**

Variable lease payments are incurred in connection with the Group's own retail stores. These are based on the sales amount and are therefore dependent on the overall economic development.

Total cash outflows from lease liabilities in 2024 amounted to € 273.6 million (previous year: € 254.8 million).

Due to reduced earnings prospects based on updated financial planning and estimates, impairment losses in the total amount of € 7.3 million were recorded for the rights of use of assets in connection with PUMA's own retail stores in financial year 2024 (previous year: € 5.7 million). To determine the impairment, the recoverable amount was calculated for the individual retail stores. The recoverable amount for the impaired retail stores is € 16.7 million (previous year: € 65.3 million), of which € 15.4 million was determined on the basis of the value in use (previous year: € 65.3 million) and € 1.3 million on the basis of the fair value (previous year: € 0.0 million). In the financial year under review, reversals of impairment losses amounting to a total of € 29.4 million (previous year: € 11.9 million) were recorded for retail stores. There were no impairment losses or impairment reversals in the other categories of right-of-use assets.

In 2024, PUMA entered into lease agreements that had not yet commenced by year-end. As a result, no lease liabilities and corresponding right-of-use assets had been recognised as of 31 December 2024. Future lease payments in connection with these agreements amount to € 16.0 million (previous year: € 2.0 million) for the next year, € 75.9 million for years two to five (previous year: € 28.2 million) and € 97.1 million for the subsequent period (previous year: € 48.5 million). The lease terms for these are up to 12 years (previous year: 15 years).

The maturity analysis of lease liabilities is as follows:

↗ T.27 MATURITY ANALYSIS OF LEASE LIABILITIES (IN € MILLION)

	2024	2023
Due within one year	265.0	255.8
Due between one and five years	678.9	679.6
Due after five years	502.5	510.4
Total (undiscounted)	**1,446.5**	**1,445.8**
Interest expense (not yet realised)	-215.9	-213.4
Total	**1,230.6**	**1,232.4**

PUMA AS LESSOR

PUMA rents out properties owned and leased as a lessor. From the lessor's point of view, these (sub)leases are classified as operating or finance leases.

The net investments from finance leases are shown as receivables in the balance sheet and are reduced by the repayment portion included in the lease payment. The interest portion included in the lease payment is reported as interest income in the financial result.

The maturities of the existing receivables on lease payments against third parties classified as finance leases are as follows:

↗ T.28 MATURITY ANALYSIS OF LEASE RECEIVABLES (IN € MILLION)

	2024	2023
Due within one year	13.9	16.8
Due between one and five years	16.5	24.8
Due after five years	2.1	4.5
Total (undiscounted)	**32.5**	**46.1**
Interest income (not yet realised)	-4.0	-5.4
Provision for risks	-0.3	-0.5
Total	**28.2**	**40.2**

The following income was recognised in the consolidated income statement in connection with leases:

↗ T.29 RECOGNISED IN INCOME STATEMENT (IN € MILLION)

	2024	2023
Operating leases		
Fixed rental income	1.8	1.0
Finance leases		
Variable rental income	1.6	0.4
Total rental income (included in other operating income)	**3.4**	**1.4**
Selling profit (included in other operating income)	2.5	8.0
Interest income (included in financial income)	2.5	1.2

Future lease payments from operating leases for the coming year amount to € 1.8 million (previous year: € 1.6 million) and to € 7.4 million for years two to five (previous year: € 5.1 million).

11. INTANGIBLE ASSETS

Intangible assets mainly include goodwill, intangible assets with indefinite useful lives (e.g. brands), assets associated with the Company's own retail activities and software licenses.

The development of intangible assets is shown in the following table:

↗ T.30 MOVEMENTS OF INTANGIBLE ASSETS 2024 (IN € MILLION)

	Goodwill	Intangible assets with an indefinite useful life	Other intangible assets	Total
Purchase costs as of 1 January 2024	**285.3**	**146.3**	**397.5**	**829.1**
Additions	0.0	0.0	74.2	74.2
Disposals	0.0	0.0	-67.8	-67.8
Transfers	0.0	0.0	4.2	4.2
Currency changes	-1.7	8.2	0.5	6.9
As of 31 December 2024	**283.5**	**154.5**	**408.4**	**846.5**
Accumulated depreciation as of 1 January 2024	**-46.3**	**-17.6**	**-234.5**	**-298.2**
Amortisation	0.0	0.0	-29.2	-29.2
Disposals	0.0	0.0	67.0	67.0
Transfers	0.0	0.0	0.3	0.3
Currency changes	-0.1	0.0	-0.5	-0.5
As of 31 December 2024	**-46.3**	**-17.6**	**-196.7**	**-260.7**
Net carrying amount as of 31 December 2024	**237.2**	**136.9**	**211.7**	**585.8**

↗ T.31 MOVEMENTS OF INTANGIBLE ASSETS 2023 (IN € MILLION)

	Goodwill	Intangible assets with an indefinite useful life	Other intangible assets	Total
Purchase costs as of 1 January 2023	**289.3**	**151.0**	**341.0**	**781.2**
Additions	0.0	0.0	74.2	74.2
Disposals	0.0	0.0	-16.8	-16.8
Transfers	0.0	0.0	0.6	0.6
Currency changes	-4.0	-4.6	-1.5	-10.1
As of 31 December 2023	**285.3**	**146.3**	**397.5**	**829.1**
Accumulated depreciation as of 1 January 2023	**-46.6**	**-17.6**	**-210.5**	**-274.7**
Amortisation	0.0	0.0	-37.0	-37.0
Disposals	0.0	0.0	11.9	11.9
Transfers	0.0	0.0	-0.1	-0.1
Currency changes	0.4	0.0	1.3	1.6
As of 31 December 2023	**-46.3**	**-17.6**	**-234.5**	**-298.2**
Net carrying amount as of 31 December 2023	**239.0**	**128.7**	**163.0**	**530.8**

The item Other intangible assets includes advance payments in the amount of € 20.7 million (previous year: € 21.6 million).

The current amortisation of intangible assets in the amount of € 29.2 million (previous year: € 37.0 million) is included in the other operating expenses. Of this, € 7.7 million relate to sales and distribution expenses (previous year: € 115 million), € 0.0 million to expenses for product management/merchandising (previous year: € 0.1 million), and € 21.5 million to administrative and general expenses (previous year: € 25.3 million).

INFORMATION ON PLANNING ASSUMPTIONS FOR IMPAIRMENT TESTS

Goodwill and intangible assets with indefinite useful lives are not amortised according to schedule. Impairment tests with regard to goodwill were performed in the past financial year using the discounted cash flow method. The data from the three-year plan for the respective cash-generating unit or group of cash-generating units was used as a basis for this. Planning on the level of the cash-generating units was thereby derived from the PUMA Group's three-year plan. The following key assumptions have been made for the PUMA Group plans:

Based on the basic assumptions regarding overall economic development, planning at Group level assumes that geopolitical tensions will not increase any further. Under these conditions, we expect our business to continue to grow profitably.

Planned sales growth is based on the good future growth prospects in the sporting goods industry and on market share gains by PUMA. This is to be achieved, in particular, via the continued consistent implementation of the Forever Faster corporate strategy and the increase in PUMA's brand heat.

The improvement in EBIT margin in the planning period is the result of a slight increase in gross profit margin due to, for example, a higher share of own retail sales as a result of above-average growth of the e-commerce distribution channel. Furthermore, the slightly weaker percentage increase of other operating income and expenses compared to sales growth is also expected to contribute to the improvement of the EBIT margin; for example, the operating requirements for planned sales growth over the coming years have essentially been met, meaning that economies of scale can be realised. In addition, the "nextlevel" efficiency programme is intended to help achieve cost savings and operational leverage.

The planning of investments and working capital is based on historical experience and is carried out in accordance with strategic objectives.

The future tax payments are based on current tax rates in the respective country.

For periods beyond the three-year plan, an annual growth rate is determined and used to forecast future cash flows beyond the three-year period. The assumed growth rate is based on long-term expectations of inflation rates and does not exceed the long-term average growth rates for the business area in which the respective cash-generating unit, or group of cash-generating units, operates.

The recoverable amount for the respective cash-generating unit or group of cash-generating units was determined on the basis of the value-in-use. This did not result in impairment losses for any cash-generating units.

INTANGIBLE ASSETS WITH AN INDEFINITE USEFUL LIFE

In connection with the Golf business unit (CPG – Cobra PUMA Golf), the Cobra brand exists as an intangible asset with an indefinite useful life amounting to € 136.9 million (previous year: € 128.7 million). The carrying amount of the Cobra brand is significant in comparison to the overall carrying amount of the intangible assets with an indefinite useful life. It was assigned to the North America business segment, where the headquarters of Cobra PUMA Golf is located. The recoverable amount of the Cobra brand was determined using the relief-from-royalty method (level 3 – see explanation in Chapter 14). A discount rate of 10.0% p.a. (previous year: 10.6% p.a.), a royalty rate of 6.0% (previous year: 6.0%) and a sustainable 2.0% growth rate (previous year: 2.0%) was used. Cobra or CPG's three-year plan shows average revenue growth in the mid-to-high single-digit percentage range. The management's key assumptions about improvement in the EBIT margin in Cobra's or CPG's three-year plan are essentially in line with the fundamental assumptions in the plans at Group level. The estimated recoverable amount of the Cobra brand exceeds its carrying amount by approximately € 19.9 million (previous year: approx. € 15.4 million).

A reduction of the royalty rate to approximately 5.2% (previous year: approx. 5.4%) or a reduction of the average planned sales revenues by approximately 13.2% (previous year: approx. 10.3%) would not result in any impairment requirement for the Cobra brand, and the recoverable amount would correspond to the carrying amount.

If there is evidence that the underlying Cobra business is insufficiently profitable, the trademark is not only valued individually using the relief-from-royalty method, but the recoverable amount of the cash-generating units to which the trademark is attributable is determined. In 2024, there were no indications of this.

GOODWILL

Goodwill is allocated to the Group's identifiable groups of cash-generating units (CGUs) according to the countries where the activities are carried out. Summarised by regions, goodwill is allocated as follows:

↗ T.32 COMPOSITION OF GOODWILL (IN € MILLION)

	2024	2023
PUMA UK	1.7	1.6
Genesis	7.4	7.0
Subtotal Europe	9.1	8.7
PUMA Canada	9.5	9.7
PUMA United NA	2.1	2.0
Subtotal North America	11.6	11.7
PUMA Argentina	16.8	15.8
PUMA Chile	0.5	0.5
PUMA Mexico	10.6	12.2
Subtotal Latin America	27.9	28.5
PUMA China	2.5	2.5
PUMA Taiwan	13.2	13.3
Subtotal Greater China	15.6	15.8
PUMA Japan	33.6	35.0
Subtotal Asia/Pacific (excluding Greater China)	33.6	35.0
stichd	139.4	139.4
Total	**237.2**	**239.0**

Assumptions used in conducting the impairment tests in 2024:

↗ T.33 ASSUMPTIONS IMPAIRMENT TEST 2024

	Tax rate (range)	WACC before tax (range)	WACC after tax (range)
Europe	25.0%	13.3%-13.4%	10.4%
North America *	26.2%	12.7%	9.8%
Latin America	27.0%-35.0%	15.2%-56.0%	11.7%-50.8%
Greater China	20.0%-25.0%	12.6%-12.7%	9.9%-10.3%
Asia/Pacific (excluding Greater China) *	38.1%	15.6%	10.1%
stichd *	25.0%	12.5%	9.7%

* The information for North America, Asia/Pacific (excluding Greater China) and stichd relates in each case to only one cash-generating unit (CGU)

The tax rates used for the impairment test correspond to the actual tax rates in the respective countries. The weighted average cost of capital (WACC) was derived on the basis of the weighted average cost of total capital, taking into account a standard market capital structure (ratio of debt to equity) and including the most important listed competitors (peer group).

In addition, a growth rate of 2.0% (previous year: 2.0%) is generally assumed. A growth rate of less than 2.0% (previous year: less than 2.0%) was applied only in justified exceptional cases, where the long-term expectations on inflation rate for the country in which the cash-generating unit operates were lower than the assumed growth rate; this applies, in particular, to the UK, China, Japan and Taiwan.

The cash-generating unit stichd includes goodwill of € 139.4 million (previous year: € 139.4 million), which is significant in comparison to the overall carrying amount of goodwill. The recoverable amount was determined by a value-in-use calculation with a discount rate of 9.7% p.a. (previous year: 10.2% p.a.) and a growth rate of 2.0% (previous year: 2.0%). The three-year plan of stichd shows sales growth in the mid-to-high single-digit percentage range. The three-year plan of stichd illustrates that the company expects a stronger improvement in the EBIT margin compared to the Group, something that stichd has already achieved in the past, as well as a return to its historical profitability.

The cash-generating unit PUMA Japan includes goodwill of € 33.6 million (previous year: € 35.0 million), which is significant in comparison to the overall carrying amount of goodwill. The recoverable amount was determined by a value-in-use calculation with a discount rate of 10.1% p.a. (previous year: 10.5% p.a.) and a growth rate of 1.5% (previous year: 1.2%). PUMA Japan's three-year plan provides for sales growth in the mid-to-high single-digit percentage range. PUMA Japan's three-year plan shows that the company expects a strong improvement in the EBIT margin and a return to the historical profitability level of PUMA Japan. The estimated recoverable amount of the cash-generating unit PUMA Japan exceeds its carrying amount by approximately € 19.4 million (previous year: approx. € 20.0 million).

An increase in the discount rate to around 11.4% or a reduction in the average planned operating result (EBIT) over the three-year period of around 12.5% would not result in an impairment of the goodwill of PUMA Japan and the recoverable amount would correspond to the carrying amount.

The following table contains the assumptions for the performance of the impairment tests in the previous year:

↗ T.34 ASSUMPTIONS IMPAIRMENT TEST 2023

	Tax rate (range)	WACC before tax (range)	WACC after tax (range)
Europe	19.0%	13.3%	11.1%
North America *	26.2%	12.7%	10.3%
Latin America	27.0%-35.0%	16.5%-64.1%	12.1%-51.7%
Greater China	20.0%-25.0%	12.9%-14.0%	10.5%-11.2%
Asia/Pacific (excluding Greater China) *	38.1%	16.4%	10.5%
stichd *	25.0%	13.1%	10.2%

* The information for North America, Asia/Pacific (excluding Greater China) and stichd relates in each case to only one cash-generating unit (CGU)

12. OTHER NON-CURRENT ASSETS

Other non-current financial and non-financial assets consist of:

↗ T.35 OTHER NON-CURRENT ASSETS (IN € MILLION)

	2024	2023
Investments	18.5	21.2
Fair value of derivative financial instruments	28.0	1.4
Lease receivables	15.8	25.3
Remaining financial assets	33.1	35.7
Total of other non-current financial assets	**95.4**	**83.6**
Other non-current non-financial assets	28.1	25.6
Other non-current assets, total	**123.5**	**109.1**

The investments relate to the 5.32% shareholding in Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien (BVB) with registered office in Dortmund, Germany. According to the audited IFRS consolidated financial statements 2023/2024 of Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien, equity as of 30 June 2024 amounted to € 327.0 million (30 June 2023: € 282.7 million) and the result of the last financial year was € 44.3 million (previous year: € 9.6 million).

