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Equity Research Report on PUMA – Part 1

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Abstract:

This individual report is part of a joint equity research report that values PUMA SE, a leading company in the sporting goods industry. In a highly competitive market and challenging macroeconomic environment, this part analyzes PUMA's exposure to external factors and assesses its strategic positioning to provide actionable insights for investors. Central to the analysis are PUMA's exposure to macroeconomic conditions and its competitive environment, which represent critical components in assessing the company's positioning and value. The report also examines PUMA's historical financial performance and key value drivers, forming the foundation for a broader valuation analysis, which is performed, analyzed, and tested for plausibility thereafter. By combining financial modeling with strategic insights, the report achieves both academic rigor and practical relevance. The findings highlight PUMA's ability to leverage its diversified product portfolio and strong market position, despite risks from intense competition and macroeconomic uncertainties. Ultimately, this report provides a critical contribution to the joint equity research project, culminating in a well-substantiated BUY recommendation for PUMA's shares as of 31 December 2025.

Keywords: Corporate Finance, Equity Research, PUMA SE, Sporting Goods Industry

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This report is part of the joint report (annexed), developed by Constantin Bunte and Luca
Lars Nawroth and should be read as an integral part of it.

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List of Abbreviations

Approx.: Approximately

Avg.: Average

bn: Billion

BoP: Beginning of Period

CAGR: Compound Annual Growth Rate

CAPEX: Capital Expenditure

CAPM: Capital Asset Pricing Model

CCA: Comparable Companies Analysis

CCC: Cash Conversion Cycle

CDS: Credit Default Spread

CEO: Chief Executive Officer

CFO: Chief Financial Officer

CPO: Chief Product Officer

CSO: Chief Sourcing Officer

DCF: Discounted Cash Flow

DEI: Diversity, Equity, and Inclusion

DTC: Direct-to-Consumer

D&A: Depreciation and Amortization

D/E: Debt-to-Equity

End of Period

GRI: Global Reporting Initiative

EEMEA: Eastern Europe, Middle East, Africa

EMEA: Europe, Middle East, Africa

ESG: Environmental, Social, and Governance

EU: European Union

EUR: Euro

EV: Enterprise Value

FCF: Free Cash Flow

FY: Fiscal Year

GDP: Gross Domestic Product

GHG: Greenhouse Gas

IFRS: International Financial Reporting Standards

KPI: Key Performance Indicator

m: Million

MRP: Market Risk Premium

MDAX: Midcap-DAX

NTM: Next Twelve Months

NWC: Net Working Capital

pp: Percentage Point

Q: Quarter

REC: Renewable Energy Certificates

ROIC: Return on Invested Capital

RONIC: Return on New Invested Capital

R&D: Research and Development

SWOT: Strengths, Weaknesses, Opportunities, and Threats

US: United States of America

WTP: Willingness to Pay

YoY: Year-over-Year



Introduction

This analysis is part of a joint equity research report on the valuation of the shares of PUMA SE, a company engaged in designing, developing, selling and marketing sports footwear, apparel and accessories. The report provides an investment recommendation based on an in-depth analysis of the company.

The joint report opens with a brief overview of the company, followed by an industry analysis covering PUMA's market environment, key segments, consumer trends, and challenges, as well as macroeconomic factors and competitors. The report then delves into PUMA's strategic positioning, highlighting its competitive advantages, key risks, and ESG factors. Based on this foundation and an analysis of the company's historical financial performance, the report presents forecasts for sales, profitability, and other key financial metrics, including balance sheet and cash flow items. In the following, PUMA is valued using the DCF method, which is rigorously tested for plausibility through sensitivity analyses, a Monte Carlo simulation, scenario testing, and multiple valuations.

Building on this comprehensive analysis, PUMA is well-positioned to capitalize on improving macroeconomic conditions and solid market growth. Further, the company can leverage its diversified product portfolio, leading position in ESG, and refreshed branding strategy to reinforce its market position. Consequently, the analysis results in a BUY recommendation for PUMA SE's shares.

This individual report (Part 1) provides a critical contribution to the joint report by providing an introductory overview of PUMA and examining the company's exposure to macroeconomic conditions and its competitive landscape, which represent key drivers of its valuation. It also evaluates PUMA's strategic positioning and analyzes the company's historical financial performance, offering critical insights into its competitive strengths and financial trajectory. These analyses form the groundwork for the development of detailed financial forecasts for the company. Leveraging this foundation, the report covers the cost of capital derivation and subsequent valuation using the DCF and multiples methods, supported by sensitivity analyses to validate the robustness and reliability of key assumptions. The section concludes with a comprehensively derived recommendation for PUMA's shares as of 31 December 2025.

All aspects not covered in this report are addressed in the individual report of Luca Lars Nawroth.

Company Overview

Company Description

PUMA SE (hereinafter referred to as “PUMA” or “the company”) is a German designer and manufacturer of athletic and casual footwear, apparel and accessories. In FY 23, the company employed 18,681 people worldwide and achieved record breaking sales of EUR 8,601.7 m, which resulted in a net income attributable to shareholders of PUMA of EUR 304.7 m. Founded in 1948 by Rudolf Dassler, who originally co-founded Adidas AG with his brother Adolf Dassler, in Herzogenaurach, Germany, PUMA was born out of a vision to provide athletes with the agility and speed of a puma. Although the company’s history has been deeply influenced by the fierce rivalry that emerged between the two brothers and their competing brands, PUMA has developed into a multinational corporation proven by its globally diversified sales (**Figure 1**). The company’s key milestones since its foundation are shown in **Figure 2**.

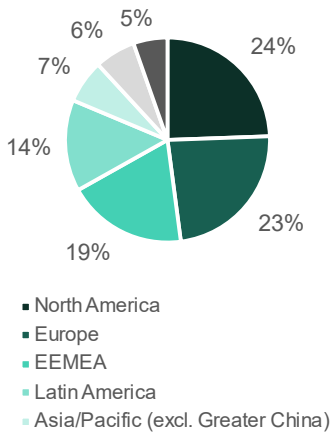


Figure 1: Sales by Geography FY 23. Source: PUMA SE, 2023.

Key Operations

PUMA offers a diverse range of products spanning casual wear and various sports, classified into Teamsport, Track and Field, Motorsport, Golf, and Basketball. Its product portfolio is broadly categorized into three groups: footwear, apparel, and accessories, with the sales distribution shown in **Figure 3**.

The footwear category includes a wide range of athletic and lifestyle shoes such as running shoes, football boots, and casual sneakers. As PUMA’s largest product group, it accounts for 53.28% of sales (FY 23) and remains a key driver of the company’s brand recognition. This dominance stems from PUMA’s origins as a football shoe manufacturer. Demonstrating its commitment to market leadership and expansion, the company re-entered the running shoe market in 2021 and continues to lead in sports style trends, exemplified by the reintroduction of the iconic Speedcat, originally designed for Formula 1 drivers. The apparel division encompasses both functional sportswear and lifestyle clothing such as t-shirts, sweatshirts and hoodies or shorts. Representing 32.12% of sales (FY 23), it is PUMA’s second-largest product group. Designed to complement the footwear and apparel offerings, accessories represents the smallest product group contributing 14.59% of sales (FY 23). This group includes items such as caps, bags, sports equipment, and sunglasses.

To produce its diverse range of products, PUMA employs a global sourcing strategy, purchasing from 158 independent suppliers in 29 countries worldwide. However, 94% of total production volume is sourced from Asian countries, with China (32%) and Vietnam (30%) as the primary contributions. This highlights

Year	Milestone
1948	Foundation by Rudolf Dassler
1948	Launched first football boot
1958	Introduced iconic PUMA formstrip
1968	Olympic protest boosted visibility
1970	Pelé wore PUMA at FIFA World Cup
1986	Listed on Frankfurt Stock Exchange
1998	Usain Bolt partnership began
2007	Kering acquired majority stake
2014	Launched FOREVER.FASTER. campaign
2017	Rihanna launched successful FENTY line
2022	Arne Freundt became CEO

Figure 2: Key Milestones. Source: PUMA SE, 2024b.

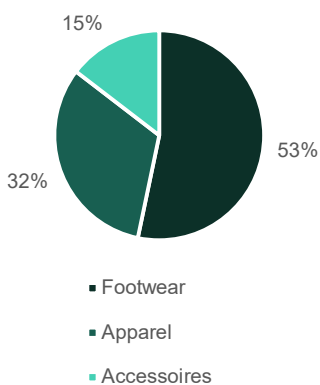
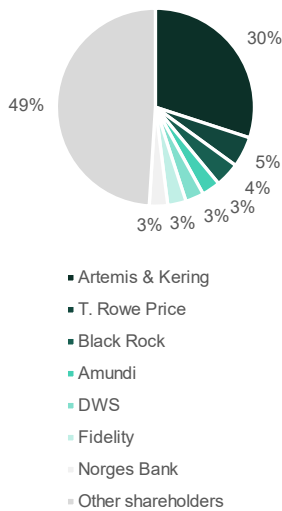


Figure 3: Sales by Product Group FY 23. Source: PUMA SE, 2023.

PUMA's reliance on low-cost manufacturing regions to sustain its operations. After production, PUMA distributes its products through two channels: Wholesale, which accounts for 75.20% of sales (FY 23), and DTC, comprising 24.80% of sales (FY 23), through its own retail stores and e-commerce platforms. This distribution model reflects the company's strong reliance on established retail partners. However, some of PUMA's products are sold through alternative channels, as demonstrated by its subsidiary stichd. In addition to designing and manufacturing underwear, socks, swimwear, and fanwear for PUMA, stichd also produces these items for other well-known brands, including Tommy Hilfiger and Formula 1.



Ownership

PUMA has been publicly listed on the Frankfurt Stock Exchange since 1986 and is a constituent of the German MDAX index. As of Q3 2024, the company had 149.49 m shares outstanding, with 70% classified as free float shares actively traded in the market, enhancing stock liquidity and simplified trading (PUMA SE, 2024a). This structure, supported by institutional investors such as Artemis and Kering, PUMA's largest shareholder with a 30% stake, highlights strong confidence in the company's long-term growth potential. Their substantial influence and strategic interest provide stability and help reduce price volatility (**Figure 4**). However, it also incorporates risks, as large-scale divestments by these investors could trigger significant stock price declines.

Figure 4: Shareholder Structure. Source: PUMA SE, 2024a.

Industry Analysis

Macroeconomic Environment

PUMA operates in a challenging macroeconomic environment characterized by significant uncertainties, including geopolitical tensions such as the conflicts in Ukraine and the Middle East, which have caused significant supply chain disruptions, rising commodity prices, and sustained inflationary pressures. While the global economy demonstrated resilience in the first half of 2024, these factors have significantly eroded consumer disposable income for discretionary spending, leading to demand declines and elevated inventory levels across the sporting goods industry in 2024 (Adidas AG, 2023).

We analyzed the development of nominal GDP based on each region's revenue contribution, as shown in **Figure 5**. Historically growing at approx. 6.0% per year pre-COVID, sales-weighted nominal GDP growth sharply contracted by around 7.0 pp to a 1.0% YoY decline in 2020 due to the pandemic, highlighting the unprecedented macroeconomic challenges across the industry. From 2021 to 2024, economic growth has recovered strongly, with a YoY growth of 7.6% in 2024, partly driven by recent rate cuts by central banks, following a period of tightened

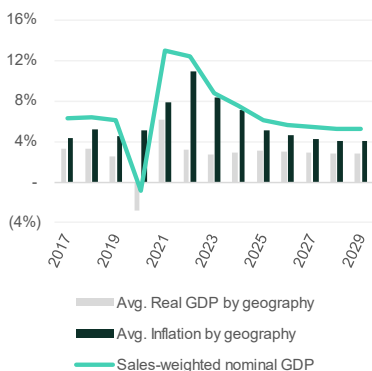


Figure 5: Sales-Weighted Nominal GDP Breakdown and Development Source: IMF, 2024.

monetary policy (IMF, 2024). However, this growth should be viewed with caution, as it has been significantly influenced by comparably high inflation in emerging markets, particularly in Eastern Europe, the Middle East, and Latin America, through the mentioned geopolitical conflicts and the extraordinary currency devaluation of the Argentine peso, highlighting PUMA's exposure to currency fluctuations due to its global operations.

Going forward, we expect sales-weighted nominal GDP growth to average 5.33% between 2026 and 2032, slightly below pre-COVID levels, with significant regional variations. Emerging markets are projected to primarily drive global growth, bolstered by their earlier recovery through government stimulus measures such as job creation programs and tax cuts during COVID, which have reshaped consumer spending patterns and even further enhanced their markets' strategic importance for PUMA going forward (**Figure 6**). However, while still increasing its importance as a crucial sales market, especially China's competitive advantage as a low-cost manufacturing hub is expected to gradually erode due to rising wage levels and sustained geoeconomic uncertainty (Rapoza, 2023). In addition, the Argentine peso is expected to recover due to significant policy reforms and Argentina's strong agricultural and commodity export base. Advanced economies, including the US and Europe, are anticipated to achieve full economic recovery by 2026 (IMF, 2024). However, uncertainties persist, particularly in Ukraine and the Middle East, alongside ongoing volatility in the availability and prices of key input materials, which could continue to pressure margins through higher commodity-based raw material costs and complicate supply chains, further affecting logistics costs growth (**Figure 7**). In fact, however, we expect the sporting goods industry to benefit from additionally declared monetary easing by central banks, which will facilitate investment in product innovation and retail expansion, and enhance consumer confidence, ultimately supporting revenue growth. Lastly, political tensions between the US, China, and Europe, potentially exacerbated by the recent election of Donald J. Trump as 47th US president, present further significant macroeconomic uncertainty for PUMA. Potential trade regulations and tariffs threaten to disrupt global trade, leading to higher customs duties and shipment delays, which would likely necessitate price markups.

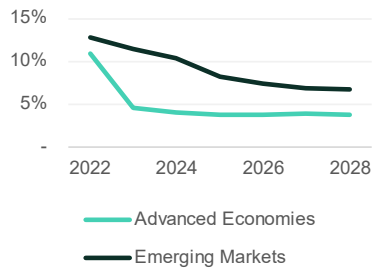


Figure 6: Sales-weighted Nominal GDP Outlook. Source: IMF, 2024.

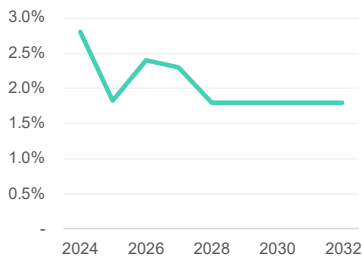


Figure 7: Logistics Costs Forecast. Source: Statista, 2023d.

Competitive Landscape

Competitor Analysis

In this section, we analyze key competitors of PUMA in the sporting goods market. As illustrated in **Figure 8**, we have selected a peer group, categorized into primary competitors and secondary competitors, based on criteria such as pricing and target use. The subsequent analysis will examine both primary and secondary competitors in detail, with their respective market shares depicted in **Figure 9**.



Figure 8: Competitive Landscape of PUMA. Source: Analyst Analysis.

(I) Primary Competitors

The primary competitors are Adidas and Nike, with key KPIs shown in **Figure 10**.

Adidas AG (Germany), Europe's largest sportswear company, shares PUMA's German heritage as an original footwear manufacturer, making it PUMA's closest competitor. Accordingly, both companies compete in similar markets, product segments, and global collaboration-driven branding strategies. The intense competition was heightened by the CEO appointment of Bjørn Gulden, PUMA's long-standing CEO, posing a significant risk to PUMA due to potential insider knowledge of its strategies and operations. With 56.65%, Adidas derives the majority of its 4.82% YoY declining revenues in FY 23 from its footwear segment. In the same year, Adidas generates 38.86% of its total revenue from EMEA and 24.63% from North America, reflecting a geographic distribution that closely aligns with PUMA's focus. While adopting a similar focus on lifestyle and performance, Adidas' strategic positioning is distinctly premium, targeting a less price-sensitive audience. Advanced technologies like Primeknit and Futurecraft in its performance segment justify this higher price point, which extends to its Adidas Originals lifestyle line. With an EV of EUR 37.27 bn and revenue of EUR 21.43 bn in FY 23, Adidas is significantly larger than PUMA, outpacing its competitor by a factor of four in value and 2.5 in revenue, translating to a 5.57% global market share, highlighting its scale advantage. However, with an EBIT margin of 1.57% in FY 23, primarily driven by significant inventory write-downs, significantly lagging behind PUMA's 7.23%, Adidas's cost efficiency is significantly lower (Adidas AG, 2023).