Other financial assets mainly include rental deposits in the amount of € 29.8 million (previous year: € 31.9 million). The other non-current non-financial assets mainly include accruals and deferrals in connection with promotional and advertising agreements.

13. LIABILITIES

The residual terms of liabilities are as follows:

↗ T.36 LIABILITIES (IN € MILLION)

	2024				2023			
		Residual term of				Residual term of		
	Total	up to 1 year	1 to 5 years	over 5 years	Total	up to 1 year	1 to 5 years	over 5 years
Borrowings	**488.0**	**131.6**	**356.4**	**0.0**	**572.0**	**145.9**	**426.1**	**0.0**
Trade payables	**1,893.5**	**1,893.5**	**0.0**	**0.0**	**1,499.8**	**1,499.8**	**0.0**	**0.0**
Other liabilities *								
Liabilities from other taxes	111.2	111.2	0.0	0.0	110.0	110.0	0.0	0.0
Liabilities relating to social security	12.0	12.0	0.0	0.0	10.6	10.6	0.0	0.0
Payables to employees	121.8	121.8	0.0	0.0	123.6	123.6	0.0	0.0
Liabilities from refund obligations	213.5	213.5	0.0	0.0	236.9	236.9	0.0	0.0
Liabilities from derivative financial instruments	21.8	19.9	1.9	0.0	58.2	47.7	10.5	0.0
Remaining other liabilities	40.9	38.8	2.1	0.1	45.4	43.2	2.0	0.2
Total	**2,902.5**	**2,542.2**	**360.3**	**0.1**	**2,656.5**	**2,217.7**	**438.5**	**0.2**

* The maturity analysis on lease liabilities is presented in Chapter 10.

The liabilities from refund obligations result from contracts with customers and essentially comprise obligations from customer return rights.

INFORMATION REGARDING SUPPLIER FINANCING AGREEMENTS

PUMA offers its suppliers a programme to finance supplier invoices. The largest programme, the PUMA Vendor Financing Programme (PVFP), enables suppliers to pre-finance their invoices to PUMA from one of the partner banks significantly before the agreed payment date in return for an interest discount. The financing terms are linked to the achievement of sustainability targets by the suppliers. Participation in this programme is voluntary. This supplier financing programme has no impact on PUMA; the payment date, payment methods and the original contractual conditions remain unchanged. In the balance sheet, liabilities are accordingly still shown as trade payables and cash outflows are included in the cash flow statement under cash flow from operating activities.

There are also some individual programmes with local suppliers. These too are intended to give suppliers the opportunity to pre-finance their invoices prior to the agreed payment dates, and in return, PUMA is granted partially extended payment periods; however, this is at the sole discretion of the financing partners. As PUMA does not incur any additional interest for the payment of supplier liabilities to the partner banks and, from the Group's point of view, the extended payment periods do not differ significantly from normal payment periods in the countries concerned, the liabilities are still reported as trade payables in the balance sheet and cash outflows are included in the cash flow statement under cash flow from operating activities in this case.

↗ T.37 INFORMATION ON SUPPLIER FINANCING AGREEMENTS

	2024		2023	
	PVFP	Other programmes	PVFP	Other programmes
Carrying amount of trade payables subject to supplier finance arrangements (in € million)				
Presented as trade payables	352.3	42.9	362.0	35.0
Of which suppliers have received payment from the bank	139.1	17.7	-	-
Range of payment due dates (in days) *				
Trade payables that are part of supplier finance arrangements	90	90-120	-	-
Trade payables that are not part of supplier finance arrangements	90	60-120	-	-

* The above-mentioned ranges of payment dates for the other programmes include ranges from multiple different countries. Under a supplier financing agreement, payment periods are extended by a maximum of 30 days, with the extended payment periods still not differing significantly from normal payment periods in the countries concerned.

14. FINANCIAL INSTRUMENTS

CARRYING AMOUNTS OF FINANCIAL INSTRUMENTS AND ALLOCATION TO VALUATION CATEGORIES

↗ T.38 CARRYING AMOUNTS OF FINANCIAL INSTRUMENTS AND THEIR FAIR VALUE (IN € MILLION)

	Measurement categories under IFRS 9	Carrying amount	Fair value	Level 1	Level 2	Level 3	Carrying amount	Fair value	Level 1	Level 2	Level 3
		2024	2024				2023	2023			
Financial assets											
Cash and cash equivalents	[1] AC	368.2					552.9				
Trade receivables	AC	1,246.5					1,118.4				
Other current financial assets											
Derivatives - hedge accounting	n/a	102.9	102.9		102.9		22.8	22.8		22.8	
Derivatives - no hedge accounting	[2] FVPL	44.1	44.1		44.1		11.6	11.6		11.6	
Lease receivables	n/a	12.4					14.9				
Remaining current financial assets	AC	168.8					45.6				
Other non-current financial assets											
Derivatives - hedge accounting	n/a	28.0	28.0		28.0		1.4	1.4		1.4	
Investments	[3] FVOCI	18.5	18.5	18.5			21.2	21.2	21.2		
Lease receivables	n/a	15.8					25.3				
Remaining non-current financial assets	AC	33.1					35.7				
Financial liabilities											
Current borrowings											
Bank liabilities	AC	61.6					15.2				
Promissory note loans (PNL)	AC	70.0	69.9		69.9		130.8	124.9		124.9	

	Measurement categories under IFRS 9	Carrying amount 2024	Fair value 2024	Level 1	Level 2	Level 3	Carrying amount 2023	Fair value 2023	Level 1	Level 2	Level 3
Trade payables	AC	1,893.5					1,499.8				
Current lease liabilities	n/a	220.6					212.4				
Other current financial liabilities											
Derivatives - hedge accounting	n/a	13.7	13.7		13.7		22.6	22.6		22.6	
Derivatives - no hedge accounting	FVPL	6.2	6.2		6.2		25.1	25.1		25.1	
Remaining current financial liabilities	AC	27.2					30.9				
Non-current borrowings (PNL)	AC	356.4	361.0		361.0		426.1	427.4		427.4	
Non-current lease liabilities	n/a	1,010.0					1,020.0				
Other non-current financial liabilities											
Derivatives - hedge accounting	n/a	1.9	1.9		1.9		10.5	10.5		10.5	
Remaining non-current financial liabilities	AC	1.0					0.9				
Total financial assets at amortised cost		**1,816.6**					**1,752.6**				
Total financial liabilities at amortised cost		**2,409.6**					**2,103.6**				
Total financial assets at fair value through profit or loss		**44.1**					**11.6**				
Total financial liabilities at fair value through profit or loss		**6.2**					**25.1**				
Total financial assets at FVOCI		**18.5**					**21.2**				

[1] AC = at amortised cost
[2] FVPL = fair value through PL
[3] FVOCI (fair value through OCI) = equity instruments at fair value through other comprehensive income

Financial instruments that are measured at fair value in the balance sheet were determined using the following hierarchy:

Level 1: Use of prices quoted on active markets for identical assets or liabilities.

Level 2: Use of input factors that do not involve the quoted prices stated under level 1, but can be observed for the asset or liability either directly (i.e. as the price) or indirectly (i.e. derived from the price).

Level 3: Use of factors for the valuation of the asset or liability that are based on non-observable market data.

Reclassification between different levels of the fair value hierarchy are recorded at the end of the reporting period in which the change occurred.

The fair value of the investments held for strategic reasons only refers to equity instruments of the category "fair value through OCI" (FVOCI) and is determined on the basis of level 1. The market values of the derivative assets and liabilities as well as the fair value of the promissory note loans were determined in accordance with level 2.

The following table shows the measurement techniques used for determining Level 2 fair values for financial instruments.

↗ T.39 FINANCIAL INSTRUMENTS MEASURED AT FAIR VALUE - LEVEL 2

Type	Measurement technique	Material, non-observable input factors	Connection between material, non-observable input factors and fair value measurement
Forward exchange contracts	The fair values are determined on the basis of current market parameters, i.e., reference prices observable on the market, taking into account forward premiums and discounts. The discounted result of the comparison of the forward price on the reporting date with the forward price of the valuation date is included in the measurement. The fair values are also checked for the counterparty's non-performance risk. In doing this, PUMA calculates credit value adjustments (CVA) or debt value adjustments (DVA) on the basis of an up/down method, taking current market information into account, in particular the creditworthiness of the company's business partners. No material deviations were found, so that no adjustments were made to the fair value determined.	Not applicable	Not applicable
Currency options	The valuation is based on Garman Kohlhagen model, an extended version of the Black Scholes model.	Not applicable	Not applicable
Promissory note loans	The valuation takes into account the cash value of expected payments, discounted using a risk-adjusted discount rate.	Not applicable	Not applicable
Interest options	The valuation is based on the Black Scholes model.	Not applicable	Not applicable

Of the fair value of the derivatives with a hedge relationship with positive market values of € 131.0 million (previous year: € 24.2 million), € 125.4 million (previous year: € 24.5 million) related to the valuation of the spot component. Of the fair value of the derivatives with a hedge relationship with negative market values of € 15.5 million (previous year: € 33.1 million), € 13.0 million (previous year: € 40.7 million) related to the valuation of the spot component.

Cash and cash equivalents, trade receivables and other receivables have short maturities. Accordingly, as of the reporting date, the carrying amount approximates fair value. Receivables are stated at nominal value, taking into account deductions for default risk.

The fair values of other financial assets correspond to their carrying amount, as the interest calculation occurs at the prevailing market interest rates on the balance sheet date. Other (current and non-current) financial assets include € 38.9 million (previous year: € 40.3 million) that were pledged as rental or other deposits at usual market rates.

Trade payables have short residual maturities; their carrying amounts therefore approximate fair value.

The remaining financial liabilities have short residual maturities; the recognised amounts therefore approximate fair value.

NET RESULT BY VALUATION CATEGORY

The following table shows the net result by valuation category:

↗ T.40 NET GAINS/LOSSES FROM FINANCIAL INSTRUMENTS (IN € MILLION)

	2024	2023
Financial assets at amortised cost (AC)	2.9	5.8
Financial liabilities at amortised cost (AC)	-148.6	-89.3
Derivatives without hedging relationship measured at fair value through profit or loss (FVPL)	63.4	7.7
Financial assets measured at fair value through other comprehensive income (FVOCI)	-2.4	-0.5

The net result was determined by taking into account interest income and expense, dividends, currency exchange effects, changes in provisions for risks as well as gains and losses from disposals. It also includes effects from the fair value measurement of derivatives without a hedging relationship.

The net result includes interest income of € 29.4 million (previous year: € 36.6 million) and interest expenses of € 75.2 million (previous year: € 47.7 million) according to the effective interest method.

General administrative expenses include changes in risk provisions for receivables.

DISCLOSURES RELATING TO FINANCIAL RISKS

The PUMA Group is exposed to the following risks from the use of financial instruments:

- Default risk
- Liquidity risk
- Market risk

These risks and the principles of risk management are explained below.

PRINCIPLES OF RISK MANAGEMENT

The Management Board of PUMA SE is responsible for developing and monitoring risk management in the PUMA Group. To this end, the Management Board has set up a Risk Management Committee that is responsible for designing, reviewing and adapting the risk management system. The Risk Management Committee regularly reports to the Management Board on its work.

The guidelines for the risk management system define the responsibilities, tasks and processes of the risk management system. The guidelines for the risk management system and the risk management system itself are reviewed regularly in order to be able to pick up on any changes in market conditions and PUMA's activities and incorporate them accordingly.

The Audit Committee, on the one hand, monitors the Management Board's compliance with the guidelines and the Group risk management processes. On the other hand, the Audit Committee monitors the effectiveness of the risk management system with regard to the risks to which the PUMA Group is exposed. The Internal Audit department supports the Audit Committee in its monitoring tasks. To this end, regular audits and ad hoc audits are also carried out by the Internal Audit department. Their results are reported directly to the Audit Committee.

DEFAULT RISK

Default risk is the risk of financial losses if a customer or party to a financial instrument fails to meet its contractual obligations. Default risk arises in principle from trade receivables and from other contractual financial obligations of the counterparty, such as bank deposits and derivative financial instruments.

Without taking into account any existing credit insurance policies or other guarantees received, the maximum default risk is equal to the carrying amount of the financial assets.

At the end of financial year 2024, there was no relevant concentration of default risk by customer type or region. Default risk is mainly influenced by individual customer characteristics. In accordance with our credit guidelines, new customers are checked for creditworthiness before we offer them our regular payment and delivery terms. In addition, we set specific receivables limits for each customer. In particular, the international credit insurance programme that PUMA has concluded for all major subsidiaries contributes to risk mitigation. The creditworthiness of our customers and the limits on receivables are monitored on an ongoing basis, which also includes requests for individual credit limits from credit insurance providers for all customers who have external accounts that exceed a certain value limit. The credit insurer's response to such credit limit requests always includes information on the creditworthiness. Customers with a credit rating that does not meet the minimum requirements set may, as a rule, only acquire products against advance payment.

Further activities to reduce default risk include retention of title clauses, and also in individual cases the selective sale of trade receivables (without recourse) and the obtaining of bank guarantees or parent company guarantees for our customers.

At the end of the financial year 2024, no individual customers accounted for more than 10% of trade receivables.

The central Treasury department has a comprehensive overview of the banks involved in currency hedging instruments and the management of cash and cash equivalents. Business with banks is focused on core banks with the appropriate credit rating (currently a minimum rating of BBB+ or better), while maximum risk amounts are specified for banks that have also been engaged in addition to this. The counterparty risks resulting from this are reviewed at least once every six months.

PUMA held derivative financial instruments with a positive market value of € 175.1 million in 2024 (previous year: € 35.8 million). The maximum default risk for an individual bank from such assets amounted to € 34.6 million (previous year: € 7.5 million).

In accordance with IFRS 7, the following table contains further information on the offsetting options for derivative financial assets and liabilities. Most agreements between financial institutions and PUMA include a mutual right to offsetting; the right to offsetting is only enforceable in the event of the default of a business partner. Therefore, the criteria for offsetting in the balance sheet are not met.

The carrying amounts of the derivative financial instruments affected by the aforementioned offsetting agreements are shown in the following table:

↗ T.41 OFFSETTING POSSIBILITIES OF DERIVATIVE FINANCIAL INSTRUMENTS (IN € MILLION)

	2024	2023
Assets		
Gross amounts of financial assets recognised in the balance sheet	175.1	35.8
Financial instruments that qualify for offsetting	0.0	0.0
= Net book value of financial assets	**175.1**	**35.8**
Offsettable on the basis of framework agreements	-21.7	-34.5
Total net value of financial assets	**153.5**	**1.3**

	2024	2023
Liabilities		
Gross amounts of financial liabilities recognised in the balance sheet	21.8	58.2
Financial instruments that qualify for offsetting	0.0	0.0
= Net book value of financial liabilities	**21.8**	**58.2**
Offsettable on the basis of framework agreements	-21.7	-34.5
Total net value of financial liabilities	**0.1**	**23.7**

LIQUIDITY RISK

Liquidity risk is the risk that the Group may not be able to meet its financial liabilities by delivering cash or other financial assets in accordance with the agreement. The objective of the Group in managing liquidity is to ensure that, as far as possible, sufficient cash and cash equivalents are always available in order to meet the payment obligations upon maturity, under both normal and strained conditions.

PUMA aims to maintain the amount of cash, cash equivalents and fixed loan commitments at a level that covers the effects of an assumed worst-case scenario. This scenario is based on the events and financial impact of the COVID-19 crisis in Q2 2020, which must be covered accordingly.

PUMA has confirmed credit lines totalling € 1,842.9 million (previous year: € 1,552.8 million), of which € 1,360.2 million (previous year: € 986.1 million) had not been utilised as of 31 December 2024. The increase of € 290.1 million in confirmed credit lines compared to the previous year resulted in particular from the early repayment of the syndicated revolving credit facility of € 800.0 million with an original term until December 2025. This credit facility was replaced in December 2024 by a new syndicated revolving credit facility of € 1,200.0 million with a term until December 2029 and two extension options of one year each. The financing partners are again nine of PUMA's international core banks.

No financial liabilities were utilised from credit lines granted only until further notice.

The effective interest rate of the current and non-current financial liabilities was 4.7% (previous year: 3.9%).

PUMA also participates in supplier financing agreements (for further explanations see Chapter 13), the main purpose of which is to allow suppliers to pre-pay their invoices via a bank on a voluntary basis. Programmes are offered by PUMA's central sourcing company (PUMA International Trading GmbH) for suppliers exporting goods to PUMA subsidiaries worldwide and by individual local PUMA subsidiaries for local deliveries from local suppliers. The financing partners involved in all of these programmes are international banks from among the PUMA's international core banks with an appropriate credit rating. From the Group's point of view, the supplier financing agreements do not extend the payment terms or do not extend them significantly. Any extension of payment periods is at the sole discretion of the financing partners. For this reason, and in view of the balanced distribution of the programmes across five of the Group's core banks, PUMA faces no additional liquidity risk.

The following table shows the future cash outflows from the financial liabilities existing as at the reporting date, as well as the contractual cash flows in connection with derivatives with a negative market value. These are non-discounted gross amounts including expected interest payments, but exclude presentation of the effects of offsetting:

↗ T.42 CONTRACTUAL CASH FLOWS FROM FINANCIAL LIABILITIES 2024 (IN € MILLION)

	Total	2025	2026	2027 et seq.
Non-derivative financial liabilities				
Borrowings	-523.7	-144.7	-217.9	-161.1
Trade payables	-1,893.5	-1,893.5		
Other liabilities	-28.2	-27.2	-0.9	-0.1
Derivative financial liabilities	**-29.8**	**-25.6**	**-3.9**	**-0.3**
Cash inflow derivative financial liabilities	798.0	726.9	71.1	
Cash outflow derivative financial liabilities	-827.8	-752.5	-75.0	-0.3

The following values were determined for the previous year:

↗ T.43 CONTRACTUAL CASH FLOWS FROM FINANCIAL LIABILITIES 2023 (IN € MILLION)

	Total	2024	2025	2026 et seq.
Non-derivative financial liabilities				
Borrowings	-634.0	-166.9	-85.1	-382.0
Trade payables	-1,499.8	-1,499.8		
Other liabilities	-31.8	-30.9	-0.5	-0.4
Derivative financial liabilities	**-47.0**	**-43.8**	**-2.2**	**-1.0**
Cash inflow derivative financial liabilities	2,876.6	2,397.1	479.5	
Cash outflow derivative financial liabilities	-2,923.6	-2,440.8	-481.8	-1.0

MARKET RISK

Market risk is the risk that market prices, such as exchange rates, share prices or interest rates, may change, thereby affecting the income of the Group or the value of the financial instruments held.

The aim of market risk management is to manage and control market risk within acceptable margins while optimising returns.

To manage market risks, PUMA acquires and sells derivatives and also enters into financial liabilities. All transactions are carried out within the framework of the Group's risk management regulations.

CURRENCY RISK

PUMA is exposed to transactional foreign currency risks such that the quoted currencies used for acquisition, disposal and credit transactions and for receivables do not match the functional currency of the Group companies.

In financial year 2024, PUMA designated currency hedges in the cash flow hedge accounting in order to hedge the amount payable of purchases denominated in USD, and converted to EUR, as well as for other currency risks resulting from internal resale to PUMA subsidiaries.

Furthermore, currency swaps and forward exchange contracts are used to hedge foreign exchange risks when measuring intra-group loans denominated in foreign currencies.

The estimated foreign currency risks are initially subjected to a quantitative materiality test, while simultaneously taking hedging costs into account. Material risks are then hedged, in accordance with the Group directive, up to a hedging ratio of up to 95% of the estimated foreign currency risks from expected acquisition and disposal transactions over the next 12 to 15 months. Forward exchange contracts and currency options, usually with a term of around 12 months from the reporting date, are used to hedge the foreign currency risk. For significant risks that are subject to large hedging costs, high hedging ratios can only be achieved over shorter terms.

The summarised quantitative information about the Group's currency risk is as follows:

↗ T.44 EXPOSURE TO FOREIGN CURRENCY RISK 2024 (IN € MILLION)

As of 31 December 2024	**USD**	**MXN**	**JPY**
Risk from forecast transactions	-1,698.5	248.4	185.7
Balance sheet risk	-753.9	87.4	8.1
Gross risk	**-2,452.4**	**335.7**	**193.8**
Hedged with currency options	221.4	0.0	-39.9
Hedged with forward exchange contracts	2,318.2	-155.2	-112.2
Net risk	**87.2**	**180.5**	**41.7**

↗ T.45 EXPOSURE TO FOREIGN CURRENCY RISK 2023 (IN € MILLION)

As of 31 December 2023	USD	MXN	JPY
Risk from forecast transactions	-1,716.4	269.1	190.0
Balance sheet risk	-628.3	78.8	13.4
Gross risk	**-2,344.7**	**347.9**	**203.4**
Hedged with currency options	18.1	0.0	-51.5
Hedged with forward exchange contracts	1,933.1	-211.1	-110.3
Net risk	**-393.5**	**136.7**	**41.6**

Forward exchange contracts and the risk from forecast transactions were calculated on a one-year basis.

The nominal amounts of open exchange rate-hedging transactions refer primarily to forward exchange contracts in a total amount of € 4,135.4 million (previous year: € 3,745.0 million).

The market values of open exchange rate-hedging transactions on the balance sheet date consist of:

↗ T.46 MARKET VALUE OF EXCHANGE RATE HEDGING CONTRACTS (IN € MILLION)

	2024	2023
Forward exchange contracts	161.0	35.5
Currency options	14.1	0.3
Currency hedging contracts, assets	**175.1**	**35.8**
Forward exchange contracts	21.0	56.0
Currency options	0.0	1.2
Currency hedging contracts, liabilities	**21.0**	**57.2**
Net	**154.1**	**-21.4**

The net risk position and the average hedging rates are broken down as follows:

↗ T.47 AVERAGE HEDGING RATES

	2024		2023	
	Current	**Non-current**	**Current**	**Non-current**
Currency risk				
Net risk position (€ million)	**1,403.8**	**496.1**	**1,076.5**	**504.2**
Forward exchange contracts				
Average EUR/USD exchange rate	1.113	1.117	1.108	1.110
Average EUR/MXN exchange rate	21.969	-	19.978	-
Average EUR/JPY exchange rate	157.814	155.475	138.560	148.736
Currency options				
Average EUR/USD exchange rate (Put/Call)	1.060/1.126	1.110/1.162	1.050/1.144	1.039/1.131
Average EUR/MXN exchange rate (Put/Call)	-	-	-	-
Average EUR/JPY exchange rate (Put/Call)	145.990/159.979	-	140.198/157.850	143.733/161.366

Currency sensitivity analysis
In order to disclose market risks, IFRS 7 requires sensitivity analyses that show the effects of hypothetical changes in relevant risk variables on earnings and equity. The periodic effects are determined by relating the hypothetical changes caused by the risk variables to the balance of the financial instruments held as of the balance sheet date. The underlying assumption is that the balance as of the balance sheet date is representative for the entire year.

Currency risks as defined by IFRS 7 arise on account of financial instruments that are denominated in a currency which differs from the functional currency and are monetary in nature. Differences resulting from the conversion of the individual financial statements to the group currency are not taken into account. All non-functional currencies in which PUMA employs financial instruments are generally considered to be relevant risk variables.

The currency sensitivity analysis is based on the net balance sheet risk denominated in foreign currencies. This also includes intra-company monetary assets and liabilities. Outstanding currency derivatives are also reassessed as part of the sensitivity analysis.

The following table shows the increase or decrease of profit or loss or cash flow hedging reserve in equity in the event of a 10% appreciation or depreciation against the euro spot price. It is assumed that all other influencing factors, including interest rates and commodity prices, remain constant. The effects of the forecasted operating cash flows are also ignored.

↗ T.48 SENSITIVITY ANALYSIS FOR FOREIGN EXCHANGE RATE CHANGES 2024 (IN € MILLION)

As of 31 December 2024	USD	MXN	JPY
Nominal amounts of outstanding hedge contracts	2,710.0	-155.2	-161.9
	EUR +10%	**EUR +10%**	**EUR +10%**
Equity	-286.1	10.1	10.7
Profit or loss	2.5	-1.0	-0.1
	EUR -10%	**EUR -10%**	**EUR -10%**
Equity	99.6	-16.8	-23.8
Profit or loss	-3.1	1.2	0.1

↗ T.49 SENSITIVITY ANALYSIS FOR FOREIGN EXCHANGE RATE CHANGES 2023 (IN € MILLION)

As of 31 December 2023	USD	MXN	JPY
Nominal amounts of outstanding hedge contracts	2,413.7	-211.1	-123.7
	EUR +10%	**EUR +10%**	**EUR +10%**
Equity	-151.3	17.9	-1.0
Profit or loss	2.0	-0.6	-0.1
	EUR -10%	**EUR -10%**	**EUR -10%**
Equity	218.9	-11.0	-23.7
Profit or loss	-2.4	0.8	0.1

Currency risks and other risk and opportunity categories are discussed in greater detail in the Combined Management Report in the Risk and Opportunity Report.

INTEREST RATE RISK

The interest rate risk in the PUMA Group is primarily attributable to variable-interest borrowings. Interest rate management is carried out centrally by the Treasury division on the basis of specified limits. Within this framework, the division manages and monitors interest rate risk through the use of interest rate derivatives. Transactions are only concluded with counterparties that are creditworthy. Derivative financial instruments must not be used for speculative purposes, but only to hedge risks related to underlying transactions.

As of 31 December 2024, € 153.0 million (previous year: € 207.5 million) of the financial liabilities were subject to variable interest.

Interest rate collars were also concluded at the same amount and with the same maturity to hedge the risk of interest rate changes for the variable interest rate promissory note tranches in the amount of € 150.0 million in May 2023.

There is an economic relationship between the underlying and hedging transactions, since the terms of the interest rate collars correspond to those of the floating rate loans. This applies to the nominal amount, maturity, payment and interest adjustment dates. The underlying risk of interest rate collars is identical to that of the hedged risk components. A hedge ratio of 1:1 has therefore been established for the hedging relationship.

The net risk position and the average hedged interest rate are as follows:

↗ T.50 AVERAGE HEDGED INTEREST RATE

	2024		2023	
	Current	**Non-current**	**Current**	**Non-current**
Interest rate risk				
Net risk position (€ million)	**3.0**		**54.5**	**3.0**
Average hedged interest rate in % based on current fixing (Cap/Floor)		4.7%/1.5%		4.7%/1.5%

Interest sensitivity analysis
The result in the Group depends on the development of the market interest rate level. A change in the interest rate level would have an impact on the Group's income and equity. The analysis carried out includes all interest-bearing financial instruments that are subject to interest rate risk.

A change in the interest rate level of 100 basis points would have the following effects on profit or loss and the cash flow hedging reserve in equity:

↗ T.51 SENSITIVITY ANALYSIS FOR INTEREST RATE RISK (IN € MILLION)

	2024		2023	
	+1.0%	**-1.0%**	**+1.0%**	**-1.0%**
Equity	0.0	0.0	0.8	0.0
Profit or loss	0.4	-1.5	0.4	-1.9

INFORMATION ON HEDGING INSTRUMENTS THAT ARE IN A HEDGING RELATIONSHIP

On the balance sheet date, the amounts relating to items designated as hedged underlying transactions were as follows:

↗ T.52 DESIGNATED HEDGE ITEMS (IN € MILLION)

	Change in value used for calculating hedge ineffectiveness	Cash flow hedge reserve	Reserve for hedging costs	Balance remaining in the cash flow hedge reserve from hedging relationships for which hedge accounting is no longer applied
As of 31 December 2024				
Currency risk – sales transactions	-13.1	5.3	-4.3	0.0
Currency risk – sourcing transactions	175.3	81.1	4.4	0.0
Interest rate risk	0.0	0.0	-0.3	0.0
As of 31 December 2023				
Currency risk – sales transactions	-8.2	19.6	0.0	0.0
Currency risk – sourcing transactions	-5.4	-23.5	0.0	0.0
Interest rate risk	0.0	0.0	0.0	0.0

The amounts relating to items designated as hedging instruments have the following effects on the consolidated statement of financial position and consolidated income statement:

↗ T.53 DESIGNATED HEDGE INSTRUMENTS (IN € MILLION)

	Nominal value	Carrying amount						
		Assets	Liabilities	Line item in the balance sheet where the hedging instrument is included	Changes in the value of the hedging instrument, recognised in other comprehensive income	Amount from hedging reserve transferred to cost of inventory	Amount reclassified from the cash flow hedge reserve to the income statement	Line item in the income statement affected by the reclassification
As of 31 December 2024					**in the financial year 2024**			
Currency risk – sales transactions	1,139.7	14.3	-13.0	other current/ non-current financial assets/ liabilities	13.1	-	29.3	Sales
Currency risk – sourcing transactions	2,374.3	111.0	0.0		-175.3	-5.9	-	Cost of sales
Interest rate risk	150.0	0.0	0.0		0.0	-	0.0	Financial expenses
As of 31 December 2023					**in the financial year 2023**			
Currency risk – sales transactions	1,082.2	22.3	-6.2	other current/ non-current financial assets/ liabilities	8.2	-	29.8	Sales
Currency risk – sourcing transactions	1,996.4	2.3	-34.5		5.4	-12.9	-5.1	Cost of sales
Interest rate risk	150.0	0.0	0.0		0.0	-	0.0	Financial expenses

The following table shows the reconciliation of the changes in equity in relation to hedging reserves:

↗ T.54 CHANGES IN THE HEDGING RESERVES (IN € MILLION)

	2024		2023
	Cash flow hedging reserve	**Reserve for hedging costs**	**Cash flow hedging reserve**
Reserve as of 31 December	**-3.9**	**0.0**	**14.2**
Transition effect IFRS 9		4.9	
Reserve as of 1 January	**-3.9**	**4.9**	**14.2**
Change in fair value			
Thereof currency risk*	162.2	12.3	-13.6
Thereof interest rate risk	0.0	0.6	0.0
Amount included in the acquisition cost of non-financial assets	-5.9	0.0	12.9
Amount reclassified to the income statement			
Thereof currency risk**	-29.3	-20.3	-27.5
Thereof interest rate risk	0.0	0.0	0.0
Tax effect	-36.8	2.4	10.1
Reserve as of 31 December	**86.4**	**-0.2**	**-3.9**

* The change in the fair value of the hedging reserve of € 12.3 million relates to sales transactions in the amount of € -22.4 million and sourcing transactions in the amount of € 34.7 million.