NIKE, Inc. (USA), originally founded as a footwear distributor, is the world's largest sportswear manufacturer, with business segments, geographic focus, and branding strategies comparable to PUMA. Nike performs traditionally strong in its home US market, where it generated 42.00% of its FY 24 (year-end May 31) sales, driven largely by its footwear segment, which, similarly to PUMA, with 67.83% accounted for the majority of total sales. Unlike PUMA's unified brand strategy, Nike leverages a multi-brand strategy with its core Nike brand, Jordan, and Converse, effectively targeting performance and lifestyle segments alike. With an

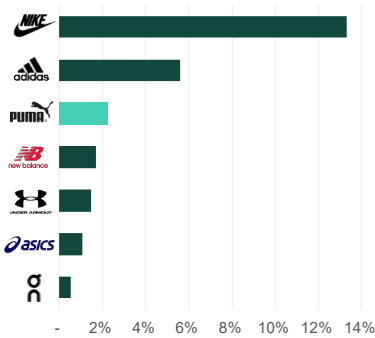


Figure 9: Market Shares in the Sporting Goods Industry by Competitor. Source: Company Data, 2023.

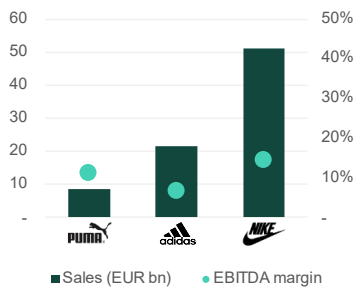


Figure 10: Primary Competitors' Total Sales and EBITDA Margin. Source: Company Data, 2023; Refinitiv, 2024.

EV of EUR 129.9 bn, approx. 14 times larger than PUMA's, and total revenue of EUR 51.2 bn in FY 24, Nike holds an 13.32% market share, highlighting its superior scale and dominant market position relative to PUMA. This significant scale advantage enables Nike to capitalize on cutting-edge innovation across both footwear (e.g., Nike Air, Zoom) and apparel (e.g., Dri-FIT), supported by stronger DTC distribution (44% of sales), while PUMA focuses its innovation efforts primarily on footwear and strongly relies on wholesale distribution. Coupled with strong marketing campaigns like "Just Do It", this drives Nike's superior brand equity, elevating consumer WTP and allowing for premium pricing. Driven by its ability to leverage economies of scale, Nike's superior cost efficiency with an EBIT margin of 13.03% in FY 24 further underscores its market dominance (NIKE, Inc., 2024).

(II) Secondary Competitors

Secondary competitors include all other companies in the selected peer group, with their key KPIs presented in **Figure 11**.

Under Armour, Inc. (USA) shares similar operational characteristics with PUMA, including product segments, geographies, and branding. With a strong focus on performance-oriented athletic apparel, unlike PUMA, Under Armour generates 66.00% of its sales from its apparel segment in FY 24 (year-end March 31). Whereas PUMA's revenue base is more evenly distributed across regions, 61.00% of Under Armour's revenue stems from its home US market, with growing but comparatively smaller operations in EMEA and other regions. Even though Under Armour, with an EV of EUR 2.74 bn in FY 24, is about three times smaller than PUMA and generates only 66.29% of PUMA's revenue (EUR 5.70 bn), it positions itself as a premium, performance-driven brand, with a higher price point justified by advanced apparel technologies like HeatGear and ColdGear. However, PUMA's broader product portfolio and superior size enables it to still achieve comparatively greater cost efficiency, reflected in its 3.10 pp higher EBIT margin in FY 24 and justifies Under Armour's lower market share (1.48%) (Under Armour, Inc., 2024).

On Holding AG (Switzerland), which went public in 2021, is an emerging premium brand specializing in high-performance footwear, accounting for 95.49% of its significantly growing net sales in FY 23 (46.64% YoY), primarily for running and outdoor activities. As a high-tech, innovation-driven brand renowned for its cutting-edge footwear technologies like CloudTec, targeting a less price-sensitive audience, On positions itself at a significantly higher price point than PUMA. Unlike PUMA, On generates 64.85% of its revenue from the Americas, particularly due to its small Swiss home market, while its premium pricing and niche-focused operations deliver superior cost efficiency, reflected in a 2.83 pp higher EBIT margin in FY 23 (13.68%). With an EV of EUR 7.47 bn in FY 23, On is about

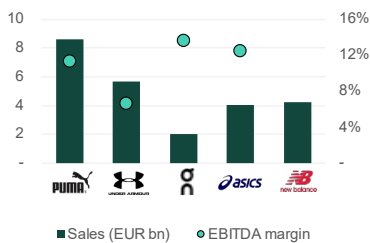


Figure 11: Secondary Competitors' Total Sales and EBITDA Margin. Source: Company Data, 2023; Refinitiv, 2024.

15.00% smaller than PUMA, generating about 23.22% of its revenue (EUR 2.00 bn), equivalent to a 1.79 pp smaller market share (0.52%) (On Holding AG, 2023).

ASICS Corp. (Japan), with similar business segments to PUMA, primarily focuses on performance-running, making up 50.12% of FY 23 net sales, while also offering lifestyle products under its premium Onitsuka Tiger brand. Despite Japan being a smaller absolute market, ASICS derives 14.85% of its net revenues from its home market, while larger contributions, similar to PUMA, come from Europe (27.40%) and North America (21.20%), reflecting its strong focus on these key regions. With an EV of EUR 1.48 bn in FY 23, ASICS is slightly smaller than PUMA, generating EUR 4.07 bn in revenue, 47.30% of PUMA's total, resulting in a 1.06% global market share. However, with its niche focus and home market advantage with strong brand loyalty and higher pricing potential, ASICS demonstrates greater cost efficiency, achieving an EBIT margin of 9.50% (ASICS Corp., 2023).

New Balance Athletics, Inc. (USA), a leading sports footwear and apparel manufacturer, emphasizes premium craftsmanship and locally manufactured products, appealing to quality-conscious consumers and justifying its higher price point compared to PUMA. The company's product portfolio is centered on performance wear while also including lifestyle offerings. As a private company with limited disclosed information, New Balance shares PUMA's focus on footwear but is more specialized in running. Generating EUR 6.24 bn in revenue in FY 23, indicating a 23.00% YoY increase and 72.54% of PUMA's total in the same period, New Balance holds a 1.62% market share, which is 0.62 pp lower than PUMA, highlighting its position as a challenger (New Balance Athletics, Inc., 2023).

Positioning of PUMA

Despite intense competition in the sporting goods market, PUMA has established itself as one of the leading players in the industry. To further strengthen its competitive position, the company has outlined three key strategic priorities: brand elevation, product excellence, and distribution quality. The following analysis delves into these priorities to provide a deeper understanding of PUMA's positioning, supported by insights from a SWOT analysis (**Figure 12**).

(I) Brand Elevation

PUMA has built a legacy of creating innovative designs for elite athletes across various sports, symbolized by its iconic leaping puma logo representing agility and strength. By targeting athletes, trend-driven youth, and women with stylish, high-performance and lifestyle products, PUMA strategically blends functionality with fashion, solidifying its position as a versatile and inclusive brand in the sportswear market. PUMA's market positioning reflects a strategic shift to strengthen the mid- and lower brand funnel, emphasizing accessibility and credibility while maintaining

Strengths

- Strong brand recognition
- Diverse product portfolio
- Continuous innovation
- Strategic partnerships & collaborations
- Global distribution network

Weaknesses

- Smaller scale than leading rivals
- Dependence on 3rd-party manufacturers and low-cost production regions
- Limited presence in emerging markets
- Limited revenue diversification

Opportunities

- Emerging markets expansion
- Sustainability initiatives
- E-commerce & DTC growth
- Technological innovation
- Trend capitalization (e.g., Athleisure)

Threats

- Global economic uncertainties
- Intense competition
- Reputational risks from partnerships
- Supply chain disruptions
- Financial health of wholesalers
- Regulatory changes

Figure 12: SWOT Analysis on PUMA.

Source: Analyst Analysis.

“We need to focus on building the emotional connection between our brand mantra FOREVER. FASTER. and our consumers and execute our brand and product campaigns more consistently to increase our brand equity.”

Arne Freundt, CEO, PUMA SE

lifestyle relevance through partnerships, social media engagement, and franchise innovation. PUMA's newly launched "See The Game Like We Do" brand campaign, combined with its updated go-to-market strategy, aims to capture untapped consumer segments. This approach prioritizes building brand loyalty and consumer engagement before focusing on commercial growth. As a result, select product lines feature lower price points, strategically positioning PUMA between premium competitors like Nike and Adidas and more affordable brands outside its peer group, such as Skechers.

PUMA's balanced portfolio of performance-driven products like the Deviate NITRO™ 3 running shoe and lifestyle offerings such as the Palermo and relaunched Speedcat sneaker positions it as uniquely diversified across both domains, but as particularly strong in the lifestyle and fashion market. Similar to Nike and Adidas, which leverage their heritage through targeted efforts like the Adidas Originals campaign or iconic products such as the Nike Dunk Low sneaker, PUMA leverages its heritage to capitalize on lifestyle trends but stands apart from secondary competitors who primarily focus on performance niches. This dual focus, coupled with PUMA's strong sports heritage, enhances its credibility and authenticity, ensuring the brand remains highly competitive in a market increasingly shaped by lifestyle integration.

As part of its revamped marketing strategy, PUMA strengthens its brand positioning through strategic cross-disciplinary collaborations with athletes, clubs, and federations, with a strong focus on leveraging digital channels. With a strong emphasis on football and lifestyle domains, high-profile partnerships with influential superstars like Neymar Jr. and Dua Lipa, as well as with Manchester City F.C. and most recently the Portuguese Football Federation, enhance consumer identification, visibility, and consistently increase PUMA's market relevance. Adidas and Nike pursue similar strategies while ASICS and On, on the other hand, target niche market partnerships. Similar brand engagement strategies across key industry players highlight the intense competition for high-profile sponsorships and lifestyle partnerships. For PUMA, this creates a significant challenge to stand out, particularly against financially stronger competitors. Consequently, PUMA again occupies a distinct middle position in the market, with primary competitors leveraging significantly larger budgets to dominate high-profile partnerships, while its size advantage over secondary competitors allows it to outperform them in securing influential deals.

(II) Product Excellence

PUMA's strategic focus on product excellence is built on three pillars: a diverse and expanding product portfolio, a strong commitment to innovation and sustainability, and an unwavering dedication to quality. Its growing product portfolio

"In the centre of our performance marketing strategy is our athletes, our clubs and federations. Them performing at the highest level at important sport moments [...] is tremendously important for us."

Arne Freundt, CEO, PUMA SE

strengthens its market position, with footwear remaining the largest contributor to total sales. From 2017 to 2023, PUMA particularly expanded its footwear product offering with milestones like re-entering basketball, re-entering running, and revitalizing heritage lines such as the Speedcat and Suede, blending innovation with lifestyle to drive growth, while looking ahead to launch advanced sustainable products like biodegradable sneakers and performance footwear.

PUMA particularly distinguishes itself through its strong commitment to innovation and sustainability, positioning itself as an industry pioneer with an R&D investment of 1.99% of sales in FY 23. This figure significantly surpasses competitors such as Adidas and ASICS, which allocated only 0.70% and 1.01% of their sales to R&D, respectively, in the same period (**Figure 13**), positioning PUMA well to sustain its market position. PUMA focuses its primary innovation initiatives on footwear, utilizing advanced technologies like NITRO™ foam in running shoes such as the Deviate and ForeverRun, and incorporating cutting-edge designs in football franchises like FUTURE and KING, to deliver superior cushioning, responsiveness, and weight reduction. Similar to PUMA, most of its competitors also focus innovation on specific segments, primarily footwear. However, Nike and Adidas additionally leverage their size and budget advantages to also significantly drive cross-segment innovation in both footwear and apparel, posing a threat to PUMA by potentially widening the gap through greater sales diversification. To further distinguish itself from competitors, as a pioneer in ESG, consistently outperforming its peers across all three dimensions (see Risks and ESG section), Accordingly, PUMA places a strong emphasis on sustainability initiatives, with a particular focus on sustainable sourcing, circularity, and advancing DEI efforts.

Lastly, PUMA, like Adidas, benefits from its reputation as a German high-quality brand, giving it a competitive edge through associations with precision, reliability, and excellence. PUMA's focus on quality aligns with its market positioning, reflected in its strong perceived quality score of 92%, closely trailing Nike at 96% and Adidas at 95% (Statista, 2024). However, with its position closely challenged by Under Armour and New Balance, subjective factors like brand loyalty pose a potential risk to maintaining its competitive edge, necessitating continuous investment in R&D, sustainability, and talent to maintain its superior image.

(III) Distribution Quality

One of PUMA's key strengths lies in its extensive global distribution network, which operates through two primary channels: wholesale and DTC. The wholesale channel dominates PUMA's distribution, and the DTC channel plays a complementary role, strengthening customer engagement with the brand. PUMA plans to maintain its focus on the wholesale channel while simultaneously expanding its DTC business. Recent initiatives, such as the launch of the PUMA

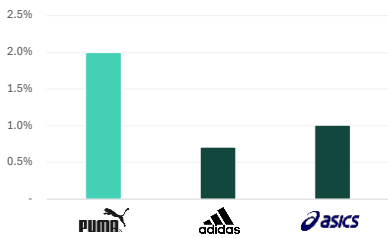


Figure 13: Snapshot of R&D Expenses as % of Sales across Primary and Secondary Competitors. Source: Company Data, 2023.

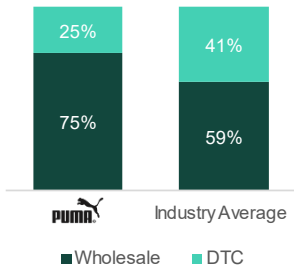


Figure 14: Distribution Channel Mix 2023. Source: Analyst Analysis.

shopping app, highlight this strategy. The strong reliance on wholesale also presents opportunities for growth in the DTC segment. This growth potential becomes even more significant when compared to competitors, who generate, on average, 59.45% of their sales through wholesale, significantly less than PUMA's 75.20% (**Figure 14**).

A diversified distribution mix can generally be seen as a strength, reducing dependency on specific channels. However, an interesting market shift has been observed in recent years. Competitors such as Adidas temporarily deprioritized physical retail, enabling PUMA to capitalize by strengthening wholesale relationships. Recently, these competitors have begun to reprioritize wholesale, suggesting a renewed focus on this channel (McKinsey & Company, 2024). This shift could lead competitors to align more closely with PUMA's distribution model, underscoring PUMA's strategic foresight in anticipating future distribution trends. Despite these strengths, PUMA must carefully monitor the financial health of its wholesale partners. A high dependency on this channel poses a significant risk, particularly in challenging economic conditions.

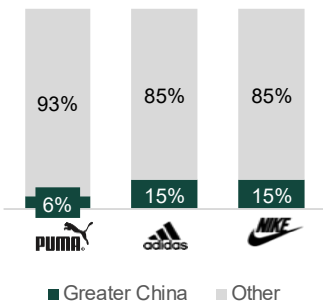


Figure 15: Share of Greater China in FY 23. Source: Analyst Analysis. 2024.

The company's distribution network is further supported by 49 sales offices worldwide. Despite its global footprint, PUMA faces significant challenges in emerging markets, such as China, a key growth driver for the sporting goods industry. Compared to its closest competitors, PUMA's performance in China lags considerably. Both Adidas and Nike derive nearly twice the share of their total sales from this region compared to PUMA (**Figure 15**). This disparity presents a dual-faceted impact on PUMA's prospects. While it poses a substantial risk as the company is underrepresented in a critical growth market, it underscores a significant opportunity for expansion and sales growth. By addressing this gap and enhancing its distribution capabilities in emerging markets like China, PUMA could retain its market share and further enhance its global position.

Historic Financial Analysis

Income Statement

From FY 17 to FY 23, PUMA achieved a CAGR of 12.98% in sales, well above the peer group average of 4.22%. This growth was mainly driven by footwear, which recorded a CAGR of 15.07% during the same period. Geographically, the key drivers were the EEMEA region, with a CAGR of 22.53%, and Latin America, which achieved a CAGR of 19.55%. Key income statement KPIs are shown in **Figure 16**.

Despite a 4.87% decline in FY 20 due to COVID, PUMA recovered strongly in the following years, supported by the rebound in global industrial production and increased consumer spending, especially in Western markets. Growth slowed

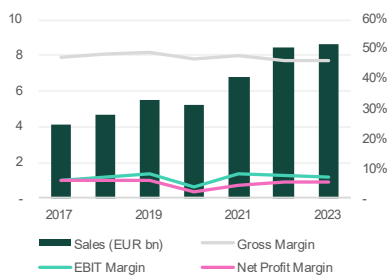


Figure 16: Sales and Margin Development. Source: PUMA SE, 2023.

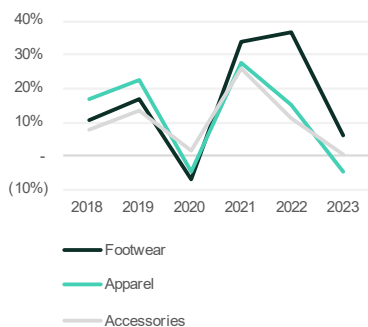


Figure 17: Sales Growth Development by Product Group. Source: PUMA SE, 2023.

significantly in FY 23, with sales increasing by only 1.61%. This slowdown was largely attributable to a reduction in sell-in to the wholesale channel as part of efforts to manage elevated inventory levels, a challenge faced across the industry. Other factors included resurgent challenges in industrial production and world trade, alongside the devaluation of the Argentine peso. Adding to this, growth in apparel and accessories had already slowed in FY 22 and continued to decline in FY 23. Footwear, by contrast, maintained relatively strong performance through FY 22, with slower growth only becoming evident in FY 23 (**Figure 17**). This resilience was supported by product innovation, market trends, and shifts in consumer spending priorities following COVID. Contrary to initial expectations, we found no observable correlation between sales and major sporting events.

While indicating a slight decline, PUMA's gross margin remained relatively stable between FY 17 and FY 23, ranging from 46.11% to 48.83% and aligning with the peer group average of 48.46% in FY 23, despite a volatile market environment. This development was primarily driven by cost of sales growing at a CAGR of 13.30% during the period, slightly outpacing sales growth, with the most significant increases occurring in FY 21 and FY 22, when back-to-back 28% YoY growth was fueled by rising supply chain costs, higher raw material prices, and surging freight rates amid the mentioned global demand rebound.

In line with the peer group average, EBIT margins remained stable as well at around 7.50%, showing a similar development to net profit margins from FY 18 to FY 23, including a one-off profitability drop in FY 20. This relationship is driven by PUMA's consistent cost structure relative to its sales growth, with historically stable operating expenses at approx. 80% of sales, indicating constant operating leverage. The steady tax rate and proportionately growing financial costs to sales, ensure that changes in EBIT translate directly into similar changes in net profit.

PUMA's ROIC development from FY 17 to FY 23 was highly volatile, indicating a decline from 12.72% to 7.71% (**Figure 18**). As margins remained stable, this development was caused by a significant decline in asset turnover from 3.50 in FY 18 to 2.18 in FY 23 due to fluctuations in inventory levels as uncertainty about demand developments persisted.

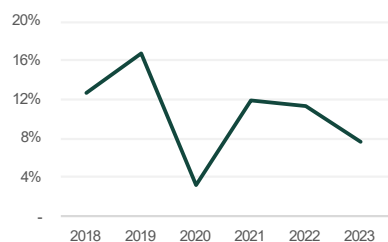


Figure 18: ROIC Development. Source: PUMA SE, 2023.

Balance Sheet and Cash Flow Statement

PUMA organically grew its balance sheet, with total assets more than doubling from 2.85 EUR bn in FY 17 to EUR 6.64 bn in FY 23, reflecting a robust CAGR of 15.12%. This growth was attributable to strategic investments in right-of-use assets and technical equipment to expand PUMA's retail footprint through new stores and overhauls, alongside unintended elevated inventory levels, which grew at a 15.04% CAGR, simultaneously serving as a buffer against supply chain disruptions

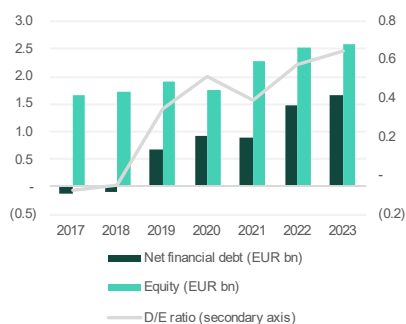


Figure 19: D/E Ratio Development. Source: PUMA SE, 2023.

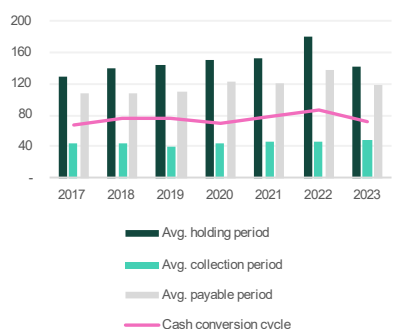


Figure 20: CCC Decomposition and Development (in Days). Source: PUMA SE, 2023.

	PUMA	72
Primary	Adidas	96
	Nike	31
	Under Armour	88
Secondary	On	139
	Asics	96
	New Balance	-

Figure 21: CCC of Key Competitors in FY 23. Source: Company Data, 2023.

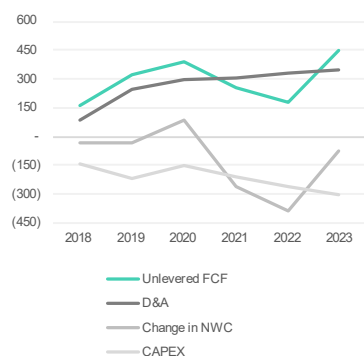


Figure 22: Unlevered FCF Decomposition and Development (in EUR bn). Source: PUMA SE, 2023.

and demand fluctuations.

The D/E ratio rose substantially from -0.07 in FY 17 to 0.65 in FY 23, with net financial debt reaching a peak of EUR 1.68 bn in FY 23 (**Figure 19**). This increase arose primarily due to additional capital requirements for strategic initiatives to enhance PUMA's competitive brand positioning and liquidity preservation, along with the adoption of IFRS 16 in FY 19, which required the capitalization of lease liabilities. Historically, PUMA has maintained solid liquidity, with its current, quick, and cash ratios averaging 1.61, 0.89, and 0.31, respectively, between FY 17 and FY 23, reflecting alignment with its growth-focused strategy. Its aggressive reinvestments and a business model heavily reliant on inventory turnover, tying up cash in working capital, tighten its liquidity position compared to peers.

Aligned with PUMA's liquidity position, the CCC showed a negative development, averaging 74 days between FY 17 and FY 22 and peaking at 87 days in FY 22, as depicted in **Figure 20**. As PUMA's collection period remained constant, this was due to a disparity in growth, with inventory holding periods, the largest industry-wide contributor to CCC, increasing at a 6.64% CAGR, while the payable period grew at a slower 5.12% CAGR, providing limited offsetting effects. Despite collecting cash, on average, 74 days before having to pay its suppliers, PUMA struggled historically to convert inventories into cash, offsetting gains from improved bargaining power and elevating its CCC, justifying its position compared to peers, as depicted in **Figure 21**.

Aligned with solid growth in its income statement and balance sheet, the unlevered FCF presented a strong 21.99% CAGR from FY 17 to FY 23, despite showcasing high volatility. This fluctuation is primarily attributed to the strong positive correlation with NWC investments, particularly inventory levels, as illustrated in **Figure 22**. In FY 23, the unlevered FCF rebounded strongly (186.75% YoY growth), among other things, due to the implementation of a cloud-based purchase order management and payment platform, which effectively reduced excess stock and improved inventory efficiency, demonstrated by a 20.51% YoY decline in PUMA's inventory holding period. In addition, CAPEX increased significantly at a 16.74% CAGR between FY 18 and FY 23, reflecting PUMA's retail expansion, with a temporary reduction due to heightened pandemic-related uncertainty, closely mirroring the development of D&A and explaining their offsetting effect on unlevered FCF.

Stock Performance

Over the last seven years, PUMA's stock price has shown high volatility, ranging from EUR 24.35 to EUR 114.70. The share nearly tripled from EUR 36.30 in FY 17 to EUR 107.50 in FY 21 (**Figure 23**), influenced by a strong post-COVID recovery,

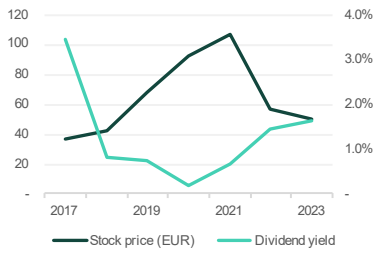


Figure 23: Stock Price and Dividend Yield Development. Source: PUMA SE, 2023.

robust performance, investor optimism, and a 1:10 stock split in June 2019 aimed at attracting retail investors. In the following two years, the share price adjusted to EUR 50.52 in FY 23, reflecting PUMA's overall financial development but still marking a 39.17% increase since FY 17. This growth compares favorably with Adidas (+10.18%) but lags behind Nike (+69.69%). PUMA's dividend yield has moved inversely to its share price, starting at 3.44% in FY 17, dropping to nearly 0.00% in FY 20, and rebounding to 1.62% in FY 23. This yield outperformed Adidas (0.40%) but remained below Nike (1.87%). Despite a rising trend, PUMA's payout ratio was 40.33% in FY 23, compared to Adidas (49.20%) and Nike (42.38%), supporting its focus on strategic reinvestments.

Valuation

Cost of Capital

D/E ratio	0.61
Effective tax rate	25.34%
Risk-free rate	2.06%
Equity beta	1.23
Market risk premium	7.29%
Cost of equity	11.00%
Cost of debt	2.88%
WACC	7.63%

Figure 24: WACC Calculation. Source: Analyst Analysis.

As our cost of capital, we employ the WACC which is computed based on two essential components: cost of equity and cost of debt. To ensure the robustness and reliability of our calculation, we employ multiple approaches to derive the respective inputs. These calculations result in a WACC of 7.63%, with the detailed components listed in **Figure 24** and explained below. The applied D/E ratio of 0.61 in the WACC calculation reflects PUMA's target capital structure. This approach ensures consistency with valuation practices by providing a forward-looking estimate of the cost of capital and avoids distortions caused by short-term market fluctuations, such as changes in stock prices or investor sentiment, offering a more stable and strategic basis for our valuation.

Cost of Equity

We determine the cost of equity using the CAPM. The risk-free rate is derived from Germany's 10-year government bond yield, considered a reliable risk-free proxy, which is estimated at 2.06%. To calculate the MRP, we use the same risk-free rate and incorporate the market return. In line with CAPM assumptions, the MSCI World Index is selected as the benchmark for the market portfolio. Using its 40-year historical average annual return of 9.35% as a proxy for investor returns, we calculate an MRP of 7.29% (Refinitiv, 2024). The final component required for the cost of equity is the equity beta, which we calculate based on of two distinct approaches:

- (I) **Linear regression:** The equity beta is calculated by regressing PUMA's stock returns over the past five years against the returns of the MSCI World Index, resulting in an equity beta of 1.00, which reflects PUMA's market risk.

(II) Comparable betas: The equity beta is determined by unlevering and relevering the average historical beta of comparable companies, resulting in an equity beta of 1.46.

Averaging both results, we receive an equity beta of 1.23, driven upward by the comparable beta's reflection of forward-looking industry risks, peer leverage, and systematic factors not captured in PUMA's historical performance. Combined with the risk-free rate and MRP, this results in a cost of equity of 11.00%.

Cost of Debt

To calculate the cost of debt, we add a default spread to the 2.06% risk-free rate. This default spread is derived using two distinct approaches:

- (I) Comparable Credit Rating:** The default spread is determined using the 10-year CDSs of comparables with a similar credit rating (**Figure 25**), resulting in an average default spread of 0.93% and a cost of debt of 2.99%.
- (II) Synthetic rating:** Using this method, the default spread is calculated based on synthetic ratings. PUMA's interest coverage ratio indicates a rating of AA2/AA implying a 0.70% spread and thus a 2.76% cost of debt (Damodaran, 2024).

Averaging both results leads to a cost of debt of 2.88%.

Discounted Cash Flow (DCF)

A key factor in our investment recommendation is PUMA's valuation, derived from forecasted future cash flows. Given our forecasting assumption of a constant D/E ratio, we selected the DCF method over the APV method as the most appropriate valuation approach. The DCF valuation utilizes unlevered FCF projected through FY 40, discounted to their present value as of 31 December 2025, at a WACC of 7.63%. To capture PUMA's long-term growth beyond the forecast period, we calculate its TV using the Gordon Growth Model. This approach is particularly appropriate as the growth of unlevered FCF stabilizes toward the end of the projection horizon. Accordingly, we apply a TV growth rate of 2.62%, as explained in the forecast section. This rate matches our long-term market growth expectation, justifying our assumption that PUMA's growth will align closely with the market over the long term, as no company can grow faster than the market in perpetuity. Summing the discounted FCF and TV yields PUMA's EV, with each contributing approx. half of the total (**Figure 26**). We then subtract net financial debt and non-controlling interests from the EV to determine the equity value (**Figure 27**), resulting in an implied share price of EUR 64.74.

Company Name	Issuer Rating
Adidas AG	A1
ANTA Sports Products Ltd	AAA
Asics Corp	A+
Columbia Sportswear Co	NR
Li Ning Co Ltd	n/a
Lululemon Athletica Inc	n/a
Nike Inc	A1
On Holding AG	n/a
Skechers USA Inc	BBB
Under Armour Inc	Ba2
VF Corp	Ba1

Figure 25: Comparable Credit Ratings. Source: Refinitiv, 2024.

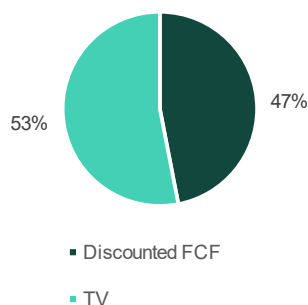


Figure 26: DCF - Enterprise Value Composition. Source: Analyst Analysis.

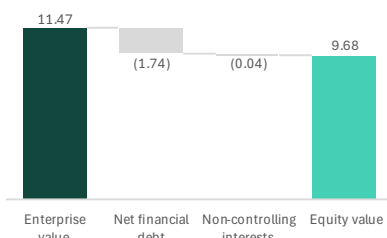


Figure 27: DCF - EV-Equity Bridge (in EUR bn). Source: Analyst Analysis.

Comparable Companies Analysis (CCA)

In addition to cash flow-based valuation, we incorporate trading multiples, selecting a peer group based on industry, geography, product portfolio, revenue streams, and EV. Using industry databases, we initially identified 30 comparable companies and ranked them from 1 (high comparability) to 3 (low comparability). Focusing on those ranked 1 and 2, we narrowed the group to eleven peers. However, for granularity, we decided to further analyze the respective product portfolios in detail, clustering them based on two key factors:

- (I) **Target Use:** We categorized peers based on the target use of their product portfolio, whether it is rather lifestyle-oriented, or performance-driven.
- (II) **Pricing:** We determined the relative price points of peers and categorized each peer on a scale from affordable to premium.

This approach provides a more thorough understanding of the analyzed comparable companies. While some differences exist, sufficient similarities were identified across all eleven peers. Consequently, only those ranked 3 were excluded from the multiple valuation, resulting in a focused and relevant peer group for accurate valuation.

The valuation incorporates metrics such as P/E, EV/Sales, EV/EBITDA, and EV/EBIT multiples, based on NTM projections relative to the valuation date, reflecting forward-looking market expectations and resulting in varied share price estimates (**Figure 28**). The valuation yields a highest estimated share price of EUR 92.78 using EV/Sales, a lowest of EUR 47.53 with EV/EBIT, and fairly similar results of EUR 66.56 and EUR 63.57 using EV/EBITDA and P/E, respectively. These variations reflect differences in peers' scale, market positioning, and business models, driving disparities in profitability, efficiency, and capital structures, which impact value distribution across sales, margins, and earnings. Our estimated share price was computed by taking the median across all peers for the relevant multiples and multiplying it by the corresponding financial figures of PUMA. As a next step, we again adjusted the EV for net debt and non-controlling interests, yielding the equity value. The resulting average share price of EUR 67.61 aligns closely with the DCF valuation, highlighting the robustness of our cash flow projections compared to market estimates. Thus, we determine the average of both valuation models to be our target price (EUR 66.18).