** Of the amounts reclassified from the hedging reserve to the income statement, € 25.8 million were incurred in connection with sales transactions and € -46.1 million in connection with sourcing transactions.

The change in the fair values of options or the change in the forward components and the currency basis spreads of the forward exchange contracts are recorded as cost of a transaction-related hedging separately under equity in the reserve for hedging costs and are recognised in the financial result through profit or loss when the underlying transaction occurs.

A small portion of the originally planned sourcing and sales volume in foreign currencies did not transpire, leading to an excess of hedging transactions. Hedge accounting was terminated for those sourcing and sales transactions that were no longer expected to transpire, and the fair value was transferred as a profit or loss from the cash flow hedging reserve to the consolidated income statement. As soon as any highly likely sourcing or sales transaction is no longer expected to transpire, an offsetting transaction is concluded. Across all currency pairs, an amount of € 0.1 million (previous year: € 5.5 million) was recorded in the financial result through profit or loss (see also Chapter 21).

15. PENSION PROVISIONS

Pension provisions result from employees' claims and, if applicable, their survivors, for benefits which are based on the statutory or contractual regulations applicable in the respective country in the event of invalidity, death or when a certain retirement age has been reached. Pension commitments in the PUMA Group include both benefit- and contribution-based pension commitments and include both obligations from current pensions and rights to pensions payable in the future. The pension commitments are partially financed by external plan assets.

The risks associated with the pension commitments mainly concern the usual risks of benefit-based pension plans in relation to possible changes in the discount rate and inflation trends, and recipient longevity. In order to limit the risks of changed capital market conditions and demographic developments, plans with the maximum obligations were agreed or insured for new hires a few years ago in Germany and Great Britain. The specific risk of obligations based on salary is low within the PUMA Group. The introduction of an annual cap for pensionable salary in the Great Britain plan in 2016 covers this risk for the highest obligations. The Great Britain plan is therefore classified as a non-salary obligation.

↗ T.55 PRESENT VALUE OF PENSION OBLIGATION 2024 (IN € MILLION)

	Germany	Great Britain	Other companies	PUMA Group
Present value of pension obligation as of 31 December 2024				
Salary-based obligations				
Annuity	0.0	0.0	11.5	11.5
One-off payment	0.0	0.0	10.9	10.9
Non-salary based obligations				
Annuity	50.4	31.4	0.0	81.8
One-off payment	8.3	0.0	0.0	8.3
Total	**58.7**	**31.4**	**22.4**	**112.5**

The following values were determined in the previous year:

↗ T.56 PRESENT VALUE OF PENSION OBLIGATION 2023 (IN € MILLION)

	Germany	Great Britain	Other companies	PUMA Group
Present value of pension obligation as of 31 December 2023				
Salary-based obligations				
Annuity	0.0	0.0	8.8	8.8
One-off payment	0.0	0.0	9.1	9.1
Non-salary based obligations				
Annuity	49.3	31.9	0.0	81.2
One-off payment	8.2	0.0	0.0	8.2
Total	**57.5**	**31.9**	**17.9**	**107.3**

The main pension arrangements are described below:

The general pension scheme of PUMA SE essentially provides for pension payments to a maximum amount of € 127.82 per month and per eligible employee. It was closed for new members beginning in 1996. In addition, PUMA SE provides individual commitments (fixed sums in different amounts) as well as contribution-based individual benefits (in part from salary conversion). The contribution-based individual benefits are insured plans. There are no statutory minimum funding requirements. The volume of domestic benefit obligations amounts to € 58.7 million as of the end of 2024 (previous year: € 57.5 million) and thus accounts for 52.2% (previous year: 53.6%) of the total obligation. The fair value of the plan assets for the domestic obligations is € 51.0 million (previous year: € 50.4 million), while the corresponding pension provision amounts to € 7.7 million (previous year: € 7.1 million).

The defined benefit plan in Great Britain has been closed to new entrants since 2006. These are salary- and service-dependent commitments for retirement, disability and surviving dependents' pensions. In 2016, a growth cap of 1% p.a. on the pensionable salary was introduced. Partial capitalisation of the retirement pension is permitted. Statutory minimum funding requirements apply. The liability for the benefit entitlements under the defined benefit plan in the Great Britain amounted to € 31.4 million at the end of 2024 (previous year: € 31.9 million) and represents 27.9% (previous year: 29.7%) of the total liability. The liability is covered by assets of € 28.9 million (previous year: € 29.7 million). The provision amounts to € 2.5 million (previous year: € 2.2 million).

The present value of the pension obligation has developed as follows:

↗ T.57 DEVELOPMENT OF PRESENT VALUE OF PENSION OBLIGATION (IN € MILLION)

	2024	2023
Present value of pension obligation as of 1 January	**107.3**	**104.3**
Cost of the pension obligation earned in the reporting year	2.1	2.0
Interest expense on pension obligation	4.8	4.4
Employee contributions	0.8	0.6
Benefits paid	-4.3	-4.5
Effects from transfers	0.1	0.0
Actuarial gains (-) and losses	0.5	0.1
Currency exchange effects	1.2	0.5
Present value of pension obligation as of 31 December	**112.5**	**107.3**

The changes in the plan assets are as follows:

↗ T.58 DEVELOPMENT OF PLAN ASSETS (IN € MILLION)

	2024	2023
Plan assets as of 1 January	**85.2**	**82.4**
Interest income on plan assets	3.8	3.5
Actuarial gains and losses (-)	-3.0	-0.9
Employer contributions	0.8	1.2
Employee contributions	0.8	0.6
Benefits paid	-3.2	-2.2
Currency exchange effects	1.2	0.6
Plan assets as of 31 December	**85.6**	**85.2**

The pension provision for the Group is derived as follows:

↗ T.59 PENSION PROVISION (IN € MILLION)

	2024	2023
Present value of pension obligation from benefit plans	112.5	107.3
Fair value of plan assets	-85.6	-85.2
Financing status	**26.9**	**22.1**
Pension provision as of 31 December	**26.9**	**22.1**
Thereof assets	0.4	0.4
Thereof liabilities	27.3	22.5

In 2024, the benefits paid amounted to € 4.3 million (previous year: € 4.5 million). Payments of € 3.1 million are expected for 2025. Of this, € 1.0 million is expected to be paid directly by the employer. The employer contributions to external plan assets in 2024 amounted to € 0.8 million (previous year: € 1.2 million). Employer contributions of € 2.2 million are expected in 2025.

The changes in pension provisions are as follows:

↗ T.60 DEVELOPMENT OF THE PENSION PROVISION (IN € MILLION)

	2024	2023
Pension provision as of 1 January	**22.1**	**21.9**
Pension expense	3.1	2.8
Actuarial gains (-) and losses recorded in other comprehensive income	3.5	1.0
Employer contributions	-0.8	-1.2
Direct pension payments made by the employer	-1.1	-2.3
Transfer values	0.1	0.0
Currency exchange differences	0.0	-0.2
Pension provision as of 31 December	**26.9**	**22.1**
Thereof assets	0.4	0.4
Thereof liabilities	27.3	22.5

The expenses in financial year 2024 are structured as follows:

↗ T.61 EXPENSES FOR DEFINED BENEFIT PLANS (IN € MILLION)

	2024	2023
Cost of the pension obligation earned in the reporting year	2.1	2.0
Interest expense on pension obligation	4.8	4.4
Interest income on plan assets	-3.8	-3.5
Administration costs	0.0	0.0
Expenses for defined benefit plans	**3.1**	**2.8**
Thereof personnel costs	2.1	1.9
Thereof financial costs	1.0	0.9

In addition to the defined benefit pension plans, PUMA also makes contributions to contribution plans. Payments for financial year 2024 amounted to € 21.3 million (previous year: € 19.8 million).

Actuarial gains and losses recorded in Other comprehensive income:

↗ T.62 GAINS AND LOSSES RECORDED IN OTHER COMPREHENSIVE INCOME (IN € MILLION)

	2024	2023
Revaluation of pension commitments	**0.5**	**0.1**
Actuarial gains (-) and losses resulting from changes in demographic assumptions	-0.1	-0.7
Actuarial gains (-) and losses resulting from changes in financial assumptions	-0.5	0.0
Actuarial gains (-) and losses due to adjustments based on experience	1.1	0.8
Revaluation of plan assets	**3.0**	**0.9**
Amounts not recorded due to the maximum limit applicable to assets	0.0	0.0
Adjustment of administration costs	0.0	0.0
Total revaluation amounts recorded directly in other comprehensive income	**3.5**	**1.0**

Plan assets investment classes:

↗ T.63 PLAN ASSETS INVESTMENT CLASSES (IN € MILLION)

	2024	2023
Cash and cash equivalents	1.2	0.3
Equity instruments	6.1	6.0
Bonds	7.0	7.4
Investment funds	3.5	3.2
Derivatives	7.8	10.0
Real estate	3.2	2.9
Insurance	51.3	50.6
Other	5.5	4.9
Total plan assets	**85.6**	**85.2**

Of which, investment classes with a quoted market price:

↗ T.64 PLAN ASSETS WITH A QUOTED MARKET PRICE (IN € MILLION)

	2024	2023
Cash and cash equivalents	1.2	0.3
Equity instruments	6.1	6.0
Bonds	7.0	7.4
Investment funds	3.5	3.2
Derivatives	7.8	10.0
Real estate	2.4	2.1
Insurance	0.0	0.0
Other	5.4	4.7
Plan assets with a quoted market price	**33.4**	**33.7**

Plan assets still do not include the Group's own financial instruments or real estate used by Group companies.

The plan assets are used solely to fulfil the defined benefit obligations. In some countries, there are legal requirements for the type and amount of funds to be selected, while in others (e.g. Germany), the financing of pension obligations is on a voluntary basis. In Great Britain, a trustee board comprising representatives of the company and employees is responsible for asset management. The investment strategy aims for long-term gains with tolerable volatility. It was last revised in 2022 to reduce the risk profile. In 2023 and 2024, the trustees continued to monitor the investment strategy.

The following assumptions were used to determine pension obligations and pension expenses:

↗ T.65 ASSUMPTIONS USED TO DETERMINE THE PENSION OBLIGATIONS

	2024	2023
Discount rate	4.17%	4.55%
Future pension increases	2.00%	1.93%
Future salary increases	2.24%	2.05%

The indicated values are weighted average values. A standard interest rate of 3.50% was applied for the eurozone (previous year: 4.45%).

The 2018 G Heubeck guideline tables were used as mortality tables for Germany. For Great Britain, the mortality was assumed based on basic table series S4 taking into account life expectancy projections in accordance with CMI2023 with a long-term trend of 1%.

The following overview shows how the present value of pension obligations from benefit plans would have been affected by changes to significant actuarial assumptions.

↗ T.66 SENSITIVITY ANALYSIS FOR PENSION OBLIGATION (IN € MILLION)

	2024	2023
Effect on present value of pension obligations if		
the discount rate were 50 basis points higher	-3.9	-3.7
the discount rate were 50 basis points lower	4.3	4.2

Salary and pension trends have only a negligible effect on the present value of pension obligations due to the structure of the benefit plans.

The weighted average duration of pension obligations is around 12 years (previous year: around 12 years).

This disclosure is part of PUMA's 2024 sustainability statement in accordance with ESRS S1-4.

16. OTHER PROVISIONS

↗ T.67 OTHER PROVISIONS (IN € MILLION)

	2023					2024		2023
		Currency changes, transfers	Additions	Utilisation	Reversals		Thereof non-current	Thereof non-current
Provisions for:								
Warranties	2.1	0.0	0.7	-0.3	-0.5	**2.1**	0.0	0.0
Purchasing risks	7.4	0.0	0.8	-1.7	-2.6	**3.9**	0.0	0.0
Litigation risks	13.9	-0.2	4.5	-3.4	-0.9	**14.0**	6.0	7.5
Dismantling obligations	16.9	0.2	3.2	-2.1	-1.9	**16.4**	13.4	13.9
Personnel provisions	5.9	8.4	5.5	-0.4	-0.2	**19.2**	9.9	5.9
Other	8.7	0.2	7.3	-3.3	-0.1	**12.8**	0.0	0.0
Total	**55.0**	**8.6**	**22.1**	**-11.1**	**-6.3**	**68.2**	**29.3**	**27.3**

The warranty provision is determined on the basis of the historical value of sales generated during the past six months. It is expected that the majority of these expenses will fall due within the first six months of the next financial year. Purchasing risks relate primarily to materials and moulds that are required for the manufacturing of shoes and result in cash outflows in the subsequent period.

The provisions relating to dismantling obligations are predominantly long-term and are incurred in connection with the retail stores, warehousing areas and office space rented by the Group. They are established on the basis of the expected settlement values and the agreed rental periods. Estimates are made in relation to costs and the actual amount of time that such properties are in use.

Personnel provisions mainly relate to non-current variable compensation components. The litigation risks relate to any form of legal dispute, including those relating to trademark and patent rights. The other provisions relate to other risks, in particular those associated with sourcing.

Current provisions are expected to be paid out in the following year, non-current provisions are expected to be paid out in a period of up to ten years. There are no significant compounding effects. The recognition and valuation of provisions is based on past experience of similar transactions. All events until the preparation of the consolidated financial statements are taken into account here.

17. EQUITY

SUBSCRIBED CAPITAL

The subscribed capital corresponds to the subscribed capital of PUMA SE.

The subscribed capital as at the balance sheet date pursuant to the Articles of Association amounted to € 149,698,196.00 (previous year: € 150,824,640.00) and is divided into 149,698,196 (previous year: 150,824,640) no-par value shares with voting rights. This corresponds to a proportional amount of € 1.00 per share.

In financial year 2024, the registered share capital was reduced by € 1,126,444.