Robustness

Sensitivity Analysis

In our sensitivity analysis we evaluate the impact of changes in key assumptions on the output of our DCF valuation.

EUR m	EV/ Sales	EV/ EBITDA	EV/ EBIT	P/E
25th percentile	54.10	53.09	33.81	41.76
Median	92.78	66.56	47.53	63.57
Average	114.23	76.97	57.39	60.33
75th percentile	162.61	102.60	73.91	73.72

Figure 28: Summary of CCA Results.

Source: Analyst Analysis.

Cost of Equity / D/E	0.31	0.41	0.51	0.61	0.71	0.81	0.91
7.00%	5.8%	5.6%	5.4%	5.2%	5.0%	4.8%	4.7%
8.00%	6.6%	6.3%	6.0%	5.8%	5.6%	5.4%	5.2%
9.00%	7.4%	7.0%	6.7%	6.4%	6.1%	5.9%	5.7%
10.00%	8.1%	7.7%	7.3%	7.0%	6.7%	6.5%	6.2%
11.00%	8.9%	8.4%	8.0%	7.6%	7.3%	7.0%	6.8%
12.00%	9.6%	9.1%	8.7%	8.3%	7.9%	7.6%	7.3%
13.00%	10.4%	9.8%	9.3%	8.9%	8.5%	8.1%	7.8%
14.00%	11.2%	10.5%	10.0%	9.5%	9.1%	8.7%	8.3%
15.00%	11.9%	11.2%	10.6%	10.1%	9.6%	9.2%	8.9%

Figure 29: WACC Sensitivity - Effect of Cost of Equity and D/E Ratio. Source:

Analyst Analysis.

Cost of Debt / D/E	0.31	0.41	0.51	0.61	0.71	0.81	0.91
0.88%	7.9%	7.6%	7.3%	7.1%	6.8%	6.7%	6.5%
1.38%	8.0%	7.7%	7.4%	7.2%	7.0%	6.8%	6.7%
1.88%	8.1%	7.8%	7.6%	7.3%	7.2%	7.0%	6.8%
2.38%	8.2%	7.9%	7.7%	7.5%	7.3%	7.2%	7.0%
2.88%	8.3%	8.0%	7.8%	7.6%	7.5%	7.3%	7.2%
3.38%	8.4%	8.1%	7.9%	7.8%	7.6%	7.5%	7.4%
3.88%	8.4%	8.2%	8.1%	7.9%	7.8%	7.7%	7.6%
4.38%	8.5%	8.4%	8.2%	8.1%	7.9%	7.8%	7.7%
4.88%	8.6%	8.5%	8.3%	8.2%	8.1%	8.0%	7.9%

Figure 30: WACC Sensitivity - Effect of Cost of Debt and D/E Ratio. Source: Analyst Analysis.

WACC / TV Growth	6.13%	6.63%	7.13%	7.63%	8.13%	8.63%	9.13%
1.42%	81.0	71.3	63.2	56.5	50.8	45.9	41.7
1.72%	84.8	74.1	65.4	58.2	52.2	47.0	42.6
2.02%	89.1	77.3	67.9	60.2	53.7	48.3	43.6
2.32%	94.1	81.0	70.7	62.3	55.4	49.6	44.7
2.62%	99.9	85.3	73.8	64.7	57.3	51.1	45.9
2.92%	106.9	90.2	77.5	67.5	59.4	52.8	47.2
3.22%	115.2	95.9	81.6	70.5	61.7	54.6	48.6
3.52%	125.5	102.8	86.5	74.1	64.4	56.6	50.2
3.82%	138.5	111.2	92.2	78.2	67.4	58.9	52.0

Figure 31: Share Price Sensitivity - Effect of WACC and TV Growth Rate. Source: Analyst Analysis.

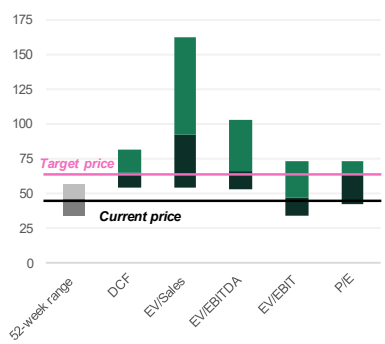


Figure 32: Valuation Football Field (in EUR). Source: Analyst Analysis.

EUR m	DCF	Comps.
Target price	64.74	67.61
Price (13/12/24)	45.75	45.75
Future dividends	0.74	0.74
Return (absolute)	19.73	22.61
Return (relative)	43.1%	49.4%
Recommendation	BUY	BUY

Figure 33: Valuation Summary. Source: Analyst Analysis.

We first assess how changes in cost of equity and the D/E ratio influence the WACC (**Figure 29**). If PUMA were to adjust its capital structure, for example, returning to pre-COVID levels, the WACC would increase to 8.88%, resulting in a share price of EUR 48.38, assuming all else remains constant. Conversely, a similar shift toward a higher D/E ratio would decrease the WACC to 6.77%, implying a share price of EUR 81.77. On the other hand, a 4.0 pp decline in the cost of equity, potentially driven by a reduction in the risk-free rate, would reduce the WACC to 5.15% and increase the share price to EUR 145.56. An equivalent increase in the cost of equity would raise the WACC to 10.11%, lowering the share price to EUR 37.73. Overall, this analysis highlights a WACC range of 4.68% to 11.93% and demonstrates that the WACC is more sensitive to changes in the cost of equity than to variations in the D/E ratio. Analyzing the impact of changes in the cost of debt and the D/E ratio on the WACC reveals that an increase in the cost of debt would also raise the WACC, though to a much lesser extent. As shown in **Figure 30**, the resulting range for the WACC in this scenario is narrower, spanning from 6.48% to 8.62%.

Finally, we examine the effect of changes in WACC and TV growth on PUMA's share price (**Figure 31**). A decrease of 1.5 pp in the WACC would raise PUMA's share price to EUR 99.94, assuming all else remains constant, while an equivalent increase would lower the share price to EUR 45.89. However, an increase in the TV growth rate beyond the assumed value would not be reasonable, as it would imply PUMA outgrowing the market in perpetuity. Disregarding this limitation, the analysis yields a share price range of EUR 41.68 to EUR 138.47. Consistent with the previously discussed sensitivities, it becomes clear that PUMA's share price is more sensitive to changes in WACC than to variations in TV growth, highlighting WACC as a key driver of the DCF valuation.

Recommendation

Based on our analysis, we set a target price of EUR 66.18 for PUMA SE by 31 December 2025. Including an expected dividend of EUR 0.74 (assuming a constant payout ratio), this represents a relative return of 46.27% compared to the current share price of EUR 45.75 (as of 13/12/2024) (**Figures 32 & 33**). PUMA is poised to benefit from an improving macroeconomic environment, with declining inflation and interest rates expected to boost disposable income and demand. Leveraging lessons from past challenges, its refreshed branding strategy, strong athleisure positioning, and broadening product portfolio enhance its competitive edge, positioning it to drive future growth and reinforce its market presence.

For these reasons, we issue a **BUY** recommendation for the stock.

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Appendix

Financial Statements

Income Statement

	units	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Expected	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	LT	LT	LT	LT	LT	LT	LT	LT
X Core																									
Sales	€m	4,135.8	4,648.3	5,502.3	5,234.4	6,805.4	6,465.2	8,601.7	8,694.2	9,105.4	9,514.4	9,919.6	10,353.8	10,805.5	11,276.7	11,768.4	12,281.3	12,762.7	13,207.0	13,608.8	13,962.9	14,326.2	14,699.0	15,081.4	15,473.9
Footwear	€m	1,974.5	2,184.7	2,552.5	2,367.6	3,163.6	4,317.9	4,583.4	4,663.4	4,889.5	5,115.1	5,340.4	5,590.7	5,852.0	6,125.3	6,411.2	6,710.2	6,988.7	7,242.6	7,468.4	7,662.8	7,862.1	8,066.7	8,276.6	8,492.0
Apparel	€m	1,441.4	1,657.5	2,065.7	1,974.1	2,517.3	2,896.3	2,763.3	2,608.7	2,934.5	3,039.2	3,183.9	3,311.5	3,443.6	3,580.9	3,723.7	3,872.1	4,012.9	4,145.0	4,267.2	4,378.2	4,492.1	4,609.0	4,728.9	4,852.0
Accessories	€m	719.9	776.1	881.1	892.7	1,124.5	1,251.0	1,255.3	1,222.0	1,281.3	1,340.1	1,393.3	1,451.6	1,509.9	1,570.5	1,633.6	1,699.1	1,761.2	1,819.4	1,873.2	1,921.9	1,971.9	2,023.2	2,075.9	2,129.9
Cost of sales	€m	(2,181.5)	(2,399.0)	(2,815.8)	(2,776.4)	(3,547.6)	(4,562.3)	(4,615.1)	(4,588.0)	(4,846.1)	(5,063.1)	(5,275.4)	(5,499.8)	(5,735.0)	(5,979.4)	(6,234.2)	(6,499.7)	(6,754.7)	(6,990.0)	(7,202.7)	(7,390.1)	(7,582.4)	(7,779.7)	(7,982.2)	(8,189.9)
Core gross profit	€m	1,954.3	2,249.3	2,686.5	2,458.0	3,257.8	3,902.9	3,986.6	4,106.2	4,259.3	4,451.3	4,644.2	4,854.0	5,070.4	5,297.3	5,534.2	5,781.6	6,008.0	6,217.0	6,406.0	6,572.7	6,743.8	6,919.2	7,099.3	7,284.0
Royalty and commission income	€m	15.8	16.3	25.1	16.1	23.9	33.8	38.6	33.3	35.0	36.6	38.2	39.9	41.6	43.4	45.3	47.3	49.1	50.8	52.4	53.7	55.1	56.6	58.1	59.6
Other operating expenses	€m	(1,725.9)	(1,949.5)	(2,275.5)	(2,265.3)	(2,727.1)	(3,296.1)	(3,421.4)	(3,475.3)	(3,668.6)	(3,841.6)	(4,002.8)	(4,172.5)	(4,354.1)	(4,547.2)	(4,745.1)	(4,951.6)	(5,108.9)	(5,266.8)	(5,447.6)	(5,589.3)	(5,734.8)	(5,884.0)	(6,037.1)	(6,194.2)
Sales and distribution expenses	€m	(1,320.4)	(1,523.6)	(1,821.2)	(1,794.0)	(2,207.4)	(2,677.2)	(2,799.0)	(2,799.4)	(2,958.9)	(3,097.5)	(3,224.4)	(3,357.3)	(3,500.2)	(3,652.9)	(3,808.3)	(3,970.3)	(4,089.1)	(4,231.5)	(4,380.2)	(4,473.7)	(4,590.1)	(4,705.9)	(4,832.0)	(4,957.8)
Product management/merchandising	€m	(45.1)	(43.8)	(52.6)	(46.0)	(52.8)	(70.9)	(82.8)	(88.0)	(88.0)	(94.4)	(101.1)	(108.1)	(115.6)	(123.7)	(132.3)	(141.5)	(151.4)	(157.3)	(162.8)	(167.7)	(172.1)	(176.6)	(181.2)	(185.9)
Research and development	€m	(53.4)	(54.0)	(61.7)	(56.6)	(61.7)	(82.2)	(89.0)	(103.8)	(108.5)	(113.4)	(118.2)	(123.4)	(128.7)	(134.4)	(140.2)	(146.3)	(152.1)	(157.3)	(162.1)	(166.4)	(170.7)	(175.1)	(179.7)	(184.4)
Administrative and general expenses	€m	(307.0)	(328.1)	(340.0)	(368.7)	(405.2)	(465.8)	(450.0)	(483.0)	(506.8)	(529.6)	(552.1)	(576.3)	(601.5)	(627.7)	(655.1)	(683.3)	(710.4)	(735.1)	(757.5)	(777.2)	(797.4)	(818.2)	(839.5)	(861.3)
Core result before taxes (EBT)	€m	244.2	316.1	426.1	208.8	554.6	640.6	603.7	634.8	625.7	646.4	679.6	721.3	757.9	793.5	834.4	877.3	948.3	911.1	1,010.9	1,077.2	1,164.1	1,251.8	1,340.1	1,429.4
Statutory taxes	€m	(66.5)	(86.0)	(116.7)	(56.8)	(151.0)	(174.4)	(164.3)	(180.9)	(170.3)	(175.9)	(185.0)	(196.3)	(206.3)	(216.0)	(227.1)	(238.8)	(258.1)	(267.1)	(275.2)	(282.3)	(289.7)	(297.2)	(304.9)	(312.9)
Tax adjustments	€m	(6.7)	6.0	15.3	12.2	17.7	17.2	17.7	11.6	11.6	12.4	13.2	14.1	14.8	15.5	16.3	17.1	18.6	19.2	19.8	20.4	20.9	21.4	22.0	22.6
Other comprehensive income	€m	(114.9)	(11.7)	1.9	(138.9)	43.8	68.5	(87.6)	12.6	13.2	13.8	14.4	15.0	15.6	16.3	17.0	17.8	18.5	19.1	19.7	20.2	20.7	21.3	21.8	22.4
Core result	€m	87.1	224.4	334.6	25.3	465.1	551.9	369.8	507.9	480.2	496.6	522.2	554.0	582.1	609.3	640.6	673.4	727.2	752.4	775.2	795.4	816.1	837.4	859.2	881.5
X Non-core																									
Other operating income	€m	0.3	21.1	4.2	0.4	2.6	0.1	17.8	7.1	7.5	7.8	8.1	8.5	8.9	9.3	9.7	10.1	10.5	10.8	11.2	11.5	11.8	12.1	12.4	12.7
Result from associated companies	€m	1.6	(1.5)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial income	€m	6.3	7.6	18.7	27.0	18.0	47.1	74.5	33.3	34.8	36.4	37.9	39.6	41.3	43.1	45.0	47.0	48.8	50.5	52.1	53.4	54.8	56.2	57.7	59.2
Financial expenses	€m	(10.5)	(18.3)	(4.2)	(38.4)	(36.7)	(113.9)	(155.3)	(77.7)	(38.8)	(19.4)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)
Non-core result before taxes (EBT)	€m	(2.3)	8.9	18.7	(11.0)	(16.1)	(66.7)	(62.6)	(37.3)	3.5	24.8	36.4	38.4	40.5	42.7	45.0	47.4	49.6	51.7	53.5	55.2	56.9	58.6	60.4	62.2
Statutory taxes	€m	0.6	(2.4)	(5.1)	3.0	4.4	18.2	17.0	10.1	(0.9)	(6.7)	(9.9)	(10.5)	(11.0)	(11.6)	(12.2)	(12.8)	(13.5)	(14.1)	(14.6)	(15.0)	(15.5)	(15.9)	(16.4)	(16.9)
Tax adjustments	€m	5.3	(4.2)	(10.3)	(7.2)	(8.7)	5.6	(5.3)	(1.0)	(1.0)	(1.0)	(1.1)	(1.2)	(1.2)	(1.3)	(1.4)	(1.4)	(1.5)	(1.5)	(1.6)	(1.7)	(1.7)	(1.8)	(1.8)	(1.9)
Other comprehensive income	€m	(94.4)	87.7	(43.6)	(97.6)	(53.6)	(60.3)	(19.3)	(47.2)	(44.5)	(46.5)	(48.5)	(50.6)	(52.8)	(55.2)	(57.6)	(60.1)	(62.4)	(64.6)	(66.6)	(68.3)	(70.1)	(71.9)	(73.8)	(75.7)
Non-core result	€m	(90.8)	90.0	(40.3)	(112.8)	(143.2)	(103.2)	(70.2)	(44.8)	(46.1)	(63.5)	(73.9)	(77.4)	(81.1)	(84.9)	(88.9)	(93.1)	(97.0)	100.6	103.9	106.7	109.7	112.7	115.9	119.1
X Financial																									
Financial income	€m	4.1	4.0	7.2	8.4	11.9	32.3	37.8	18.1	19.0	19.8	20.7	21.6	22.5	23.5	24.5	25.6	26.6	27.5	28.4	29.1	29.8	30.6	31.4	32.2
Financial expenses	€m	(14.9)	(15.7)	(44.3)	(43.9)	(44.9)	(64.4)	(100.8)	(79.7)	(84.5)	(88.3)	(92.5)	(96.8)	(101.3)	(106.0)	(110.9)	(116.0)	(119.9)	(123.9)	(127.5)	(130.8)	(134.2)	(137.7)	(141.3)	(144.9)
Financial result before taxes	€m	(10.8)	(11.7)	(37.1)	(35.5)	(33.0)	(32.1)	(63.0)	(61.6)	(65.5)	(68.5)	(71.8)	(75.2)	(78.8)	(82.5)	(86.4)	(90.4)	(93.3)	(96.4)	(99.1)	(101.7)	(104.4)	(107.1)	(109.9)	(112.7)
Statutory taxes	€m	2.9	3.2	10.1	9.7	9.0	6.0	17.1	16.8	17.8	18.6	19.5	20.5	21.5	22.5	23.5	24.5	25.4	26.2	27.0	27.7	28.4	29.1	29.8	30.7
Financial result	€m	(7.9)	(8.5)	(27.0)	(25.8)	(24.0)	(16.1)	(45.9)	(44.8)	(47.7)	(49.9)	(52.2)	(54.8)	(57.4)	(60.1)	(62.9)	(65.8)	(67.9)	(70.2)	(72.1)	(74.0)	(76.0)	(77.9)	(79.9)	(82.0)
X Consolidated																									
Sales	€m	4,135.8	4,648.3	5,502.3	5,234.4	6,805.4	6,465.2	8,601.7	8,694.2	9,105.4	9,514.4	9,919.6	10,353.8	10,805.5	11,276.7	11,768.4	12,281.3	12,762.7	13,207.0	13,608.8	13,962.9	14,326.2	14,699.0	15,081.4	15,473.9
Cost of sales	€m	(2,181.5)	(2,399.0)	(2,815.8)	(2,776.4)	(3,547.6)	(4,562.3)	(4,588.0)	(4,588.0)	(4,846.1)	(5,063.1)	(5,275.4)	(5,499.8)	(5,735.0)	(5,979.4)	(6,234.2)	(6,499.7)	(6,754.7)	(6,990.0)	(7,202.7)	(7,390.1)	(7,582.4)	(7,779.7)	(7,982.2)	(8,189.9)
Gross profit	€m	1,954.3	2,249.3	2,686.5	2,458.0	3,257.8	3,902.9	3,986.6	4,106.2	4,259.3	4,451.3	4,644.2	4,854.0	5,070.4	5,297.3	5,534.2	5,781.6	6,008.0	6,217.0	6,406.0	6,572.7	6,743.8	6,919.2	7,099.3	7,284.0
Royalty and commission income	€m	15.8	16.3	25.1	16.1	23.9	33.8	38.6	33.3	35.0	36.6	38.2	39.9	41.6	43.4	45.3	47.3	49.1	50.8	52.4	53.7	55.1	56.6	58.1	59.6
Other operating income	€m	0.3	21.1	4.2	0.4	2.6	0.1	17.8	7.1	7.5	7.8	8.1	8.5	8.9	9.3	9.7	10.1	10.5	10.8	11.2	11.5	11.8	12.1	12.4	12.7
Operating income (EBIT)	€m	1,725.9	(1,949.5)	(2,275.5)	(2,265.3)	(2,727.1)	(3,296.1)	(3,421.4)	(3,475.3)	(3,668.6)	(3,841.6)	(4,002.8)	(4,172.5)	(4,354.1)	(4,547.2)	(4,745.1)	(4,951.6)	(5,108.9)	(5,266.8)	(5,447.6)	(5,589.3)	(5,734.8)	(5,884.0)	(6,037.1)	(6,194.2)
Financial result	€m	(13.4)	(23.9)	(22.6)	(46.8)	(51.7)	(88.9)	(143.8)	(106.0)	(69.5)	(51.5)	(43.5)	(47.2)	(49.1)	(51.1)	(53.3)	(54.2)	(55.6)	(56.6)	(58.0)	(59.3)	(60.6)	(61.9)	(63.2)	(64.5)
Earnings before taxes (EBT)	€m	231.1	313.3	417.7	162.3	505.5	551.8	478.1	565.7	563.6	602.7	644.2	684.4	719.6	753.6	793.0	834.2	904.5	936.3	965.3	990.6	1,016.6	1,043.4	1,070.8	1,098.9
Taxes	€m	(63.3)	(83.5)	(108.7)	(39.2)	(128.6)	(127.4)	(117.7)	(143.3)	(142.8)	(152.7)	(163.2)	(173.4)	(182.3)	(190.9)	(200.9)	(211.4)	(229.2)	(237.2)	(244.6)	(251.0)	(257.6)	(264.3)	(271.3)	(278.4)
Consolidated net income for the year	€m	167.8	229.8	309.0	123.1	376.9	424.4	360.4	422.4	420.8	450.0	481.0	511.0	537.3	562.7	592.1									