All shares grant the same rights. The shareholders are entitled to receive the agreed dividends and have one voting right per share at the Annual General Meeting. This does not apply to treasury shares held by the Company, which do not grant the Company any rights.

Changes in the outstanding shares:

↗ T.68 CHANGE IN OUTSTANDING SHARES

	2024	2023
Outstanding shares as of 1 January, share	**149,844,544**	**149,758,644**
Repurchase of treasury stock, share	-1,128,961	0
Issue of treasury stock, share*	108,830	85,900
Outstanding shares as of 31 December, share	**148,824,413**	**149,844,544**

* The issue of treasury stock relates to compensation in connection with promotional and advertising agreements.

AUTHORISED CAPITAL

As of 31 December 2024, the Company's Articles of Association provide for authorised capital totalling € 30,000,000.00:

Pursuant to Section 4.2. of the Articles of Association, the Management Board is authorised, with the consent of the Supervisory Board, to increase the Company's share capital until 4 May 2026 by up to € 30,000,000.00 (Authorised Capital 2021) by issuing up to 30,000,000 new no-par value bearer shares against cash and/or non-cash contributions on one or more occasions. In the case of capital increases against contributions in cash, the new shares may be acquired by one or several banks, designated by the Management Board, subject to the obligation to offer them to the shareholders for subscription (indirect subscription right). The shareholders shall generally be entitled to subscription rights. However, the Management Board is authorised, with the consent of the Supervisory Board, to exclude shareholders' subscription rights in whole or in part in the cases specified in Section 4.2. of the Articles of Association.

The Management Board of PUMA SE did not make use of the existing authorised capital in the current reporting period.

CONDITIONAL CAPITAL

By resolution of the Annual General Meeting of 11 May 2022, the Management Board was authorised until 10 May 2027, with the consent of the Supervisory Board, through one or more issues, altogether or in parts and in various tranches at the same time, to issue bearer or registered convertible and/or option bonds, profit-sharing rights or participation bonds or a combination of these instruments with or without a term limitation in a total nominal amount of up to € 1,500,000,000.00.

The share capital was conditionally increased by up to € 15,082,464.00 by issuing up to 15,082,464 new no-par value bearer shares (Conditional Capital 2022). The conditional capital increase shall only be implemented to the extent that conversion/option rights are exercised, or the option/conversion obligations are met or tenders are carried out and to the extent that other forms of performance are not applied.

No use has been made of this authorisation to date.

TREASURY STOCK

The resolution adopted by the Annual General Meeting on 7 May 2020 authorised the Company to purchase treasury shares up to a value of 10% of the share capital until 6 May 2025. By resolution of the Annual General Meeting of 5 May 2021, the Supervisory Board was authorised to issue the acquired shares to the members of the Management Board of the Company, excluding the shareholders' subscription rights. By resolution of the Annual General Meeting of 11 May 2022, the Management Board was, moreover, authorised to issue the acquired shares, excluding the shareholders' subscription rights, as part of the Company's or its affiliated companies' share-based payments or employee share programmes to individuals currently or formerly in an employment relationship with the Company or one of its affiliated companies or to members of the management of one of the Company's affiliated companies. If purchased through the stock exchange, the purchase price per share must not exceed 10% or fall below 20% of the average closing price for the Company's shares with the same attributes in the XETRA trading system (or a comparable successor system) during the last three trading days prior to the date of purchase.

Based on the aforementioned authorisation dated 7 May 2020/5 May 2021, the Management Board of PUMA SE approved a share buyback programme on 29 February 2024. The first tranche provides for the buyback of treasury shares with a total purchase price of up to € 100 million and began on 6 March 2024 for the period until 6 May 2025. The repurchased shares will be redeemed in accordance with the authorisation granted by the 2020 Annual General Meeting.

By resolution of the Annual General Meeting on 22 May 2024, the aforementioned authorisation to acquire and utilise treasury shares was revoked and the Company was again authorised to acquire treasury shares of up to ten percent of the share capital until 21 May 2029. Furthermore, the Supervisory Board was authorised to issue the acquired shares to the members of the Management Board of the Company, excluding the shareholders' subscription rights. In addition, the Management Board was authorised to issue the acquired shares, excluding the shareholders' subscription rights, as part of the Company's or its affiliated companies' share-based payments or employee share programmes to individuals currently or formerly in an employment relationship with the Company or one of its affiliated companies or to members of the management of one of the Company's affiliated companies. If purchased through the stock exchange, the purchase price per share must not exceed 10% or fall below 20% of the average closing price for the Company's shares with the same attributes in the XETRA trading system (or a comparable successor system) during the last three trading days prior to the date of purchase.

As of the balance sheet date, the Company holds a total of 873,783 PUMA shares in its own portfolio, which corresponds to 0.58% of the subscribed capital.

REPURCHASE OF TREASURY SHARES

On 29 February 2024, the Management Board of PUMA SE approved a share buyback programme on the basis of the authorisation granted by the Annual General Meeting on 7 May 2020/5 May 2021. The first tranche provides for the buyback of treasury shares with a total purchase price of up to € 100 million and begins in March 2024 for the period until 6 May 2025.

In the period from March 2024 up to and including 31 December 2024, PUMA SE acquired 1,128,961 shares in the first tranche at a total price of € 49,999,986.41 (excluding acquisition costs) and an average purchase price of € 44.29 per share. This corresponded to 0.75% of the subscribed capital.

The repurchased shares serve the purposes stated in the aforementioned authorisation, in particular redemption. PUMA SE has withdrawn 1,126,444 units of the repurchased shares by resolution of the Board of Management dated 26 November 2024.

Further information on the repurchase of treasury shares can be found in the following table.

↗ T.69 REPURCHASE OF TREASURY SHARES IN THE FINANCIAL YEAR

Month	Number of shares	Total price in €	Average purchase price per share in €	Amount in the nominal capital in €	Amount in the nominal capital in %
January	-	-	-	-	-
February	-	-	-	-	-
March	105,713	4,310,868.52	40.78	105,713	0.07%
April	88,714	3,706,587.20	41.78	88,714	0.06%
May	85,933	4,120,879.78	47.95	85,933	0.06%
June	420,053	19,152,694.86	45.60	420,053	0.28%
July	417,373	18,253,518.89	43.73	417,373	0.28%
August	3,386	133,635.38	39.47	3,386	0.00%
September	2,096	79,852.16	38.10	2,096	0.00%
October	2,198	85,187.58	38.76	2,198	0.00%
November	1,378	61,630.85	44.72	1,378	0.00%
December	2,117	95,131.19	44.94	2,117	0.00%
Total	**1,128,961**	**49,999,986.41**	**44.29**	**1,128,961**	**0.75%**

DIVIDENDS

The amounts eligible for distribution relate to the retained earnings of PUMA SE, which is determined in accordance with German commercial law.

The Management Board and the Supervisory Board will propose to the Annual General Meeting that, from the retained earnings of PUMA SE for financial year 2024, a dividend of € 0.61 (previous year: € 0.82) per circulating share, or a total of € 90.8 million (with respect to the circulating shares as of 31 December 2024), be distributed to the shareholders.

Proposed appropriation of the retained earnings of PUMA SE:

↗ T.70 PROPOSED APPROPRIATION OF THE RETAINED EARNINGS OF PUMA SE

	2024	2023
Retained earnings of PUMA SE as of 31 December, € million	510.5	486.4
Retained earnings available for distribution, € million	510.5	486.4
Dividend per share, €	0.61	0.82
Number of outstanding shares*, share	148,824,413	149,719,682
Total dividend*, € million	90.8	122.8
Carried forward to the new accounting period*, € million	419.8	363.7

* Previous year's values adjusted to the outcome of the Annual General Meeting

RESERVES

The equity reserves are broken down as follows:

Capital reserve
The capital reserve includes the premium from issuing shares, as well as amounts from the grant, conversion and expiry of share options.

Revenue reserves incl. retained earnings
The revenue reserves incl. retained earnings include the net earnings of the financial year as well as the earnings achieved in the past by the companies included in the consolidated financial statements to the extent that it was not distributed. In addition, the valuation effects from the pension provision recognised in other comprehensive income are recognised in retained earnings, together with fees paid for the repurchase of treasury shares that exceed the nominal amount.

Difference from currency conversion
The equity item for currency conversion serves to record the foreign exchange differences from the conversion of the financial statements of subsidiaries with non-euro accounting.

Cash flow hedging reserve
The position of "cash flow hedging reserve" comprises the fair value of cash flow hedges (intrinsic value for options and the spot component for forward contracts) in relation to hedged transactions that have not yet occurred.

Reserve for hedging costs – options
The position includes the fair value of costs of hedging for cash flow hedges according to the "cost of hedging" approach (time value component).

Reserve for hedging costs – forward contracts
The item includes the fair value of costs of hedging for cash flow hedges according to the 'cost of hedging approach for forward transactions (forward component).

NON-CONTROLLING INTERESTS

This item comprises non-controlling interests. The composition is shown in Chapter 28.

CAPITAL MANAGEMENT

The Group's objective is to retain a strong equity base in order to maintain both investor and market confidence, and to strengthen future business performance.

Capital management relates to the consolidated equity of PUMA. This is presented in the consolidated statement of financial position and in the consolidated statement of changes in equity.

18. MANAGEMENT INCENTIVE PROGRAMMES

Virtual shares with cash settlement and other global long-term incentive programmes are used at PUMA to tie the management to the Company with a long-term incentive effect.

The current programmes are described below:

EXPLANATION OF "VIRTUAL SHARES", TERMED "MONETARY UNITS" (FULL TERM: MONETARY UNITS PLAN – MUP)

Monetary units were granted on an annual basis to members of the Management Board beginning in 2013 as part of a management incentive programme. Monetary units are based on the PUMA share performance. Each of these monetary units entitles the holder to a cash payment at the end of the term. The entitled cash payment compares the performance using the average virtual appreciation rights of the last thirty trading days before the start of the year of issue with the virtual appreciation rights of the last thirty trading days before the exercise date. The maximum increase in value (cap) is limited to 300% of the amount allocated. Monetary units are subject to a vesting period of three years. After that, there is an exercise period beginning 30 days after each quarterly publication date for a period of two years which can be freely used by participants for the purposes of execution. Virtual shares are reduced on a pro rata basis in the event of withdrawal during the vesting period. This programme will expire and be replaced by the Performance Share Plan. As a result, no more shares were issued from this programme in financial year 2024.

EXPLANATION OF "VIRTUAL SHARES" (FULL TERM: PERFORMANCE SHARE PLAN – PSP)

Virtual shares were granted on an annual basis to members of the Management Board beginning in 2021 as part of a management incentive programme. The virtual shares are based on the PUMA share performance. Each of these virtual shares entitles the holder to a cash payment at the end of the term. However, the Supervisory Board reserves the right to make the payment in PUMA shares instead of cash. This cash payout is based on the PUMA closing prices for the last thirty trading days before the exercise date. The final number of virtual shares is between 50% and 150%, depending on the relative Total Shareholder Returns (TSR) compared to the MDAX index. The PUMA and MDAX index TSRs are calculated using the arithmetic means of each of the TSR values on the 30 trading days before the start and end of the performance period. The averages calculated in this way for PUMA and the MDAX index are then compared with each other. The difference in percentage points between the PUMA TSR and the MDAX index TSR is then calculated (= TSR outperformance in percentage points). The maximum increase in value (cap) is limited to 300% of the amount allocated. Virtual shares are subject to a vesting period of four years. They are generally paid out within the first quarter of the fifth year after their issue. Virtual shares are reduced on a pro rata basis in the event of withdrawal during the vesting period. For the programmes issued in financial years 2021 and 2022, the DAX acts as the basis for calculating virtual shares, while the MDAX index is used starting financial year 2023.

In financial year 2024, expenses of € 1.3 million were recorded for this purpose on the basis of the employment contract commitments to the Management Board members (previous year: expenses of € 2.4 million).

↗ T.71 VIRTUAL SHARES, MEMBERS OF THE MANAGEMENT BOARD

Plan	**MUP**	**PSP**	**MUP**	**PSP**	**PSP**	**PSP**	
Issue date	**1/1/2021**	**1/1/2021**	**1/1/2022**	**1/1/2022**	**1/1/2023**	**1/1/2024**	
Term	5	4.25	5	4.25	4.25	4.25	Years
Vesting period	3	4	3	4	4	4	Years
Base price PUMA share at issue	86.23	86.23	106.95	106.95	51.86	54.92	EUR/share
Reference value PUMA share at the end of the financial year	45.21	45.21	45.21	44.80	46.76	45.58	EUR/share
Weighted share price at the time of exercise	40.84	0.00	0.00	0.00	0.00	0.00	EUR/share
Participants in the year of issue	3	2	1	3	4	5	Persons
Participants at the end of the financial year	3	2	1	3	4	5	Persons
Number of monetary units/virtual shares as of 1 January 2024	34,548	7,070	10,323	16,458	81,279	81,382	Shares
Number of monetary units/virtual shares exercised in the financial year	-8,942	0	0	0	0	0	Shares
Number of monetary units/virtual shares expired in the financial year	0	0	0	-2,829	-12,197	-9,014	Shares
Final number of monetary units/virtual shares as of 31 December 2024	**25,606**	**7,070**	**10,323**	**13,629**	**69,082**	**72,368**	**Shares**

This commitment consisting of share-based remuneration transactions with cash compensation is recorded as personnel provisions and remeasured at fair value on every balance sheet date, provided it has not been exercised yet. The expenses are recorded pro rata over the vesting period. Based on the valuation of external experts at fair value and taking into account exercises during the year in 2024, the provision for these programmes amounts to € 5.3 million at the end of the fiscal year (previous year: € 4.4 million).

EXPLANATION OF THE "GAME CHANGER 2.0" PROGRAMME

In 2018, the Long-Term Incentive Programme (LTIP) "Game Changer 2.0" was launched. Participants in this programme consist mainly of top executives reporting to the Management Board and individual key positions in the PUMA Group. The objective of this programme is to retain these employees in the Company on a long-term basis and to allow them to share in the medium-term success of the Company.

The LTIP "Game Changer 2.0" consists of two plan parts, a Performance Cash Plan and a Performance Share Plan, each with a 50% share. The Performance Cash Plan gives a reward for the PUMA Group's financial performance, while the Performance Share Plan gives a reward for the performance of the PUMA SE share in the capital market.

The performance period of the Performance Cash Plan is three years and is based on the average medium-term targets of the PUMA Group in terms of EBIT, sales and cash flow or working capital as a percentage of sales. Payment is made in cash and is limited to a maximum of 200% of the granted proportionate target amount (cap).

The Performance Share Plan uses virtual shares to manage the incentive. The term is up to five years. This is divided into a three-year performance period and a two-year exercise period in which the virtual shares are paid out in cash. A payout is only possible at the four exercise times (6, 12, 18 or 24 months after the end of the performance period). The average share price of the last 30 trading days before the exercise date determines the value of a virtual share. The payout is limited to a maximum of 300% of the pro-rata Target Amount granted and will only be paid out if the defined exercise hurdle (if applicable) has been reached at least once during the Performance Period.