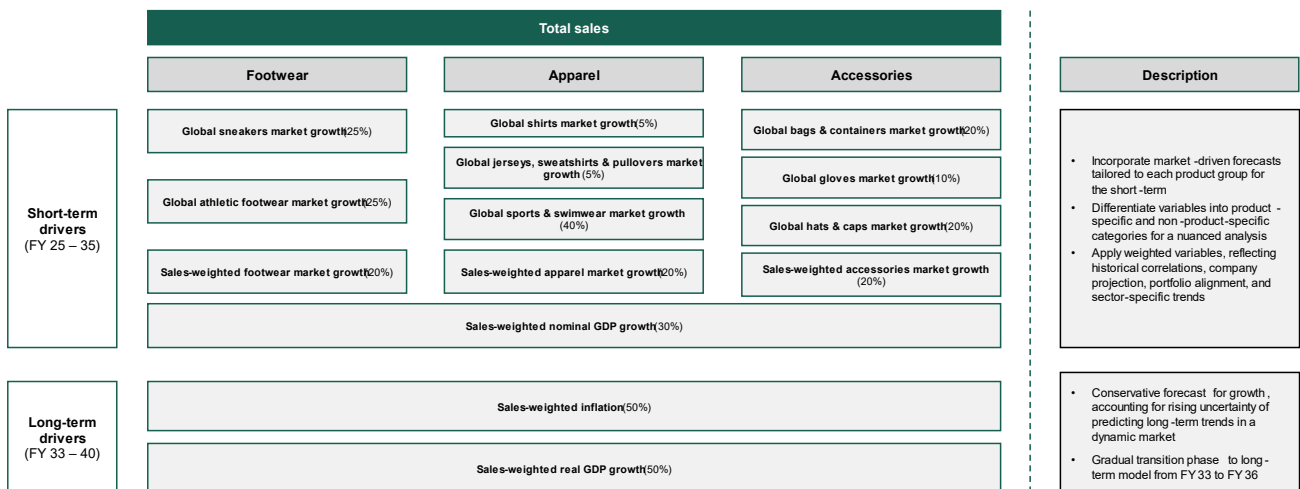
Balance Sheet

	units	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040			
		Actual	Actual	Actual	Actual	Actual	Actual	Expected	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	LT	LT	LT	LT	LT	LT	LT	LT			
x Core																												
Core assets																												
Operating cash	€m	206.8	232.4	275.1	261.7	340.3	423.3	430.3	434.7	456.3	475.7	496.0	517.7	540.3	563.8	588.4	614.1	638.1	660.4	680.4	698.1	716.3	734.9	754.1	773.7			
Inventories	€m	778.4	915.3	1,110.1	1,137.9	1,492.3	2,245.1	1,804.4	1,835.5	1,949.4	2,055.1	2,163.2	2,278.8	2,401.8	2,532.0	2,670.3	2,817.1	2,925.7	3,025.9	3,116.5	3,196.3	3,278.3	3,362.3	3,448.5	3,537.0			
Trade receivables	€m	503.7	553.7	611.7	621.0	848.0	1,064.9	1,184.4	1,144.0	1,212.5	1,282.1	1,352.7	1,428.9	1,509.1	1,593.8	1,683.2	1,777.7	1,847.3	1,911.7	1,969.8	2,021.1	2,073.6	2,127.6	2,183.0	2,239.8			
Income tax receivables	€m	26.8	33.9	34.2	21.3	37.8	54.0	90.1	64.1	67.1	70.1	73.1	76.3	79.6	83.1	86.7	90.5	94.0	97.3	100.3	102.9	105.6	108.3	111.1	114.0			
Other current assets	€m	54.1	115.2	130.5	124.0	208.9	236.0	270.4	259.5	271.8	284.0	296.1	309.1	322.6	336.6	351.3	366.6	381.0	394.3	406.3	416.8	427.7	438.8	450.2	461.9			
Core current assets	€m	1,609.8	1,850.5	2,161.6	2,165.9	2,913.3	4,023.3	3,713.4	3,737.8	3,956.0	4,167.1	4,381.2	4,610.8	4,853.3	5,109.4	5,380.0	5,668.0	5,888.3	6,089.5	6,273.3	6,435.3	6,601.4	6,771.9	6,946.9	7,126.4			
Deferred tax assets	€m	207.9	207.6	237.7	277.5	279.9	295.0	296.1	271.9	331.0	329.7	352.6	376.9	400.4	421.0	440.9	463.9	488.0	529.2	547.8	564.7	579.5	594.8	610.4	626.4			
Property, plant and equipment	€m	260.1	294.7	394.8	406.9	472.4	592.3	685.7	722.4	761.2	801.0	841.6	883.0	925.4	968.8	1,013.3	1,058.7	1,106.6	1,154.9	1,205.4	1,257.1	1,310.1	1,364.6	1,420.4	1,477.8			
Right-of-use assets	€m	-	-	719.0	877.6	940.5	1,111.3	1,067.7	1,120.8	1,145.2	1,160.5	1,166.0	1,170.7	1,174.6	1,179.8	1,184.1	1,188.3	1,192.3	1,196.3	1,199.5	1,202.8	1,206.1	1,209.4	1,212.7	1,216.0	1,219.3		
Intangible assets	€m	412.9	437.5	454.6	443.5	471.9	506.5	530.8	557.8	585.3	613.1	641.0	669.3	697.8	726.6	755.7	785.1	815.6	847.2	879.8	913.2	947.5	982.6	1,018.7	1,055.7			
Other non-current assets	€m	19.9	9.4	19.3	6.8	9.1	8.2	25.7	97.5	19.2	17.4	17.7	18.5	19.3	20.1	21.0	21.8	22.8	23.6	24.3	24.9	25.6	26.2	26.8	27.4			
Core non-current assets	€m	900.7	949.2	1,825.4	2,012.3	2,173.8	2,513.9	2,625.8	2,688.3	2,838.9	2,921.3	3,018.9	3,118.4	3,217.5	3,314.2	3,410.6	3,510.7	3,614.8	3,738.6	3,842.2	3,946.3	4,050.6	4,157.6	4,267.4	4,380.0			
Core liabilities																												
Trade payables	€m	(846.1)	(705.3)	(843.7)	(841.5)	(1,176.4)	(1,734.0)	(1,499.8)	(1,480.5)	(1,552.7)	(1,610.8)	(1,666.5)	(1,725.1)	(1,786.2)	(1,849.1)	(1,914.3)	(1,981.7)	(2,059.5)	(2,131.2)	(2,196.1)	(2,253.2)	(2,311.9)	(2,372.0)	(2,433.8)	(2,497.3)			
Income tax liabilities	€m	(54.7)	(88.0)	(88.9)	(89.2)	(85.7)	(86.6)	(85.8)	(84.7)	(83.0)	(82.6)	(82.0)	(81.4)	(80.8)	(80.2)	(79.6)	(79.0)	(78.4)	(77.8)	(77.2)	(76.6)	(76.0)	(75.4)	(74.8)	(74.2)			
Other current provisions	€m	(86.2)	(39.6)	(24.5)	(24.7)	(30.4)	(28.0)	(15.8)	(18.3)	(19.1)	(20.0)	(20.9)	(21.8)	(22.7)	(23.7)	(24.7)	(25.8)	(26.8)	(27.8)	(28.8)	(29.4)	(30.1)	(30.9)	(31.7)	(32.5)			
Other current liabilities	€m	(145.5)	(304.6)	(376.0)	(377.8)	(549.0)	(618.9)	(410.4)	(498.7)	(522.3)	(545.8)	(569.0)	(593.9)	(619.8)	(646.8)	(675.0)	(704.5)	(732.1)	(757.6)	(780.9)	(800.9)	(821.8)	(843.1)	(865.1)	(887.6)			
Core current liabilities	€m	(932.5)	(1,117.9)	(1,333.1)	(1,433.2)	(1,841.5)	(2,468.6)	(2,088.4)	(2,082.1)	(2,182.8)	(2,269.2)	(2,352.9)	(2,441.6)	(2,533.9)	(2,629.6)	(2,728.7)	(2,831.6)	(2,947.7)	(3,065.2)	(3,178.3)	(3,291.5)	(3,403.2)	(3,515.7)	(3,629.2)	(3,743.7)	(3,859.2)		
Deferred tax liabilities	€m	(17.6)	(47.7)	(53.0)	(40.6)	(48.8)	(42.0)	(124.7)	(23.8)	(30.4)	(30.3)	(32.4)	(34.6)	(36.8)	(39.0)	(41.2)	(43.6)	(46.0)	(48.4)	(50.9)	(51.8)	(53.2)	(54.6)	(56.0)	(57.5)			
Pension provisions	€m	(29.7)	(28.9)	(34.1)	(38.2)	(19.9)	(22.4)	(22.8)	(22.9)	(24.0)	(25.0)	(26.1)	(27.2)	(28.4)	(29.7)	(31.0)	(32.3)	(33.6)	(34.9)	(36.3)	(37.7)	(39.1)	(40.5)	(41.9)	(43.3)			
Other non-current provisions	€m	(34.6)	(26.3)	(32.4)	(29.2)	(27.8)	(15.4)	(13.4)	(14.7)	(15.4)	(16.1)	(16.7)	(17.5)	(18.2)	(19.0)	(19.8)	(20.7)	(21.6)	(22.3)	(23.0)	(23.6)	(24.2)	(24.8)	(25.5)	(26.1)			
Other non-current liabilities	€m	(3.0)	(2.9)	(4.4)	(0.7)	(1.5)	(1.4)	(1.5)	(1.5)	(1.5)	(1.6)	(1.7)	(1.7)	(1.8)	(1.9)	(2.0)	(2.1)	(2.1)	(2.2)	(2.3)	(2.3)	(2.4)	(2.5)	(2.5)	(2.6)			
Core non-current liabilities	€m	(104.9)	(105.8)	(123.9)	(108.7)	(110.0)	(81.2)	(49.8)	(64.0)	(71.2)	(73.0)	(76.9)	(81.1)	(85.2)	(89.2)	(93.3)	(97.7)	(102.1)	(107.8)	(113.3)	(114.5)	(117.5)	(120.6)	(123.7)	(126.9)			
Core business invested capital	€m	1,473.1	1,576.4	2,539.0	2,636.3	3,141.6	3,987.4	4,201.3	4,280.0	4,540.9	4,746.3	4,970.3	5,206.5	5,451.7	5,704.8	5,968.7	6,247.4	6,458.3	6,675.1	6,866.6	7,047.6	7,231.5	7,419.8	7,613.2	7,811.6			
x Non-core																												
Non-core assets																												
Investments in associates	€m	16.6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Non-core non-current assets	€m	16.6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Non-core liabilities																												
Other current provisions	€m	-	(10.3)	(10.6)	(17.5)	(22.2)	(11.7)	(19.5)	(20.4)	(21.4)	(22.3)	(23.2)	(24.3)	(25.3)	(26.4)	(27.6)	(28.7)	(29.7)	(30.6)	(31.3)	(32.2)	(33.0)	(33.9)	(34.7)	(35.6)			
Non-core current liabilities	€m	-	(10.3)	(10.6)	(17.5)	(22.2)	(11.7)	(19.5)	(20.4)	(21.4)	(22.3)	(23.2)	(24.3)	(25.3)	(26.4)	(27.6)	(28.7)	(29.7)	(30.6)	(31.3)	(32.2)	(33.0)	(33.9)	(34.7)	(35.6)			
Other non-current provisions	€m	-	(10.7)	(9.7)	(10.1)	(14.1)	(13.9)	(13.7)	(14.4)	(15.0)	(15.7)	(16.3)	(17.1)	(17.8)	(18.6)	(19.4)	(20.1)	(20.9)	(21.5)	(22.0)	(22.6)	(23.2)	(23.8)	(24.4)				
Liabilities from acquisitions	€m	(4.8)	(3.3)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Non-core non-current liabilities	€m	(4.8)	(3.3)	-	-	-	-	-	(13.7)	(14.4)	(15.0)	(15.7)	(16.3)	(17.1)	(17.8)	(18.6)	(19.4)	(20.1)	(20.9)	(21.5)	(22.0)	(22.6)	(23.2)	(23.8)	(24.4)			
Non-core business invested capital	€m	11.8	(3.3)	(10.2)	(20.3)	(27.6)	(86.3)	(25.8)	(33.2)	(34.8)	(36.4)	(37.9)	(39.6)	(41.3)	(43.1)	(45.0)	(47.0)	(48.8)	(50.5)	(52.0)	(53.4)	(54.8)	(56.2)	(57.7)	(59.2)			
Total business invested capital	€m	1,484.9	1,573.1	2,509.0	2,616.0	3,114.0	3,951.1	4,175.7	4,246.8	4,506.1	4,709.9	4,932.4	5,166.9	5,410.4	5,661.7	5,923.7	6,200.4	6,407.5	6,624.6	6,814.3	6,994.2	7,176.5	7,363.6	7,555.5	7,752.4			
x Financial																												
Financial assets																												
Excess cash	€m	208.2	231.3	243.0	394.2	417.2	39.8	122.8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Other current financial assets	€m	65.7	111.2	76.6	52.9	153.4	137.4	94.5	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4			
Financial current assets	€m	273.9	342.5	319.6	447.1	570.6	177.2	217.3	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4			
Other non-current financial assets	€m	51.7	65.4	71.5	58.8	64.6	58.4	83.6	76.7	79.2	82.8	86.3	90.1	94.0	98.1	102.4	106.9	111.1	114.9	118.4	121.5	124.7	127.9	131.3	134.7			
Financial non-current assets	€m	51.7	65.4	71.5	58.8	64.6	58.4	83.6	76.7	79.2	82.8	86.3	90.1	94.0	98.1	102.4	106.9	11										

Financial Analysis

	units	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Expected	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	LT	LT	LT	LT	LT	LT	LT	LT	
Margin analysis																										
Gross margin	%	47.25%	48.39%	48.83%	46.96%	47.87%	46.11%	46.35%	47.23%	46.78%	46.79%	46.82%	46.88%	46.92%	46.98%	47.03%	47.08%	47.07%	47.07%	47.07%	47.07%	47.07%	47.07%	47.07%	47.07%	47.07%
EBITDA margin	%	7.61%	9.02%	12.45%	9.51%	12.58%	11.50%	11.31%	11.61%	10.78%	10.66%	10.67%	10.84%	10.93%	11.00%	11.10%	11.20%	11.48%	11.48%	11.48%	11.48%	11.48%	11.48%	11.48%	11.48%	
EBIT margin	%	5.91%	7.25%	8.00%	4.00%	8.19%	7.57%	7.23%	7.73%	6.95%	6.88%	6.93%	7.05%	7.10%	7.12%	7.17%	7.23%	7.51%	7.51%	7.51%	7.51%	7.51%	7.51%	7.51%	7.51%	
Net profit margin	%	3.28%	4.03%	4.77%	1.51%	4.55%	4.18%	3.54%	4.27%	4.06%	4.19%	4.33%	4.44%	4.50%	4.53%	4.60%	4.65%	4.89%	4.90%	4.92%	4.93%	4.94%	4.95%	4.96%	4.97%	
Return on invested capital (ROIC) analysis																										
Return on invested capital (ROIC)	%		12.62%	16.68%	3.15%	11.84%	11.35%	7.71%	8.89%	8.70%	8.85%	9.12%	9.32%	9.41%	9.45%	9.55%	9.65%	10.06%	10.11%	10.10%	10.10%	10.12%	10.14%	10.16%	10.18%	
Operational margin	%	4.30%							5.21%	5.06%	5.00%	5.05%	5.13%	5.16%	5.18%	5.22%	5.26%	5.47%	5.47%	5.47%	5.47%	5.47%	5.47%	5.47%	5.47%	
Asset turnover	x	3.13	3.50	2.09	2.60	2.72	2.16	2.08	2.08	2.14	2.11	2.11	2.10	2.09	2.08	2.08	2.07	2.06	2.06	2.05	2.05	2.05	2.05	2.05	2.05	
Core ROIC	%	15.23%	21.22%	1.00%	17.64%	17.57%	9.27%	12.09%	11.22%	10.94%	11.00%	11.15%	11.18%	11.18%	11.23%	11.28%	11.64%	11.65%	11.61%	11.58%	11.58%	11.58%	11.58%	11.58%	11.58%	
Core operational margin	%	1.38%	4.83%	6.08%	0.48%	6.83%	6.52%	4.30%	5.84%	5.27%	5.22%	5.26%	5.35%	5.39%	5.40%	5.44%	5.48%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	
Core asset turnover	x	3.16	3.49	2.07	2.58	2.69	2.16	2.07	2.07	2.13	2.10	2.09	2.08	2.08	2.07	2.06	2.06	2.04	2.05	2.04	2.03	2.03	2.03	2.03	2.03	
Non-core ROIC	%	763%	1,221%	537%	(705%)	374%	193%	(56%)	(139%)	(183%)	(203%)	(204%)	(205%)	(206%)	(207%)	(206%)	(206%)	(206%)	(206%)	(205%)	(205%)	(206%)	(206%)	(206%)	(206%)	
Non-core operational margin	%	(2.19%)	1.94%	(0.73%)	(2.16%)	2.10%	(1.22%)	(0.82%)	0.17%	0.51%	0.67%	0.74%	0.75%	0.75%	0.75%	0.76%	0.76%	7.92%	7.92%	7.89%	7.86%	7.86%	7.86%	7.86%	7.86%	
Non-core asset turnover	x	393.92	(1,667.36)	(249.26)	(335.24)	(306.71)	(236.96)	(339.62)	(273.88)	(273.26)	(272.65)	(272.96)	(272.92)	(272.92)	(272.92)	(272.91)	(271.77)	(270.62)	(269.47)	(268.32)	(268.32)	(268.32)	(268.32)	(268.32)	(268.32)	
RONIC	%	109.53%	(18.01%)	240.34%	12.47%	(3.15%)	17.03%	(39.86%)	6.11%	12.27%	14.00%	11.69%	10.91%	12.17%	12.24%	19.19%	11.86%	10.25%	10.36%	11.21%	11.36%	11.35%	11.35%	11.35%		
Return on assets (ROA)	%	6.57%	8.18%	1.80%	6.61%	6.17%	4.50%	5.59%	5.60%	5.72%	5.91%	6.06%	6.14%	6.19%	6.27%	6.36%	6.65%	6.67%	6.67%	6.66%	6.68%	6.69%	6.71%	6.72%		
Core ROA	%	8.94%	11.95%	0.63%	11.13%	10.84%	5.65%	8.01%	7.47%	7.31%	7.37%	7.49%	7.53%	7.55%	7.60%	7.66%	7.92%	7.92%	7.89%	7.86%	7.86%	7.86%	7.86%	7.86%		
Non-core ROA	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
Du Pont analysis (Return on Equity)																										
Return on equity (ROE)	%	8.18%	10.88%	13.66%	4.47%	13.59%	13.92%	11.80%	13.86%	13.01%	13.43%	13.82%	14.12%	14.25%	14.33%	14.49%	14.63%	15.45%	15.52%	15.59%	15.61%	15.65%	15.68%	15.71%	15.74%	
Net profit margin (profitability)	%	3.28%	4.03%	4.77%	1.51%	4.55%	4.18%	3.54%	4.27%	4.06%	4.19%	4.33%	4.44%	4.50%	4.53%	4.60%	4.65%	4.89%	4.90%	4.92%	4.93%	4.94%	4.95%	4.96%	4.97%	
Asset turnover (efficiency)	x	1.45	1.45	1.28	1.12	1.19	1.25	1.30	1.30	1.31	1.31	1.31	1.31	1.31	1.31	1.31	1.31	1.31	1.32	1.32	1.32	1.32	1.32	1.32	1.32	
Equity multiplier (leverage)	x	1.72	1.86	2.28	2.66	2.51	2.67	2.57	2.46	2.45	2.45	2.44	2.43	2.42	2.42	2.41	2.40	2.40	2.40	2.41	2.40	2.40	2.40	2.40	2.40	
Change in retained earnings	€m	(51.2)	135.1	187.6	55.0	202.0	230.7	181.1	259.3	258.7	279.1	300.8	321.8	340.2	358.0	378.5	400.1	436.8	453.5	468.6	481.8	495.4	509.4	523.7	538.4	
Value creation																										
WACC	%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	
Overall Annual Value Creation	€m	n/a	4.99%	9.05%	(4.49%)	4.21%	3.72%	0.08%	1.26%	1.07%	1.22%	1.49%	1.69%	1.77%	1.82%	1.92%	2.02%	2.43%	2.48%	2.47%	2.47%	2.49%	2.51%	2.53%	2.55%	
Overall Annual Value Creation	€m	n/a	9.4	23.7	(3.5)	13.0	13.2	0.2	4.7	4.0	4.8	6.4	7.8	8.6	9.3	10.4	11.5	15.2	16.1	16.6	17.0	17.6	18.3	18.9	19.6	
Activity ratios																										
Average holding period	in days	130.2	139.3	143.9	149.6	153.5	179.6	142.7	146.0	146.8	148.2	149.7	151.2	152.9	154.6	156.3	158.2	158.1	158.0	157.9	157.9	157.8	157.7	157.7	157.6	
Average collection period	in days	44.5	43.5	40.6	43.3	45.5	45.9	47.7	48.1	48.6	49.2	49.8	50.4	51.0	51.6	52.2	52.8	52.8	52.8	52.8	52.8	52.8	52.8	52.8	52.8	
Average payable period	in days	108.1	107.3	109.4	123.8	121.0	138.8	118.6	117.8	116.9	116.1	115.3	114.5	113.7	112.9	112.1	111.3	111.3	111.3	111.3	111.3	111.3	111.3	111.3	111.3	
Cash conversion cycle	in days	66.6	75.4	75.1	69.1	78.0	86.7	71.5	76.3	78.5	81.2	84.1	87.1	90.2	93.3	96.5	99.7	99.6	99.6	99.5	99.4	99.4	99.3	99.2	99.2	
Liquidity analysis																										
Current ratio	x	1.78	1.83	1.59	1.40	1.61	1.48	1.55	1.55	1.56	1.58	1.60	1.62	1.64	1.66	1.68	1.70	1.70	1.70	1.70	1.70	1.70	1.69	1.69	1.69	
Quick ratio	x	1.05	1.07	0.88	0.79	0.92	0.69	0.84	0.84	0.81	0.82	0.83	0.84	0.85	0.86	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.86	0.86	
Cash ratio	x	0.39	0.39	0.33	0.35	0.35	0.16	0.22	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	
Solvency analysis																										
Solvency ratio	x	1.38	1.16	0.78	0.60	0.66	0.60	0.64	0.66	0.69	0.69	0.69	0.70	0.70	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	
Financial autonomy ratio	x	0.58	0.54	0.44	0.38	0.40	0.37	0.30	0.40	0.41	0.41	0.41	0.41	0.41	0.41	0.41	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	
Capital structure analysis																										
D/E ratio	x	(0.07)	(0.05)	0.34	0.52	0.39	0.58	0.66	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	
Short-term borrowings / Net financial tx	x	(0.24)	(0.24)	0.02	0.13	0.08	0.05	0.09	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	
Long-term borrowings / Net financial dx	x	-	-	-	-	-	0.17	0.25	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19		
Gearing ratio	x	(0.08)	(0.05)	0.26	0.35	0.29	0.37	0.40	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39		
Net financial debt / EBIT	x	(0.49)	(0.25)	1.50	4.35	1.61	2.30	2.70	2.45	2.76	2.79	2.78	2.74	2.73	2.73	2.70	2.59	2.59	2.58	2.58	2.58	2.58	2.58	2.58		
Net PP&E / Total assets	x	0.09	0.09	0.09	0.09	0.08	0.09	0.10	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.12	0.12	0.12	0.12	0.12	0.12		
Interest coverage ratio	x	17.10	22.33	10.10	4.82	12.55	11.91	6.22	8.40	7.55	7.46	7.49	7.59	7.61	7.62	7.66	7.69	8.04	8.04	8.06	8.05	8.05	8.05	8.05		