The payment is subject to the condition that the individual participants are in an active, unterminated employment relationship with a PUMA Group company on the specified date.

EXPLANATION OF THE "GAME CHANGER 2.0 – 2023" PROGRAMME

In 2020, the global "Game Changer 2.0 – 2023" programme, as outlined above, was launched. The Performance Cash Plan is based on the following targets: EBIT (70%), cash flow (15%) and sales (15%). As part of the Performance Share component, payment is limited to a maximum of 300% of the granted proportionate target amount (cap). In the reporting year, an amount of € 0.3 million (of which, € 0.3 million from the Performance Share Plan) was paid out to the participants. € 0.0 million was released for this programme in the year under review (previous year: release of € 0.1 million). This resulted in a provision for this programme at the end of the financial year of € 0.1 million (previous year: € 0.5 million). The Performance Share Plan portion accounted for € 0.1 million (previous year: € 0.5 million).

EXPLANATION OF THE "GAME CHANGER 2.0 – 2024" PROGRAMME

In 2021, the global "Game Changer 2.0 – 2024" programme, as outlined above, was launched. The Performance Cash Plan is based on the following targets: EBIT (45%), working capital as a percentage of sales (15%), and sales (40%). As part of the Performance Share component, payment is limited to a maximum of 300% of the granted proportionate target amount (cap). An employment relationship until 31 December 2023 is required. In the reporting year, an amount of € 2.2 million (of which, € 0.8 million from the Performance Share Plan) was paid out to the participants. In addition, € 0.8 million was released as a provision for this programme (previous year: € 0.2 million) and a prorated amount of € 0.0 million (previous year: € 1.1 million) was set aside for this programme. This resulted in a provision for this programme at the end of the financial year of € 0.3 million (previous year: € 3.4 million). The Performance Share Plan portion accounted for € 0.3 million (previous year: € 1.2 million).

EXPLANATION OF THE "GAME CHANGER 2.0 – 2026" PROGRAMME

In 2023, the global "Game Changer 2.0 – 2026" programme, as outlined above, was launched. The Performance Cash Plan is based on the following targets: EBIT (70%), cash flow (15%) and sales (15%). As part of the Performance Share component, payment is limited to a maximum of 300% of the granted proportionate target amount (cap). An employment relationship until 31 December 2025 is required. In the reporting year, a prorated amount of € 1.5 million (previous year: € 1.8 million) was set aside and € 0.1 million was released as a provision for this programme (previous year: € 0.0 million). This resulted in a provision for this programme at the end of the financial year of € 3.1 million (previous year: € 1.8 million). The Performance Share Plan portion accounted for € 1.5 million (previous year: € 1.0 million).

EXPLANATION OF THE "GAME CHANGER 2.0 – 2027" PROGRAMME

In 2024, the global "Game Changer 2.0 – 2027" programme, as outlined above, was launched. The Performance Cash Plan is based on the following targets: EBIT (70%), cash flow (15%) and sales (15%). As part of the Performance Share component, payment is limited to a maximum of 300% of the granted proportionate target amount (cap). An employment relationship until 31 December 2026 is required. In the reporting year, a prorated amount of € 1.0 million (previous year: € 0.0 million) was set aside for this programme. This resulted in a provision for this programme at the end of the financial year of € 1.0 million (previous year: € 0.0 million). The Performance Share Plan portion accounted for € 0.4 million (previous year: € 0.0 million).

EXPLANATION OF THE "ROAD 2 10B" PROGRAMME

In 2022, the “Game Changer 2.0” programme was replaced by the one-time “Road 2 10B” long-term incentive programme (LTIP). The participants in this programme consist of key specialists and managers of the PUMA Group. The aim of this programme is to retain these employees in the long term and to allow them to participate in the medium-term success of the company.

The LTIP "Road 2 10B" consists of two plan parts, a Performance Cash Plan and a Performance Share Plan, each with a 50% share. The Performance Cash Plan gives a reward for the PUMA Group's financial performance, while the Performance Share Plan gives a reward for the performance of the PUMA SE share in the capital market.

The Performance Cash Plan is focused on the following targets: EBIT, sales and working capital as a percentage of sales based on the three-year plan set by the Management Board of PUMA SE. For participants in the programme with an employment relationship at Group level, the target achievement is based on the following Group targets: EBIT (45%), sales (40%), and working capital as a percentage of sales (15%). For participants in the programme with an employment relationship at the national or regional level, 50% of the target achievement is based on achieving the Group targets. The remaining 50% is based on achieving the following targets at the national or regional level: EBIT (22.5%), sales (20%) and working capital as a percentage of sales (7.5%). Payment is limited to a maximum of 200% of the granted proportionate target amount (cap).

The Performance Share Plan is based on the performance of the PUMA share price. The term is up to five years, divided into a three-year performance period and a subsequent two-year exercise period, in which the virtual shares are paid out in cash. A payout is only possible at the four exercise times (6, 12, 18 or 24 months after the end of the performance period). The average share price of the last 30 trading days before the exercise date determines the payout value of a virtual share. The payout is limited to a maximum of 300% of the granted prorated target amount (cap) and is only made if an exercise hurdle of +10% share-price appreciation is exceeded once during the performance period.

In the reporting year, € 0.5 million was released for this programme (previous year: € 0.6 million) and € 2.0 million was added on a pro-rata basis (previous year: € 0.8 million). This results in a provision for this programme of € 7.6 million at the end of the financial year (previous year: € 6.0 million). The performance share plan accounts for € 0.0 million (previous year: € 0.4 million).

↗ T.72 VIRTUAL SHARES, NON-MANAGEMENT BOARD MEMBERS

Plan	**Game Changer 2023**	**Game Changer 2024**	**Road 2 10b**	**Game Changer 2026**	**Game Changer 2027**	
Issue date	**1/1/2020**	**1/1/2021**	**1/1/2022**	**1/1/2023**	**1/1/2024**	
Term	5	5	5	5	5	Years
Vesting period	3	3	3	3	3	Years
Basis price at program start	67.69	86.23	106.95	51.86	54.92	EUR/share
Reference value at the end of the financial year	45.21	45.21	0.00	45.21	29.03	EUR/share
Weighted share price at the time of exercise	53.45	54.37	0.00	0.00	0.00	EUR/share
Participants in the year of issue	60	76	486	84	59	Persons
Participants at the end of the financial year	8	24	428	77	59	Persons
Number of virtual shares as of 1 January 2024	8,991	21,440	95,559	55,167	44,838	Shares
Number of virtual shares expired in the financial year	0	0	-7,532	-4,624	0	Shares
Number of virtual shares added in the financial year (new participants)	0	0	0	241	0	Shares
Number of virtual shares exercised in the financial year	-5,675	-14,061	0	0	0	Shares
Final number of virtual shares as of 31 December 2024	**3,316**	**7,379**	**88,027**	**50,784**	**44,838**	**Shares**

NOTES TO THE CONSOLIDATED INCOME STATEMENT

19. SALES

Sales result from contracts with customers. The following tables show the breakdown by distribution channel and product division:

↗ T.73 BREAKDOWN BY DISTRIBUTION CHANNEL (IN € MILLION)*

	2024	2023
Wholesale	6,391.8	6,468.6
Direct-to-consumer (DTC)	2,425.4	2,133.0
Total	**8,817.2**	**8,601.7**

↗ T.74 BREAKDOWN BY PRODUCT DIVISION (IN € MILLION)*

	2024	2023
Footwear	4,733.6	4,583.4
Apparel	2,813.9	2,763.0
Accessories	1,269.7	1,255.3
Total	**8,817.2**	**8,601.7**

* This information is part of PUMA's 2024 Sustainability Declaration in accordance with ESRS 2 SBM-1, ESRS E1-5, ESRS E1-6 and ESRS E3-4.

20. OTHER OPERATING INCOME AND EXPENSES

According to the respective functions, other operating income and expenses include personnel, advertising, sales and distribution expenses as well as rental and leasing expenditure, travel costs, legal and consulting expenses and other general expenses. Rental and lease expenses associated with the Group's own retail stores include revenue-based rental components.

Other operating income and expenses are allocated based on functional areas as follows:

↗ T.75 OTHER OPERATING INCOME AND EXPENSES (IN € MIO.)*

	2024	2023
Sales and distribution expenses	2,911.6	2,799.0
Product management/merchandising	89.3	82.5
Research & development	92.0	89.0
Administrative and general expenses	495.6	450.9
Other operating expenses	**3,588.4**	**3,421.3**
Other operating income	**-8.3**	**-17.8**
Total	**3,580.2**	**3,403.5**
Thereof personnel expenses	967.6	894.4
Thereof depreciation and amortisation	370.2	351.7
Thereof impairment losses	7.9	5.7
Thereof reversals of impairment losses	-29.4	-11.9

* This information is part of PUMA's 2024 Sustainability Declaration in accordance with ESRS E1-3, ESRS E2-2, ESRS E3-2, ESRS E4-3, ESRS E5-2, ESRS S2-4.

Within the sales and distribution expenses, marketing/retail expenses account for a large proportion of the operating expenses. In addition to advertising and promotional expenses, they also include expenses associated with the Group's own retail activities. Other sales and distribution expenses include logistics expenses and other variable sales and distribution expenses.

The expenses for product management/merchandising consist of personnel and material costs for the preparation of product range plans, provision of product guidelines and market research.

Research and development expenses include all costs incurred in connection with global or local development activities.

Administrative and general expenses mainly include personnel and material costs from the human resources, IT, finance, law and general administration/management functional areas.

Impairment losses in the reporting year amounted to € 7.3 million for right-of-use assets (previous year: € 5.7 million) and € 0.6 for property, plant and equipment (previous year: € 0.0 million). In contrast, there were reversals of impairment losses on right-of-use assets amounting to € 29.4 million (previous year: € 119 million).

In the consolidated financial statements of PUMA SE, fees of € 2.7 million) (previous year: € 2.0 million) are recorded as operating expenses for the auditor of the consolidated financial statements, KPMG AG Wirtschaftsprüfungsgesellschaft, Nuremberg, Germany. The audit fee is divided into fees for audit services for the annual and consolidated financial statements as well as the audit review of the half-year financial report in the amount of € 2.1 million (previous year: € 1.8 million) and other assurance services amounting to € 0.4 million (previous year: € 0.2 million) mainly for the audit of non-financial (consolidated) reporting (with full application of the first sentence of ESRS as a framework) and other services in the amount of € 0.2 million (previous year: € 0.0 million), which related to services rendered in connection with CSRD/ESG sustainability readiness in anticipation of a future audit of sustainability reporting and, to a lesser extent, to quality assurance in the implementation of regulatory requirements. In addition to expenses for PUMA SE, the fees also include the fees of the domestic and foreign subsidiaries audited directly by the Group auditor.

In financial year 2024, government grants amounted to a mid-single-digit million amount. Government grants are deducted from the corresponding expenses.

Other operating income comprises income from the sale of fixed assets in the amount of € 2.3 million (previous year: € 8.5 million), capital gains from finance leases totalling € 2.5 million (previous year: € 8.0 million), and rental income totalling € 3.4 million (previous year: € 1.4 million).

Overall, other operating expenses include personnel costs, which consist of:

↗ T.76 PERSONNEL COSTS (IN € MILLION)

	2024	2023
Wages and salaries	740.6	688.7
Social security contributions	107.7	101.2
Expenses from share-based payments with cash compensation	4.4	5.2
Expenses for retirement pension and other personnel expenses	114.9	99.3
Total	**967.6**	**894.4**

In addition, cost of sales includes personnel costs in the amount of € 17.7 million (previous year: € 6.2 million).

The average number of employees for the year was as follows:

↗ T.77 EMPLOYEES

	2024	2023
Marketing/retail/sales	13,564	13,092
Research & development/product management	1,435	1,360
Administrative and general units	3,669	3,570
Total annual average	**18,668**	**18,023**

As of the end of the year, a total of 19,599 individuals were employed (previous year: 18,681).

21. FINANCIAL RESULT

The financial result consists of:

↗ T.78 FINANCIAL RESULT (IN € MILLION)

	2024	2023
Interest income	28.9	36.6
Interest income - lease receivables	2.5	1.2
Other financial income	105.9	74.9
Financial income	**137.3**	**112.7**
Interest expense	-76.3	-53.1
Interest expense - lease liabilities	-51.1	-46.8
Interest expense of valuation of pension plans	-1.0	-0.9
Loss from foreign currency-conversion, net	-88.5	-69.4
Other financial expenses	-80.1	-85.9
Financial expenses	**-297.0**	**-256.0**
Financial result	**-159.7**	**-143.3**

Interest income comprises interest income from bank balances in the amount of € 24.5 million (previous year: € 34.7 million) and other interest income in the amount of € 4.5 million (previous year: € 1.9 million).

The item 'Other financial income' of € 105.9 million (previous year: € 74.9 million) includes, income from forward components and the time value in connection with currency derivatives recognised in profit or loss in the amount of € 65.8 million (previous year: € 65.4 million), but also hedging gains from free standing derivatives totalling € 39.8 million (previous year: € 9.6 million), as well as dividend income of € 0.4 million (previous year: € 0.0 million) from the investment in Borussia Dortmund GmbH & Co. KGaA (BVB).

The item 'interest expense' includes € 40.0 million (previous year: € 28.2 million) in interest expense in connection with borrowings and € 36.3 million (previous year: € 24.8 million) in interest expense for factoring and other items.

The item 'Other financial expenses' includes expenses from the forward component and the time value in connection with currency derivatives of € 51.7 million (previous year: € 58.1 million), hedging losses from free standing derivatives of € 2.2 million (previous year: € 4.1 million), the loss on net monetary position in connection with hyperinflation of € 17.4 million (previous year: € 23.7 million), and the impairment of investment property of € 8.8 million (previous year: € 0.0 million).

22. INCOME TAXES

↗ T.79 INCOME TAXES (IN € MILLION)

	2024	2023
Current income taxes	105.0	140.6
Deferred taxes	15.0	-22.8
Total	**120.0**	**117.8**

Current income taxes include € 4.6 million in out-of-period income (previous year's income: € 0.8 million). Deferred taxes include tax income of € 5.0 million (tax income in previous year: € 0.3 million), which is attributable to the occurrence or reversal of temporary differences.

In general, PUMA SE and its German subsidiaries are subject to corporate income tax, plus a solidarity surcharge and trade tax. Thus, a weighted mixed tax rate of 27.22% continued to apply for the financial year.

Reconciliation of the theoretical tax expense with the effective tax expense:

↗ T.80 TAX RATE RECONCILIATION (IN € MILLION)

	2024	2023
Earnings before income tax	462.3	478.3
Theoretical tax expense		
Tax rate of the SE = 27.22% (previous year: 27.22%)	125.8	130.2
Tax rate difference with respect to other countries	-1.7	-21.0
Other tax effects:		
Income tax for previous years	-7.3	3.7
Losses and temporary differences for which no tax claims were recognized	11.0	6.4
Changes in tax rates	3.0	-0.4
Current tax expense related to global minimum top-up tax	5.4	0.0
Non-deductible expenses for tax purposes and non-taxable income and other effects	-16.2	-1.1
Effective tax expense	**120.0**	**117.8**
Effective tax rate	25.9%	24.6%

For financial year 2024, the total tax advantage from previously uncapitalised tax losses, tax credits or temporary differences from previous years which led to a reduction in deferred tax expenses, amounted to € 0.0 million (previous year: € 7.5 million). Deferred tax expenses due to an impairment of deferred tax assets amounted to € 10.7 million in the financial year (previous year: € 113 million).

The PUMA Group falls within the scope of application of the global minimum taxation under the Pillar 2 tax legislation. The PUMA Group makes use of the exemption for the recognition of deferred taxes that result from the introduction of global minimum taxation and recognises it as a current tax as soon as it is incurred.

Hong Kong and the United Arab Emirates have adopted new tax legislation that provides for the introduction of local minimum taxation from 1 January 2025. As a result, from 2025, the PUMA Hong Kong Ltd. and PUMA Middle East FZ-LLC subsidiaries will be responsible for the minimum tax on their business activities rather than the parent company, PUMA SE.

The tax effect resulting from items that were directly included in other comprehensive income can be found in Chapter 8.

23. EARNINGS PER SHARE

The earnings per share are determined in accordance with IAS 33 by dividing the consolidated annual surplus (consolidated net earnings) attributable to the shareholders of the parent company by the weighted average number of outstanding shares.

The calculation is shown in the table below:

↗ T.81 EARNINGS PER SHARE

	2024	2023
Net income (€ million)	281.6	304.9
Weighted average number of outstanding shares (shares)	149,320,990	149,852,251
Earnings per share (€)	**1.89**	**2.03**
Net income for calculating the diluted earnings per share (€ million)	281.6	304.9
Weighted average number of outstanding shares (shares)	149,320,990	149,852,251
Dilutive effect from share-based payments	54,858	19,651
Weighted average number of outstanding shares, diluted (shares)	149,375,847	149,871,901
Earnings per share (€) - diluted	**1.89**	**2.03**

ADDITIONAL INFORMATION

24. SEGMENT REPORTING

Segment reporting is based on geographical areas of responsibility in accordance with the PUMA internal reporting structure, with the exception of stichd. The geographical area of responsibility corresponds to the business segment. Sales, the operating result (EBIT), earnings before taxes (EBT) and other segment information are allocated to the corresponding geographical areas of responsibility according to the registered office of the respective Group company.

The internal management reporting includes the following reporting segments: Europe, EEMEA (Eastern Europe, Middle East, Africa, India, Southeast Asia and Oceania), North America, Latin America, Greater China, rest of Asia/Pacific (excluding Greater China, Southeast Asia and Oceania) and stichd. These are reported as reportable business segments in accordance with the criteria of IFRS 8.

The reconciliation includes information on assets, liabilities, expenses and income in connection with centralised functions that do not meet the definition of business segments in IFRS 8. Central expenses and income include in particular central sourcing, central treasury, central marketing, impairment losses on non-current assets and other global functions of the Company headquarters.

The Company's main decision-maker is defined as the entire Management Board of PUMA SE.

The external sales presented in the segment reporting are generated in each segment by the sale of footwear, apparel and accessories. They include both wholesale revenues and revenues from own retail activities. The percentage breakdown of sales revenues by wholesale business and own retail activities per segment essentially corresponds to the group-wide breakdown (see Chapter 19). The Greater China segment is an exception, with wholesale revenue accounting for around 50% of its sales. In the previous year, the stichd segment generated revenue almost exclusively from wholesale customers.

Business relations between the companies of the segments are based on prices that would also be agreed with third parties. With the exception of stichd's sales of goods in the amount of € 57.8 million (previous year: € 37.1 million), there are no significant internal revenues, which is why they are not included in the presentation.

The most important earnings indicator for the management and allocation of resources by the Management Board is the operating result (EBIT) of the business segments, which is defined as gross profit less attributable other operating expenses plus licence and commission income and other operating income, but excluding central costs and central marketing expenses.

The external sales, operating result (EBIT), inventories and trade receivables of the business segments are regularly reported to the main decision-maker. Amounts recognised by the Group from the intra-group profit elimination on inventories in connection with intra-group sales are not allocated to the business segments in the way that they are reported to the main decision-maker. Investments, depreciation and non-current assets at the level of the business segments are not reported to the main decision-maker. Intangible assets are allocated to the business segments in the manner described in Chapter 11. Liabilities, the financial result and income taxes are not allocated to the business segments and are therefore not reported to the main decision-maker at the business segment level.

Non-current assets and depreciation comprise the carrying amounts and depreciation of property, plant and equipment, right-of-use assets and intangible assets during the past financial year. The investments comprise additions to property, plant and equipment and intangible assets.

Since PUMA is only active in the sporting goods industry business field, a further breakdown is made according to the footwear, apparel and accessories product divisions in accordance with the internal reporting structure.

BUSINESS SEGMENTS

↗ T.82 BUSINESS SEGMENTS (IN € MILLION)

	Sales (third parties)		EBIT		Capital expenditure	
	1-12/2024	1-12/2023	1-12/2024	1-12/2023	1-12/2024	1-12/2023
Europe	2,061.0	2,016.0	268.9	251.4	41.5	25.8
EEMEA*	1,742.1	1,757.5	363.3	396.6	33.5	30.3
North America	2,124.9	2,095.9	323.6	295.0	49.4	75.5
Latin America	1,342.4	1,239.9	254.0	285.3	51.8	75.8
Greater China	604.0	582.2	98.0	84.5	13.8	10.3
Asia/Pacific (excluding Greater China)*	424.7	420.5	57.4	56.7	4.6	4.3
stichd	497.1	459.4	66.8	89.5	24.3	22.1
Total business segments	**8,796.2**	**8,571.3**	**1,432.0**	**1,458.9**	**218.7**	**244.1**

* Due to a change in the structure of the internal organisation, Oceania was assigned to the EEMEA region and the previous year's figures were adjusted accordingly

	Depreciation and amortisation		Inventories		Trade receivables (third parties)	
	1-12/2024	1-12/2023	31/12/2024	31/12/2023	31/12/2024	31/12/2023
Europe	67.3	61.7	541.8	498.5	218.4	196.4
EEMEA*	65.3	62.2	463.3	371.2	340.1	298.8
North America	87.2	83.3	468.0	466.1	214.1	204.9
Latin America	50.7	39.2	314.7	306.9	227.0	223.7
Greater China	30.5	29.3	150.4	109.6	71.6	40.6
Asia/Pacific (excluding Greater China)*	21.9	21.5	56.4	65.0	75.5	79.3
stichd	15.3	11.2	134.0	104.8	93.8	72.1
Total business segments	**338.2**	**308.3**	**2,128.7**	**1,922.0**	**1,240.6**	**1,115.7**

* Due to a change in the structure of the internal organisation, Oceania was assigned to the EEMEA region and the previous year's figures were adjusted accordingly

	Non-current assets	
	31/12/2024	31/12/2023
Europe	521.3	477.4
EEMEA*	225.0	211.7
North America	815.5	741.8
Latin America	256.0	221.5
Greater China	87.9	91.8
Asia/Pacific (excluding Greater China)*	97.8	96.2
stichd	238.3	226.0
Total business segments	**2,241.9**	**2,066.4**

* Due to a change in the structure of the internal organisation, Oceania was assigned to the EEMEA region and the previous year's figures were adjusted accordingly

↗ T.83 PRODUCT NET SALES (THIRD PARTIES IN € MILLION, GROSS PROFIT MARGIN IN %)

	Sales (third parties)		Gross profit margin	
	1-12/2024	1-12/2023	1-12/2024	1-12/2023
Footwear	4,733.6	4,583.4	46.9%	45.4%
Apparel	2,813.9	2,763.0	48.1%	47.8%
Accessories	1,269.7	1,255.3	47.6%	46.6%
Total	**8,817.2**	**8,601.7**	**47.4%**	**46.3%**

RECONCILIATIONS

↗ T.84 RECONCILIATIONS (IN € MILLION)

	Sales (third parties)	
	1-12/2024	1-12/2023
Total business segments	**8,796.2**	**8,571.3**
Central areas	20.9	30.4
Total	**8,817.2**	**8,601.7**

	EBIT	
	1-12/2024	1-12/2023
Total business segments	**1,432.0**	**1,458.9**
Central areas	-323.4	-344.6
Central expenses marketing	-486.6	-492.7
Consolidation	0.0	0.0
Operating result (EBIT)	**622.0**	**621.6**
Financial result	**-159.7**	**-143.3**
Earnings before taxes (EBT)	**462.3**	**478.3**

	Capital expenditure		Depreciation and amortisation	
	1-12/2024	1-12/2023	1-12/2024	1-12/2023
Total business segments	**218.7**	**244.1**	**338.2**	**308.3**
Central areas	41.4	55.5	32.0	43.4
Consolidation	0.0	0.0	0.0	0.0
Total	**260.2**	**299.6**	**370.2**	**351.7**

	Inventories		Trade receivables (third parties)		Non-current assets	
	31/12/2024	31/12/2023	31/12/2024	31/12/2023	31/12/2024	31/12/2023
Total business segments	**2,128.7**	**1,922.0**	**1,240.6**	**1,115.7**	**2,241.9**	**2,066.4**
Central areas	3.7	1.6	6.0	2.8	226.3	237.7
Consolidation	-118.6	-119.3	0.0	0.0	0.0	0.0
Total	**2,013.7**	**1,804.4**	**1,246.5**	**1,118.4**	**2,468.3**	**2,304.1**

GEOGRAPHICAL INFORMATION

Sales revenue (with third parties) is reported in the geographical market in which it arises. Non-current assets are allocated to the geographical market based on the registered office of the relevant subsidiary, regardless of the segment structure.

↗ T.85 GEOGRAPHICAL INFORMATION BY REGIONS (IN € MILLION)

	Sales (third parties)		Non-current assets	
	1-12/2024	1-12/2023	31/12/2024	31/12/2023
Germany, Europe	682.7	631.6	536.9	507.0
USA, North America	1,982.7	1,933.7	653.8	604.5
Other countries	6,151.7	6,036.5	1,277.6	1,192.6
Total	**8,817.2**	**8,601.7**	**2,468.3**	**2,304.1**

25. NOTES TO THE CASH FLOW STATEMENT

The cash flow statement was prepared in accordance with IAS 7 and is structured based on cash flows from operating, investing and financing activities. The indirect method is used to determine the cash outflow/inflow from operating activities. The gross cash flow, derived from earnings before income tax and adjusted for non-cash income and expense items, is determined within cash flow from operating activities. Cash outflow/inflow from operating activities less investments in property, plant and equipment as well as intangible assets is referred to as free cash flow.

The cash and cash equivalents reported in the cash flow statement include all cash and cash equivalents shown in the statement of financial position under the item "Cash and cash equivalents", i.e. cash on hand, checks and current bank balances including short-term financial investments.

The following table shows the cash and non-cash changes in financial liabilities in accordance with IAS 7.44A:

↗ T.86 RECONCILIATION OF FINANCIAL LIABILITIES TO THE CASH INFLOW/ OUTFLOW FROM FINANCING ACTIVITIES 2024 (IN € MILLION)

			Non-cash changes					
	Notes	Balance 1/1/2024	Effect of exchange rates	IFRS 16 Lease obligations	Transfer within financial liabilities	Other	Cash changes	Balance 31/12/2024
Lease liabilities	10	1,232.4	19.2	201.4	0.0	0.0	-222.5	1,230.6
Current borrowings	13	145.9	1.0	0.0	70.0	0.6	-86.0	131.6
Non-current borrowings	13	426.1	0.0	0.0	-70.0	0.3	0.0	356.4
Total		**1,804.4**	**20.3**	**201.4**	**0.0**	**0.9**	**-308.5**	**1,718.6**

↗ T.87 RECONCILIATION OF FINANCIAL LIABILITIES TO THE CASH INFLOW/ OUTFLOW FROM FINANCING ACTIVITIES 2023 (IN € MILLION)

			Non-cash changes					
	Notes	Balance 1/1/2023	Effect of exchange rates	IFRS 16 Lease obligations	Transfer within financial liabilities	Other	Cash changes	Balance 31/12/2023
Lease liabilities	10	1,230.4	-44.9	254.9	0.0	0	-208.0	1,232.4
Current borrowings	13	75.9	-0.6	0.0	125.0	4.8	-59.1	145.9
Non-current borrowings	13	251.5	0.0	0.0	-125.0	0.0	299.6	426.1
Total		**1,557.8**	**-45.6**	**254.9**	**0.0**	**4.8**	**32.5**	**1,804.4**

The lease liabilities totalling € 1,230.6 million (previous year: € 1,232.4 million) comprise short-term lease liabilities of € 220.6 million (previous year: € 212.4 million) and long-term leasing liabilities of € 1,010.0 million (previous year: € 1,020.0 million).

26. OTHER FINANCIAL COMMITMENTS AND CONTINGENT LIABILITIES

OTHER FINANCIAL OBLIGATIONS

The Company has other financial obligations associated with license, promotional and advertising agreements, which give rise to the following financial obligations as of the balance sheet date:

↗ T.88 COMMITMENTS FROM LICENSE, PROMOTIONAL AND ADVERTISING AGREEMENTS (IN € MILLION)

	2024	2023
From license, promotional and advertising agreements:		
Due within one year	491.6	402.4
Due between one and five years	1,346.9	1,203.5
Due after five years	929.9	314.2
Total	**2,768.4**	**1,920.2**

As is customary in the industry, the promotional and advertising agreements provide for additional payments on reaching pre-defined goals (e.g. medals, championships). These are contractually agreed, but by their nature cannot be predicted exactly in terms of their timing and amount.

In addition, there are other financial obligations amounting to € 278.8 million (previous year: € 246.5 million), of which € 153.3 million (previous year: € 146.5 million) are long-term. In addition to service contracts totalling € 276.7 million (previous year: € 234.2 million), these also include other obligations amounting to € 2.2 million (previous year: € 12.3 million).

CONTINGENT LIABILITIES

Individual PUMA companies are involved in legal disputes arising from normal operating activities, e.g. relating to intellectual property rights and employee matters. If an outflow of resources from these legal disputes is classified as probable and the amount of the obligation can be reliably estimated, the risks arising from these legal disputes are included in the other provisions. However, if the probability of occurrence is classified as low, these legal disputes are recognised as contingent liabilities, which are estimated at € 0.3 million in this financial year (previous year: € 0.8 million).

Contingent liabilities also exist due to uncertainties in the appraisal of the facts by the tax and customs authorities in India and the tax authorities in the Netherlands. Based on external reports, management currently assumes that the receivables of the Indian and Dutch tax and customs authorities will not result in any cash outflow.