Sales Forecast Methodology



Peer Selection

Identifier	Company name	Country	Industry	Rank	Rank explanation	Valuation										Cost of Capital		
						Market cap (€m)	Enterprise value (€m)	Revenue (€m)	EBITDA margin (%)	EBIT margin (%)	D/E ratio	EV/Sales (NTM)	EV/EBITDA (NTM)	EV/EBIT (NTM)	P/E (NTM)	Equity beta (β)	Cost of debt (%)	Cost of equity (%)
1361.HK	361 Degrees International Ltd	China	Apparel, Accessories & Luxury Goods	3	Primarily targets the Chinese sportswear market with mid-tier athletic and lifestyle apparel; lacking the premium positioning and global reach of PUMA; financials reflect limited international revenue streams; caters mostly to the domestic market, making it less comparable to PUMA's global sports brand image	983	289	-	16.52%	15.62%	0.03	0.31x	2.06x	2.13x	6.05x	0.76	3.81%	7.61%
ADSGn.DE	Adidas AG	Germany	Apparel, Accessories & Luxury Goods	1	Adidas shares PUMA's German heritage (HQ in Herzogenaurach, Germany) and operates in a similar market as PUMA with extensive product lines in footwear, apparel, and accessories across multiple sports; large-scale international operations, significant financial metrics, and brand recognition closely mirror PUMA's target market and growth strategy, making China-based ANTA has a substantial presence in the sports apparel sector with strong focus on the Asian market; offers athletic products but lacks PUMA's global penetration; while ANTA has grown internationally, its primary audience remains in Asia, slightly reducing its comparability despite its similar product range	39,492	37,265	22,529	6.69%	1.57%	1.13	1.72x	13.98x	23.04x	32.49x	0.94	2.29%	7.78%
2020.HK	ANTA Sports Products Ltd	China	Apparel, Accessories & Luxury Goods	2	PUMA's global penetration; while ANTA has grown internationally, its primary audience remains in Asia, slightly reducing its comparability despite its similar product range	28,086	23,369	8,419	32.58%	24.59%	0.38	2.77x	9.56x	11.46x	15.70x	1.15	1.99%	9.48%
7936.T	Asics Corp	Japan	Footwear	1	Known for high-quality athletic footwear, Asics has a significant international presence and product focus in footwear, which aligns closely with PUMA's offerings; although not as diversified in apparel, Asics is a strong comparable due to its similar brand positioning, global reach, and focus on sports performance products	12,378	1,475	3,816	12.50%	9.50%	0.64	2.96x	16.26x	n/a	27.52x	2.10	1.57%	7.94%
COLM.OQ	Columbia Sportswear Co	USA	Apparel, Accessories & Luxury Goods	2	Specializes in outdoor apparel and footwear, primarily in North America; product focus more on outdoor performance than general athletic wear; market positioning in outdoor gear rather than fashion-forward sportswear; somewhat comparable but less aligned with PUMA's broad sports and lifestyle market	4,111	3,728	3,077	13.26%	9.61%	-	1.24x	10.45x	14.60x	18.09x	0.92	-	7.20%
CRDX.OQ	Crocs Inc	USA	Footwear	3	Primarily a footwear brand focused on comfort and casual wear; lacks athletic focus and diversified product line of PUMA; market strategy centers around a niche product rather than a comprehensive athletic brand; limited comparability in terms of market positioning and geographic spread	5,852	6,590	3,776	27.78%	26.41%	1.14	1.81x	6.89x	7.32x	8.24x	2.03	5.01%	10.70%
0330.HK	Esprit Holdings Ltd	Hong Kong	Apparel Retail	3	Fashion apparel retailer; limited emphasis on athletic wear; focus on casual and lifestyle apparel; presence also concentrated in Asia and Europe, but with far less impact in the global sportswear market compared to PUMA's athletic branding	46	309	-	(17.49%)	(29.28%)	0.99	n/a	n/a	n/a	n/a	1.65	5.65%	15.46%
FOSL.OQ	Fossil Group Inc	USA	Apparel, Accessories & Luxury Goods	3	Known for accessories, particularly watches; Fossil has minimal overlap with the athletic and performance-focused apparel and footwear that PUMA offers; product range lacks relevance to the sportswear market; business model and consumer base differ greatly from PUMA's athletic focus	62	148	1,380	(5.17%)	(6.52%)	0.82	n/a	n/a	n/a	n/a	2.25	17.07%	11.39%
GIII.OQ	G-III Apparel Group Ltd	USA	Apparel, Accessories & Luxury Goods	3	Primarily produces licensed apparel for brands; little focus on sportswear or performance gear; operates primarily in fashion retail, diverges significantly from PUMA's positioning in the global athletic and lifestyle markets	1,255	1,187	2,832	10.43%	9.54%	0.27	0.42x	4.46x	4.95x	7.76x	2.18	3.88%	11.18%
HMB.ST	H & M Hennes & Mauritz AB	Sweden	Apparel Retail	3	Global fast-fashion retailer with a broad product portfolio; H&M lacks dedicated focus on athletic apparel, instead emphasizing affordable, trend-driven clothing; operational model and market approach differ from PUMA's premium, sport-centric focus, resulting in low comparability	19,258	28,459	20,713	15.47%	6.13%	1.64	1.25x	7.04x	14.65x	18.28x	1.10	2.52%	9.11%
BOSSn.DE	Hugo Boss AG	Germany	Apparel, Accessories & Luxury Goods	3	Specializes in high-end fashion, primarily in formal and business wear; minimal focus on athletic or sportswear; brand positioning, consumer demographics, and product offerings only slightly overlap with PUMA's target audience and athletic orientation	2,962	5,719	4,232	18.00%	9.77%	0.86	0.93x	5.25x	9.80x	11.21x	1.27	2.53%	9.11%
LEVI.N	Levi Strauss & Co	USA	Apparel, Accessories & Luxury Goods	3	Levi's is a global leader in denim, focusing primarily on casual and lifestyle wear; although global presence, brand focus is distinct from PUMA's, as it lacks a strong emphasis on performance wear or athletic branding	6,363	6,157	5,675	10.63%	7.95%	0.50	1.13x	8.37x	10.46x	12.55x	1.19	5.80%	8.04%
2331.HK	Li Ning Co Ltd	China	Apparel, Accessories & Luxury Goods	2	Prominent sportswear brand in China, expanding internationally but remains heavily focused on the Asian market; product range similar to PUMA's, with athletic apparel and footwear, though brand influence and market positioning are more regional	4,859	5,551	3,543	19.06%	12.42%	0.10	0.92x	4.62x	6.87x	11.12x	1.48	2.96%	11.10%
LULU.OQ	Lululemon Athletica Inc	Canada	Apparel, Accessories & Luxury Goods	2	Major player in premium athletic and lifestyle apparel; strong financials and a growing global presence (particularly in North America); focus on yoga and activewear makes it comparable to PUMA's athletic fashion offerings and market strategy	34,367	53,529	9,167	26.89%	22.95%	0.00	3.24x	11.96x	14.17x	20.70x	1.23	-	8.75%
MONC.MI	Moncler SpA	Italy	Apparel, Accessories & Luxury Goods	3	Specializes in luxury outerwear with a strong focus on winter apparel; operates internationally, but positioned more as a high-end fashion brand than a sportswear company; less directly comparable to PUMA's athletic market focus	14,142	15,068	3,044	39.73%	29.95%	0.26	4.32x	11.11x	14.58x	21.38x	0.77	2.37%	8.74%
NXT.L	Next PLC	UK	Broadline Retail	3	Retailer with broad product portfolio in clothing, home goods, and beauty products; primarily focused on fashion and lifestyle products with minimal athletic wear emphasis; not directly aligned with PUMA's athletic-focused brand positioning	14,638	14,861	6,870	24.35%	19.82%	1.17	2.28x	10.56x	12.67x	15.26x	1.59	4.65%	13.77%
NKE.N	Nike Inc	USA	Footwear	1	Global leader in sportswear; offers comprehensive range of athletic apparel, footwear, and equipment with an extensive global footprint; branding, financial metrics, and market reach align closely with PUMA, making it a highly comparable peer in the athletic industry	104,832	129,869	45,858	14.67%	13.03%	0.62	2.32x	18.94x	21.96x	25.72x	1.03	4.32%	7.55%
ONON.N	On Holding AG	Switzerland	Footwear	1	Known for its focus on high-performance running footwear. On operates similar business segments; relatively young player in the market; international presence with niche-focus compared to PUMA; product focus is narrower but more specialized, making it strongly comparable in terms of athletic focus even though a size difference exists (focus on athletic)	14,394	7,468	2,079	13.68%	10.06%	0.23	4.56x	26.89x	36.78x	44.74x	0.96%	11.24%	
PVH.N	PVH Corp	USA	Apparel, Accessories & Luxury Goods	3	Apparel conglomerate (owning brands like Calvin Klein and Tommy Hilf); operates globally but focuses on fashion and lifestyle rather than athletic apparel; branding and product focus don't greatly align with PUMA's sports and performance-centric market	5,081	8,077	8,121	13.32%	10.08%	0.43	0.81x	5.88x	7.74x	7.95x	2.11	2.64%	10.94%
RL.N	Ralph Lauren Corp	USA	Apparel, Accessories & Luxury Goods	3	Luxury lifestyle brand that spans formalwear, casual apparel, and accessories; emphasis on premium, non-athletic apparel differs greatly from PUMA's market positioning; low comparability in terms of industry and target market	11,509	10,780	6,155	15.91%	12.46%	0.58	1.75x	10.14x	12.71x	16.67x	1.49	4.27%	9.01%
SKX.N	Skechers USA Inc	USA	Footwear	2	Primarily a footwear company; strong in comfort-focused, casual, and lifestyle footwear; global presence substantial; lacks high-performance athletic focus; setting it somewhat apart from PUMA's sports-oriented product lineup	8,641	8,216	8,060	12.08%	9.81%	0.07	0.93x	7.42x	6.77x	12.74x	1.23	3.82%	8.16%
SHOO.OQ	Steven Madden Ltd	USA	Footwear	3	Fashion footwear brand with limited sportswear involvement; market presence is more fashion-forward and focused on casual and lifestyle shoes; less relevant as a direct competitor to PUMA's athletic positioning	3,016	2,684	1,992	11.87%	11.09%	-	1.33x	10.74x	11.52x	15.35x	1.10	-	7.75%
UHR.S	Swatch Group AG	Switzerland	Apparel, Accessories & Luxury Goods	3	Primarily a watchmaker; focus on luxury and mid-range segments with the timepiece industry; business model and consumer base differ significantly from PUMA's athletic wear focus, making it an unrelated comparable	9,775	10,611	7,647	20.04%	15.10%	0.01	1.07x	6.55x	9.86x	16.20x	0.96	4.56%	7.30%
MODG.N	Topgolf Callaway Brands Corp	USA	Leisure Products	3	Sports equipment and entertainment company focused on golf; lacks general sportswear segment; target audience and product offerings differ significantly from PUMA's athletic and lifestyle branding, reducing comparability	1,658	3,756	3,935	11.88%	6.11%	0.48	0.75x	5.53x	12.48x	61.40x	1.76	5.83%	9.84%
UA.N	Under Armour Inc	USA	Apparel, Accessories & Luxury Goods	1	Key player in performance-focused sportswear; strong brand identity and a broad product line that includes athletic apparel and footwear; market positioning and product offerings are similar to PUMA, with a focus on high-performance sportswear	3,324	2,760	5,153	6.63%	4.13%	0.31	0.64x	10.25x	16.96x	28.83x	1.67	5.01%	9.58%
VFC.N	VF Corp	USA	Apparel, Accessories & Luxury Goods	2	Spans outdoor, lifestyle, and active apparel (conglomerate with brands like The North Face and Vans); although portfolio overlaps partially with PUMA's, VF has a broader, more diversified focus beyond strictly athletic wear, making it moderately comparable	7,981	10,430	9,242	9.02%	5.96%	3.60	1.48x	18.63x	29.32x	30.82x	1.53	3.97%	9.13%
WWW.N	Wolverine World Wide Inc	USA	Footwear	3	Known for brands like Merrell and Saucony; specializes in footwear across outdoor and athletic categories; lacks broader sportswear range; focus on niche footwear brands makes it moderately comparable to PUMA in footwear but less so in apparel	1,157	1,332	1,726	2.76%	1.19%	3.07	1.06x	9.84x	12.30x	13.11x	1.79	5.50%	9.94%
ZALG.DE	Zalando SE	Germany	Apparel Retail	3	Leading online fashion retailer based in Europe with diverse range of brands; offers athletic brands but business model as e-commerce platform differs significantly from PUMA's as a manufacturer and retailer, resulting in low comparability	7,289	4,866	10,216	5.04%	1.88%	0.78	0.60x	7.76x	13.63x	26.24x	1.53	2.19%	10.19%

Comparable Company Analysis (CCA)

Company name	Identifier	Market cap (€m)	Enterprise value (€m)	EV/Sales (NTM)	EV/EBITDA (NTM)	EV/EBIT (NTM)	P/E (NTM)
Adidas AG	ADSGn.DE	39,492	37,265	1.72x	13.98x	23.04x	32.49x
ANTA Sports Products Ltd	2020.HK	28,086	23,369	2.77x	9.56x	11.46x	15.70x
Asics Corp	7936.T	12,378	1,475	2.96x	16.26x	n/a	27.52x
Columbia Sportswear Co	COLM.OQ	4,111	3,728	1.24x	10.45x	14.60x	18.09x
Li Ning Co Ltd	2331.HK	4,859	5,551	0.92x	4.62x	6.87x	11.12x
Lululemon Athletica Inc	LULU.OQ	34,367	53,529	3.24x	11.96x	14.17x	20.70x
Nike Inc	NKE.N	104,832	129,869	2.32x	18.94x	21.96x	25.72x
On Holding AG	ONON.N	14,394	7,468	4.56x	26.89x	36.78x	44.74x
Skechers USA Inc	SKX.N	8,641	8,216	0.93x	7.42x	8.77x	12.74x
Under Armour Inc	UAA.N	3,324	2,760	0.64x	10.25x	16.96x	28.83x
VF Corp	VFC.N	7,981	10,430	1.48x	18.63x	29.32x	30.82x

Source: Refinitiv

25th percentile				1.1x	9.9x	12.1x	16.9x
Median				1.7x	12.0x	15.8x	25.7x
Average				2.1x	13.5x	18.4x	24.4x
75th percentile				2.9x	17.4x	22.8x	29.8x

Sensitivity Analysis

x (1) WACC sensitivity: Risk-free rate and market risk premium

in %		Market risk premium						
7.63%		5.79%	6.29%	6.79%	7.29%	7.79%	8.29%	8.79%
Risk-free rate	0.06%	5.25%	5.63%	6.01%	6.39%	6.77%	7.15%	7.53%
	0.56%	5.56%	5.94%	6.32%	6.70%	7.08%	7.46%	7.84%
	1.06%	5.87%	6.25%	6.63%	7.01%	7.39%	7.77%	8.15%
	1.56%	6.18%	6.56%	6.94%	7.32%	7.70%	8.08%	8.46%
	2.06%	6.49%	6.87%	7.25%	7.63%	8.01%	8.39%	8.77%
	2.56%	6.80%	7.18%	7.56%	7.94%	8.32%	8.70%	9.08%
	3.06%	7.11%	7.49%	7.87%	8.25%	8.63%	9.01%	9.39%
	3.56%	7.42%	7.80%	8.18%	8.56%	8.94%	9.32%	9.70%
	4.06%	7.73%	8.11%	8.49%	8.87%	9.25%	9.63%	10.01%

x (2) WACC sensitivity: Risk-free rate and D/E ratio

in %		D/E ratio						
7.63%		0.31	0.41	0.51	0.61	0.71	0.81	0.91
Risk-free rate	0.06%	6.74%	6.61%	6.49%	6.39%	6.30%	6.22%	6.15%
	0.56%	7.12%	6.96%	6.82%	6.70%	6.59%	6.50%	6.41%
	1.06%	7.50%	7.32%	7.15%	7.01%	6.89%	6.78%	6.68%
	1.56%	7.88%	7.67%	7.48%	7.32%	7.18%	7.05%	6.94%
	2.06%	8.26%	8.02%	7.81%	7.63%	7.47%	7.33%	7.20%
	2.56%	8.64%	8.38%	8.14%	7.94%	7.76%	7.60%	7.46%
	3.06%	9.02%	8.73%	8.47%	8.25%	8.05%	7.88%	7.72%
	3.56%	9.40%	9.08%	8.80%	8.56%	8.34%	8.15%	7.98%
	4.06%	9.79%	9.44%	9.14%	8.87%	8.64%	8.43%	8.24%

x (3) WACC sensitivity: Equity beta and D/E ratio

in %		D/E ratio						
7.63%		0.31	0.41	0.51	0.61	0.71	0.81	0.91
Equity beta	0.83	6.67%	6.35%	6.07%	5.83%	5.61%	5.42%	5.25%
	0.93	7.22%	6.86%	6.55%	6.28%	6.04%	5.82%	5.63%
	1.03	7.77%	7.38%	7.03%	6.73%	6.46%	6.22%	6.01%
	1.13	8.33%	7.89%	7.51%	7.18%	6.89%	6.63%	6.39%
	1.23	8.88%	8.41%	7.99%	7.63%	7.31%	7.03%	6.77%
	1.33	9.44%	8.92%	8.47%	8.08%	7.74%	7.43%	7.15%
	1.43	9.99%	9.44%	8.96%	8.53%	8.16%	7.83%	7.53%
	1.53	10.55%	9.95%	9.44%	8.99%	8.59%	8.23%	7.91%
	1.63	11.10%	10.47%	9.92%	9.44%	9.01%	8.63%	8.29%

x (4) WACC sensitivity: Cost of equity and cost of debt

in %		Cost of debt						
7.63%		1.38%	1.88%	2.38%	2.88%	3.38%	3.88%	4.38%
Cost of equity	7.00%	4.73%	4.87%	5.01%	5.15%	5.30%	5.44%	5.58%
	8.00%	5.35%	5.49%	5.63%	5.77%	5.92%	6.06%	6.20%
	9.00%	5.97%	6.11%	6.25%	6.39%	6.53%	6.68%	6.82%
	10.00%	6.59%	6.73%	6.87%	7.01%	7.15%	7.30%	7.44%
	11.00%	7.21%	7.35%	7.49%	7.63%	7.77%	7.92%	8.06%
	12.00%	7.82%	7.97%	8.11%	8.25%	8.39%	8.54%	8.68%
	13.00%	8.44%	8.59%	8.73%	8.87%	9.01%	9.15%	9.30%
	14.00%	9.06%	9.21%	9.35%	9.49%	9.63%	9.77%	9.92%
	15.00%	9.68%	9.83%	9.97%	10.11%	10.25%	10.39%	10.54%

x (5) WACC sensitivity: Tax rate and D/E ratio

in %		D/E ratio						
7.63%		0.31	0.41	0.51	0.61	0.71	0.81	0.91
Tax rate	17.34%	8.39%	8.18%	7.99%	7.83%	7.69%	7.56%	7.45%
	19.34%	8.36%	8.14%	7.95%	7.78%	7.63%	7.50%	7.38%
	21.34%	8.33%	8.10%	7.90%	7.73%	7.58%	7.44%	7.32%
	23.34%	8.29%	8.06%	7.86%	7.68%	7.52%	7.38%	7.26%
	25.34%	8.26%	8.02%	7.81%	7.63%	7.47%	7.33%	7.20%
	27.34%	8.23%	7.98%	7.77%	7.58%	7.42%	7.27%	7.14%
	29.34%	8.20%	7.95%	7.73%	7.53%	7.36%	7.21%	7.07%
	31.34%	8.17%	7.91%	7.68%	7.48%	7.31%	7.15%	7.01%
	33.34%	8.14%	7.87%	7.64%	7.43%	7.25%	7.09%	6.95%

PUMA SE (PUMG.DE)

SPORTING GOODS INDUSTRY

CONSTANTIN BUNTE
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COMPANY REPORT

17 DECEMBER 2024

LUCA LARS NAWROTH
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The Puma's leap finds solid ground ahead

Easing macroeconomic conditions and a refreshed branding strategy set the stage for a promising future

- Our recommendation is to **BUY** PUMA SE (PUMG.DE) considering a target price of EUR 66.18 for 31-Dec-25, reflecting an **upside potential of 46.27%** compared to the share price of EUR 45.75 (13-Dec-24).
- We anticipate PUMA to capitalize on the **sporting goods market's** robust growth (**4.21% CAGR** through 2028), driven by rising demand for **athleisure**, particularly in footwear, and **shifting consumer spending patterns** favoring emerging markets.
- PUMA is expected to benefit from an **improving macroeconomic environment** characterized by **easing inflation** and **currency stabilization** in key sales regions, though uncertainties surrounding the geopolitical situation persist.
- Positioned between industry leaders Nike and Adidas and smaller niche brands, we predict PUMA to further leverage its **dual focus on performance** and **lifestyle products**, along with its **strategic ESG leadership** and a **refreshed branding strategy**.
- Thus, we project consistent **4-5% top-line growth**, **stable margins**, and a **growing ROIC** of 9.26% (avg.) from FY 25 to FY 32, enabling PUMA to further **invest in R&D**, **solidify its competitive position**, and **defend its market share**.