Overall, the PUMA management considers that the impact of the total of the contingent liabilities on the net assets, financial position and results of operations of the Company is immaterial.

27. COMPENSATION OF THE MANAGEMENT BOARD AND SUPERVISORY BOARD

Disclosures pursuant to Section 314(1) 6 HGB (German Commercial Code [Handelsgesetzbuch]) in conjunction with Section 315e HGB.

COMPENSATION OF THE MEMBERS OF THE MANAGEMENT BOARD

The total compensation of the members of the Management Board in financial year 2024 was € 10.2 million (previous year: € 10.3 million).

The total remuneration of the Management Board includes the share-based remuneration granted for the financial year with a fair value of € 4.5 million (previous year: € 4.2 million) and 81,382 performance shares issued (previous year: 81,279).

TOTAL COMPENSATION OF FORMER MEMBERS OF THE MANAGEMENT BOARD

The total compensation of former members of the Management Board and their surviving dependants amounted to € 5.6 million in financial year 2024 (previous year: € 0.7 million).

In addition, there were defined benefit pension obligations to former members of the Management Board and their widows/widowers amounting to € 2.5 million (previous year: € 2.4 million) as well as defined contribution plans from deferred compensation of former members of the Management Board and managing directors amounting to € 47.3 million (previous year: € 47.2 million). Both items are recognised accordingly within pension provisions to the extent they were not offset against plan assets of an equal amount.

COMPENSATION OF THE SUPERVISORY BOARD

The compensation paid to the Supervisory Board comprised fixed compensation and additional compensation for committee activities, and amounted to a total of € 0.5 million (previous year: € 0.4 million).

28. DISCLOSURES RELATING TO NON-CONTROLLING INTERESTS

The summarised financial information about subsidiaries of the Group in which non-controlling interests exist is presented below. This financial information relates to all companies with non-controlling interests in which the identical non-controlling shareholder holds an interest. The figures represent the amounts before intercompany eliminations.

Evaluation of the control of companies with non-controlling interests:

The Group holds a 51% capital share in PUMA United North America LLC, PUMA United Canada ULC and Janed Canada LLC (inactive company). With these companies, there are profit-sharing arrangements in place which differ from the capital share for the benefit of the respective identical non-controlling shareholder. PUMA receives higher license fees in exchange.

In addition, there is a shareholding in the capital and the result, amounting to 70%, in the company PUMA United Aviation North America LLC.

The contractual agreements with these companies respectively provide PUMA with a majority of the voting rights at the shareholder meetings, and thus the right of disposal regarding these companies. PUMA is exposed to fluctuating returns from the sales-based license fees and from variable earnings. The Group also controls the key activities of these companies. The companies are accordingly included in the consolidated financial statements as subsidiaries with full consolidation with recognition of non-controlling interests.

The non-controlling interests existing on the balance sheet date relate to PUMA United North America LLC, PUMA United Canada ULC, Janed Canada, LLC (inactive) and PUMA United Aviation North America LLC at € 0.9 million (previous year: € 28.9 million).

The following tables show a summary of the financial information for subsidiaries with non-controlling interests:

↗ T.89 ASSETS AND LIABILITIES (IN € MILLION)

	2024	2023
Current assets	235.5	112.9
Non-current assets	7.9	8.6
Current liabilities	235.5	85.3
Non-current liabilities	0.0	0.0
Net assets	7.9	36.3
Net assets attributable to non-controlling interests	0.9	28.9

↗ T.90 INCOME STATEMENT (IN € MILLION)

	2024	2023
Sales	427.9	411.8
Net income	61.7	56.8
Profit attributable to non-controlling interests	60.7	55.7
Other comprehensive income of non-controlling interests	0.6	4.3
Total comprehensive income of non-controlling interests	61.3	54.2
Dividends paid to non-controlling interests	89.4	92.4

↗ T.91 CASH (IN € MILLION)

	2024	2023
Net cash from operating activities	80.3	101.8
Net cash used in investing activities	0.0	-0.3
Net cash used in financing activities	-80.3	-101.4
Changes in cash and cash equivalents	0.0	0.0

29. RELATED PARTY RELATIONSHIPS

In accordance with IAS 24, relationships with related companies and persons that control or are controlled by the PUMA Group must be reported. All natural persons and companies that can be controlled by PUMA, that can exercise relevant control over the PUMA Group or that are under the relevant control of another related party of the PUMA Group are considered to be related companies or persons within the meaning of IAS 24.

As of 31 December 2024, there was one shareholder in PUMA SE that held more than 20% of the voting rights. This shareholder was the Pinault family, through several companies controlled by them (in order of proximity to the Pinault family: Financière Pinault S.C.A., Artémis S.A.S. and Kering S.A.). According to information provided by Kering S.A., Kering S.A.'s interest in PUMA SE amounted to 0.0% of the share capital on 31 December 2024. Artémis S.A.S. held 28.7% of the share capital of PUMA SE on 31 December 2024 (after the capital reduction as a result of the share buyback programme). Since Artémis S.A.S. and Kering S.A. thus hold more than 20% of the voting rights in PUMA SE, there is a presumption of significant influence in accordance with IAS 28.5 and IAS 28.6. They and all other companies directly or indirectly controlled by Financière Pinault S.C.A. and which are not included in the consolidated financial statements of PUMA SE, are considered to be related parties in the following.

In addition, the disclosure obligation pursuant to IAS 24 extends to transactions with associated companies as well as transactions with other related companies and persons.

Transactions with related companies and persons largely concern sales of goods and licensing agreements under normal market conditions.

The following overview illustrates the scope of the business relationships:

↗ T.92 DELIVERIES AND SERVICES RENDERED AND RECEIVED (IN € MILLION)

	Deliveries and services rendered		Deliveries and services received	
	2024	**2023**	**2024**	**2023**
Companies included in the Artémis Group	0.8	2.1	0.0	0.0
Other related companies and persons	0.0	0.0	0.0	0.0
Total	**0.8**	**2.1**	**0.0**	**0.0**

↗ T.93 NET RECEIVABLES AND LIABILITIES (IN € MILLION)

	Net receivables from		Liabilities to	
	2024	**2023**	**2024**	**2023**
Companies included in the Artémis Group	0.2	0.3	0.0	0.0
Other related companies and persons	0.0	0.0	0.0	0.0
Total	**0.2**	**0.3**	**0.0**	**0.0**

Receivables from related companies and persons are not subject to value adjustments.

CLASSIFICATION OF THE REMUNERATION OF KEY MANAGEMENT PERSONNEL IN ACCORDANCE WITH IAS 24.17:

The members of key management personnel in accordance with IAS 24 are the Management Board and the Supervisory Board. These are counted as related parties.

In financial year 2024, the remuneration of the members of the Management Board of PUMA SE for short-term benefits amounted to € 5.7 million (previous year: € 6.1 million), for termination benefits to € 4.1 million (previous year: € 0.0 million) and the share-based payment € 2.4 million (previous year: € 1.4 million). Furthermore, just like in the previous year, no remuneration was granted in the form of other long-term benefits or in the form of post-employment benefits in the reporting year. Accordingly, the total expenditure for the reporting year amounted to € 12.2 million (previous year: € 7.5 million).

In financial year 2024, the remuneration of the members of the Supervisory Board of PUMA SE for short-term benefits amounted to € 0.5 million (previous year: € 0.4 million).

30. CORPORATE GOVERNANCE

The Management Board and the Supervisory Board submitted the required compliance declaration with respect to the recommendations issued by the Government Commission German Corporate Governance Code pursuant to Section 161 of the German Stock Corporation Act (Aktiengesetz – AktG) and published it on the Company's website (https://about.puma.com/en/investor-relations/corporate-governance).

31. EVENTS AFTER THE BALANCE SHEET DATE

As already announced in the publication of 22 January 2025, PUMA has initiated the comprehensive efficiency programme 'nextlevel', with the aim of translating sales growth into higher profitability growth in the future through cost optimisation. To this end, direct and indirect costs are to be optimised and personnel costs aligned with the strategic growth areas. The programme is expected to result in one-time costs, which will be offset by cost savings in 2025 and subsequent years.

No further events took place after the balance sheet date that had a material impact on the net assets, financial position and results of operations of the PUMA Group.

32. DATE OF RELEASE

The Management Board of PUMA SE released the consolidated financial statements on 11 March 2025 for distribution to the Supervisory Board. The task of the Supervisory Board is to review the consolidated financial statements and state whether it approves them.

Herzogenaurach, 11 March 2025

The Management Board

Freundt Neubrand Valdes

This is a translation of the German version. In case of doubt, the German version shall apply.

APPENDIX 1 OF THE CONSOLIDATED FINANCIAL STATEMENT

MEMBERS OF THE MANAGEMENT BOARD AND SUPERVISORY BOARD AND THEIR MANDATES STATUS: 31 DECEMBER 2024

MEMBERS OF THE MANAGEMENT BOARD AND THEIR MANDATES

Arne Freundt
Chief Executive Officer (CEO)

Hubert Hinterseher (until 30 September 2024)
Chief Financial Officer (CFO)

Markus Neubrand (since 1 October 2024)
Chief Financial Officer (CFO)

Anne-Laure Descours (until 31 December 2024)
Chief Sourcing Officer (CSO)

Maria Valdes
Chief Product Officer (CPO)

MEMBERS OF THE SUPERVISORY BOARD AND THEIR MANDATES

Héloïse Temple-Boyer (first elected on 18 April 2019)
(Chair)
Paris, France

Deputy CEO of ARTÉMIS S.A.S., Paris/France

Membership in other statutory supervisory boards in Germany: None

Membership in comparable domestic and foreign controlling bodies of commercial enterprises (Information according to the requirements of Section 285 no. 10 German Commercial Code (Handelsgesetzbuch, HGB))*:

- Kering S.A., Paris/France**
- Christie's International Plc., London/ United Kingdom**
- CAA LL.C., Los Angeles/USA**
- Giambattista Valli S.A.S., Paris/France
- Société d'exploitation de l'hebdomadaire le Point S.A., Paris/France
- Pinault Collection, Paris/France
- Royalement Vôtre Editions S.A.S., Paris/France

* All mandates are mandates within the ARTÉMIS/KERING-Group. Only Kering S.A. is a listed company.
** Mandates at non-group listed companies or comparable functions within the meaning of recommendation C.4 of the GCGC.

Thore Ohlsson (first elected on 21 May 1993, until 22 May 2024)
(Deputy Chair until 22 May 2024)
Falsterbo, Sweden

President of Elimexo AB, Falsterbo/Sweden

Membership in other statutory supervisory boards in Germany: None

Membership in comparable domestic and foreign controlling bodies of commercial enterprises (Information according to the requirements of Section 285 no. 10 German Commercial Code (Handelsgesetzbuch, HGB)):

- Tomas Frick AB, Vellinge/Sweden
- Orrefors Kosta Boda AB, Kosta/Sweden
- Infinitive AB, Malmö/Sweden
- Friskvårdcenter AB, Malmö/Sweden
- Totestories AB, Vellinge/Sweden

Jean-Marc Duplaix (first elected on 24 May 2023)
(Deputy Chair since 22 May 2024)
Paris, France

Deputy CEO of Kering S.A., Paris/France

Membership in other statutory supervisory boards in Germany: None

Membership in comparable domestic and foreign controlling bodies of commercial enterprises (Information according to the requirements of Section 285 no. 10 German Commercial Code (Handelsgesetzbuch, HGB))*

- Balenciaga S.A.S., Paris/France
- Yves Saint Laurent S.A.S., Paris/France
- Balenciaga Operations S.A.S., Paris/France

* The mandates are mandates within the Kering-Group. Kering S.A. is a listed company. Balenciaga S.A.S., Yves Saint Laurent S.A.S., and Balenciaga Operations S.A.S. are not listed.

Harsh Saini (first elected on 22 May 2024)
London, United Kingdom

Independent Management Consultant for non-profit organisations

Membership in other statutory supervisory boards in Germany: None

Membership in comparable domestic and foreign controlling bodies of commercial enterprises: None

Roland Krüger (first elected on 22 May 2024)
Singapore

Member of the Board of Directors of Weybourne Holdings Pte. Ltd. (note: The Dyson Family Office), Singapore

Membership in other statutory supervisory boards in Germany: None

Membership in comparable domestic and foreign controlling bodies of commercial enterprises (Information according to the requirements of Section 285 no. 10 German Commercial Code (Handelsgesetzbuch, HGB)):

- Weybourne Holdings Pte. Ltd.*

* Mandate at non-group listed company or comparable function within the meaning of recommendation C.4 of the GCGC.

Fiona May (first elected on 18 April 2019)
Calenzano, Italy

Independent Management Consultant

Membership in other statutory supervisory boards in Germany: None

Membership in comparable domestic and foreign controlling bodies of commercial enterprises: None

Martin Köppel (first elected on 25 July 2011)
(Employees' Representative)
Adelsdorf, Germany

Chair of the Works Council of PUMA SE

Membership in other statutory supervisory boards in Germany: None

Membership in comparable domestic and foreign controlling bodies of commercial enterprises: None

Bernd Illig (first elected on 9 July 2018)
(Employees' Representative)
Bechhofen, Germany

Teamhead IT Endpoint Management of PUMA SE

Membership in other statutory supervisory boards in Germany: None

Membership in comparable domestic and foreign controlling bodies of commercial enterprises: None

SUPERVISORY BOARD COMMITTEES

Personnel Committee
- Héloïse Temple-Boyer (Chair)
- Roland Krüger (since 22 May 2024)
- Fiona May
- Martin Köppel

Audit Committee
- Jean-Marc Duplaix (Chair)
- Thore Ohlsson (until 22 May 2024)
- Roland Krüger (since 22 May 2024)
- Harsh Saini (since 13 June 2024)
- Fiona May (since 22 May 2024)
- Bernd Illig

Nominating Committee
- Roland Krüger (Member and Chair since 22 May 2024)
- Héloïse Temple-Boyer (Chair until 22 May 2024)
- Fiona May (until 22 May 2024)
- Jean-Marc Duplaix (until 22 May 2024)
- Harsh Saini (since 13 June 2024)

Sustainability Committee
- Harsh Saini (Member and Chair since 13 June 2024)
- Fiona May (Chair until 13 June 2024)
- Héloïse Temple-Boyer (until 22 May 2024)
- Martin Köppel
- Bernd Illig (since 22 May 2024)

DECLARATION BY THE LEGAL REPRESENTATIVES

We state to the best of our knowledge that the consolidated financial statements give a true and fair view of the net assets, financial position and results of operations of the Group in accordance with the applicable accounting principles, and that the Group management report, which is combined with the Management report of PUMA SE for the financial year 2024, provides a true and fair view of the course of the development and performance of the business and the position of the Group, together with a description of the principal risks and opportunities associated with the expected performance of the Group.

Herzogenaurach, 11March 2025

The Management Board

Freundt   Neubrand   Valdes