Company Description:

PUMA SE is a Germany-based company engaged in designing, developing, selling and marketing sports footwear, apparel and accessories.

Recommendation: BUY

Price Target (31-Dec-25): 66.18 EUR

Price (13-Dec-24): 45.75 EUR

Source: Refinitiv, 2024.

52-week range (EUR)	34.21 - 56.36
Market Cap (EUR m)	6,954
Outstanding Shares (m)	149.49



Figure 1: Cumulative Daily Returns of PUMA SE vs. MSCI World. Source: Refinitiv, 2024.

Key Financial Metrics

(Values in EUR m)	FY 23A	FY 24E	FY 25F
Sales	8,602	8,694	9,105
YoY Growth	1.61%	1.08%	4.73%
EBIT	622	672	633
EBIT margin	7.23%	7.73%	6.95%
Net Income (PUMA SE)	305	371	370
Net Profit Margin	3.54%	4.27%	4.06%
CAPEX	300	292	306
Unlevered FCF	446	529	420
EPS	2.03	2.48	2.47

THIS REPORT WAS PREPARED EXCLUSIVELY FOR ACADEMIC PURPOSES BY CONSTANTIN BUNTE AND LUCA LARS NAWROTH, MASTER IN FINANCE STUDENTS OF THE NOVA SCHOOL OF BUSINESS AND ECONOMICS. THE REPORT WAS SUPERVISED BY A NOVA SBE FACULTY MEMBER, ACTING IN A MERE ACADEMIC CAPACITY, WHO REVIEWED THE VALUATION METHODOLOGY AND THE FINANCIAL MODEL. (PLEASE REFER TO THE DISCLOSURES AND DISCLAIMERS AT END OF THE DOCUMENT)

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List of Abbreviations

Approx.: Approximately	NTM: Next Twelve Months
Avg.: Average	NWC: Net Working Capital
bn: Billion	pp: Percentage Point
BoP: Beginning of Period	Q: Quarter
CAGR: Compound Annual Growth Rate	REC: Renewable Energy Certificates
CAPEX: Capital Expenditure	ROIC: Return on Invested Capital
CAPM: Capital Asset Pricing Model	RONIC: Return on New Invested Capital
CCA: Comparable Companies Analysis	R&D: Research and Development
CCC: Cash Conversion Cycle	SWOT: Strengths, Weaknesses, Opportunities, and Threats
CDS: Credit Default Spread	US: United States of America
CEO: Chief Executive Officer	WTP: Willingness to Pay
CFO: Chief Financial Officer	YoY: Year-over-Year
CPO: Chief Product Officer	
CSO: Chief Sourcing Officer	
DCF: Discounted Cash Flow	
DEI: Diversity, Equity, and Inclusion	
DTC: Direct-to-Consumer	
D&A: Depreciation and Amortization	
D/E: Debt-to-Equity	
EoP: End of Period	
GRI: Global Reporting Initiative	
EEMEA: Eastern Europe, Middle East, Africa	
EMEA: Europe, Middle East, Africa	
ESG: Environmental, Social, and Governance	
EU: European Union	
EUR: Euro	
EV: Enterprise Value	
FCF: Free Cash Flow	
FY: Fiscal Year	
GDP: Gross Domestic Product	
GHG: Greenhouse Gas	
IFRS: International Financial Reporting Standards	
KPI: Key Performance Indicator	
m: Million	
MRP: Market Risk Premium	
MDAX: Midcap-DAX	

Company Overview

Company Description

PUMA SE (hereinafter referred to as “PUMA” or “the company”) is a German designer and manufacturer of athletic and casual footwear, apparel and accessories. In FY 23, the company employed 18,681 people worldwide and achieved record breaking sales of EUR 8,601.7 m, which resulted in a net income attributable to shareholders of PUMA of EUR 304.7 m. Founded in 1948 by Rudolf Dassler, who originally co-founded Adidas AG with his brother Adolf Dassler, in Herzogenaurach, Germany, PUMA was born out of a vision to provide athletes with the agility and speed of a puma. Although the company’s history has been deeply influenced by the fierce rivalry that emerged between the two brothers and their competing brands, PUMA has developed into a multinational corporation proven by its globally diversified sales (**Figure 2**). The company’s key milestones since its foundation are shown in **Figure 3**.

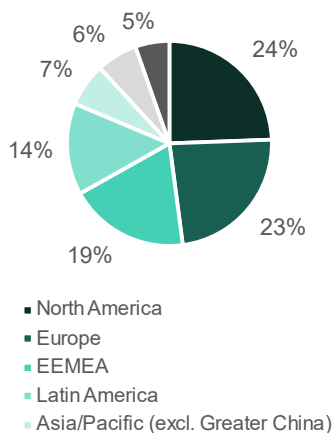


Figure 2: Sales by Geography FY 23. Source: PUMA SE, 2023.

Year	Milestone
1948	Foundation by Rudolf Dassler
1948	Launched first football boot
1958	Introduced iconic PUMA formstrip
1968	Olympic protest boosted visibility
1970	Pelé wore PUMA at FIFA World Cup
1986	Listed on Frankfurt Stock Exchange
1998	Usain Bolt partnership began
2007	Kering acquired majority stake
2014	Launched FOREVER.FASTER. campaign
2017	Rihanna launched successful FENTY line
2022	Arne Freundt became CEO

Figure 3: Key Milestones. Source: PUMA SE, 2024b.

Key Operations

PUMA offers a diverse range of products spanning casual wear and various sports, classified into Teamsport, Track and Field, Motorsport, Golf, and Basketball. Its product portfolio is broadly categorized into three groups: footwear, apparel, and accessories, with the sales distribution shown in **Figure 4**.

The footwear category includes a wide range of athletic and lifestyle shoes such as running shoes, football boots, and casual sneakers. As PUMA’s largest product group, it accounts for 53.28% of sales (FY 23) and remains a key driver of the company’s brand recognition. This dominance stems from PUMA’s origins as a football shoe manufacturer. Demonstrating its commitment to market leadership and expansion, the company re-entered the running shoe market in 2021 and continues to lead in sports style trends, exemplified by the reintroduction of the iconic Speedcat, originally designed for Formula 1 drivers. The apparel division encompasses both functional sportswear and lifestyle clothing such as t-shirts, sweatshirts and hoodies or shorts. Representing 32.12% of sales (FY 23), it is PUMA’s second-largest product group. Designed to complement the footwear and apparel offerings, accessories represents the smallest product group contributing 14.59% of sales (FY 23). This group includes items such as caps, bags, sports equipment, and sunglasses.

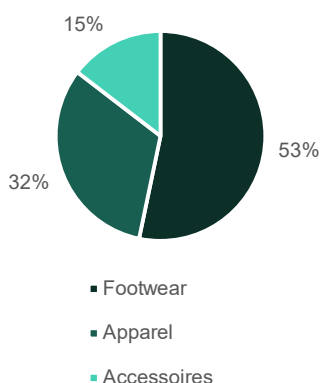


Figure 4: Sales by Product Group FY 23. Source: PUMA SE, 2023.

To produce its diverse range of products, PUMA employs a global sourcing strategy, purchasing from 158 independent suppliers in 29 countries worldwide.

However, 94% of total production volume is sourced from Asian countries, with China (32%) and Vietnam (30%) as the primary contributions. This highlights PUMA's reliance on low-cost manufacturing regions to sustain its operations. After production, PUMA distributes its products through two channels: Wholesale, which accounts for 75.20% of sales (FY 23), and DTC, comprising 24.80% of sales (FY 23), through its own retail stores and e-commerce platforms. This distribution model reflects the company's strong reliance on established retail partners. However, some of PUMA's products are sold through alternative channels, as demonstrated by its subsidiary stichd. In addition to designing and manufacturing underwear, socks, swimwear, and fanwear for PUMA, stichd also produces these items for other well-known brands, including Tommy Hilfiger and Formula 1.

Ownership

PUMA has been publicly listed on the Frankfurt Stock Exchange since 1986 and is a constituent of the German MDAX index. As of Q3 2024, the company had 149.49 m shares outstanding, with 70% classified as free float shares actively traded in the market, enhancing stock liquidity and simplified trading (PUMA SE, 2024a). This structure, supported by institutional investors such as Artemis and Kering, PUMA's largest shareholder with a 30% stake, highlights strong confidence in the company's long-term growth potential. Their substantial influence and strategic interest provide stability and help reduce price volatility (**Figure 5**). However, it also incorporates risks, as large-scale divestments by these investors could trigger significant stock price declines.

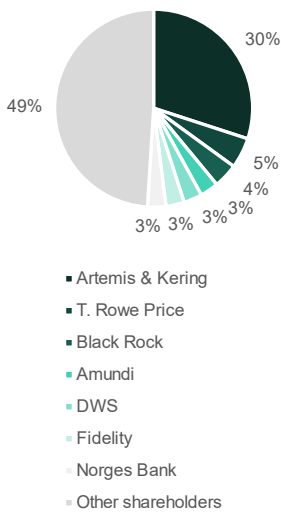


Figure 5: Shareholder Structure. Source: PUMA SE, 2024a.

Industry Analysis

Sporting Goods Market

As a key player in the global sporting goods market, PUMA stands in a sector that includes both items for sports and items designed for casual and comfortable wear. According to our analysis, this market is estimated to be valued at EUR 384 bn in 2023 and is expected to grow to EUR 472 bn by 2028, reflecting a CAGR of 4.21%. Aligned with PUMA's product groups, the total addressable market can be divided into three main segments: footwear, apparel, and accessories.

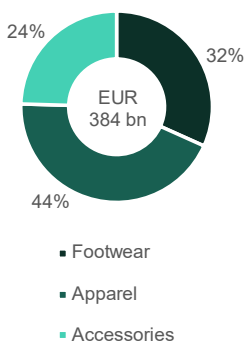


Figure 6: Sporting Goods Market Breakdown 2023. Source: See Text.

The footwear segment, which includes sneakers and athletic footwear, accounts for 31.73% of the total market and is forecasted to grow the fastest with a CAGR of 4.82% until 2028. The apparel market, primarily comprising sportswear and swimwear, represents the largest share at 43.75% and is projected to grow at a CAGR of 3.94% over the same period. Meanwhile, the accessories market,

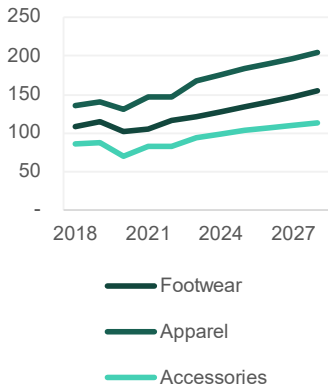


Figure 7: Sporting Goods Market – Development by Segment (in EUR bn). Source: See Text.

including items such as bags, gloves, and hats, holds the smallest share at 24.53% and is expected to grow at a CAGR of 3.86% (Statista, 2023a; Statista, 2023b; Statista, 2023c). The shares and the developments of each segment are illustrated in **Figure 6** and **Figure 7**, respectively.

The comparable historic growth rates across these segments highlights their underlying similarities. While there were slight variations in performance during the pandemic, with accessories and apparel showing higher volatility, the overall development remained aligned. The industry has demonstrated significant resilience in recent years, rapidly recovering to near pre-COVID levels following a 10.21% YoY growth in 2021.

Looking ahead, all segments are expected to achieve steady and comparable growth through 2028, driven by shared market trends and industry dynamics. A key factor leading to this positive outlook is the increasing focus of society on sports and healthier lifestyles, a trend that gained momentum in the aftermath of the pandemic.

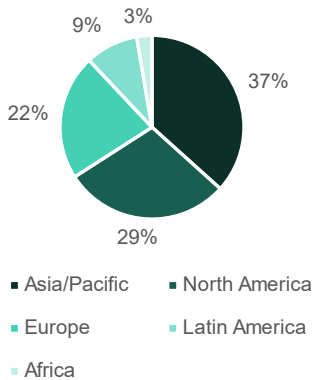


Figure 8: Footwear Market by Geography 2023. Source: Statista, 2023c.

Another driver of the market are major sports events, such as the Olympics and football championships, as well as the rising popularity of “athleisure”. This trend blends everyday comfort with a sporty aesthetic, appealing to a wide range of consumers. Established sport brands like Adidas, Nike or PUMA were early adopters of this trend, leveraging their expertise in athletic products to dominate the market. However, the entry of numerous fashion and luxury brands has intensified competition, making continuous innovation critical for sustaining a competitive edge.

Sustainability has also emerged as a pivotal factor for success in the sporting goods market, fueled by consumer expectations and regulatory pressures. While achieving sustainability goals may require substantial investment, it also presents opportunities for innovation and differentiation. Over 80% of companies in the industry have already set or are actively considering CO₂ reduction targets (McKinsey & Company, 2024). As a result, sustainability is no longer a choice but a strategic necessity for ensuring long-term growth and success in the industry.

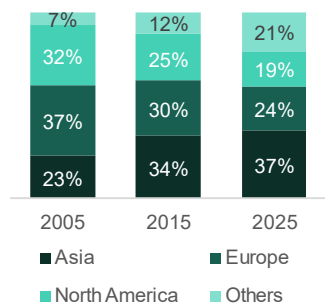


Figure 9: Consumer Spending of Clothing and Footwear by Geography. Source: Statista, 2023b.

Finally, shifting consumer spending patterns are reshaping the market landscape. Historically, North America and Europe have dominated, accounting for over half of consumer spending, a trend mirrored in the footwear segment, where these regions collectively make up 51.34% of the market’s total value (**Figure 8**). However, emerging markets are steadily increasing their share of consumer spending since 2005, as shown by projections for clothing and footwear (**Figure 9**). In the footwear market, for example, North America and Europe are expected



to grow slightly below the market average of 4.28% CAGR until 2028, while regions like China are forecasted to expand at a much higher rate of 6.88% CAGR. Consequently, future growth is expected to be concentrated outside of Europe and North America, making it essential for brands to strategically position themselves in these high-potential markets to sustain long-term growth (Statista, 2023c).

To conclude the market analysis, we applied the Porter's Five Forces framework, providing further details on the competitive dynamics, as shown in **Figure 10**.

Macroeconomic Environment

PUMA operates in a challenging macroeconomic environment characterized by significant uncertainties, including geopolitical tensions such as the conflicts in Ukraine and the Middle East, which have caused significant supply chain disruptions, rising commodity prices, and sustained inflationary pressures. While the global economy demonstrated resilience in the first half of 2024, these factors have significantly eroded consumer disposable income for discretionary spending, leading to demand declines and elevated inventory levels across the sporting goods industry in 2024 (Adidas AG, 2023).

We analyzed the development of nominal GDP based on each region's revenue contribution, as shown in **Figure 11**. Historically growing at approx. 6.0% per year pre-COVID, sales-weighted nominal GDP growth sharply contracted by around 7.0 pp to a 1.0% YoY decline in 2020 due to the pandemic, highlighting the unprecedented macroeconomic challenges across the industry. From 2021 to 2024, economic growth has recovered strongly, with a YoY growth of 7.6% in 2024, partly driven by recent rate cuts by central banks, following a period of tightened monetary policy (IMF, 2024). However, this growth should be viewed with caution, as it has been significantly influenced by comparably high inflation in emerging markets, particularly in Eastern Europe, the Middle East, and Latin America, through the mentioned geopolitical conflicts and the extraordinary currency devaluation of the Argentine peso, highlighting PUMA's exposure to currency fluctuations due to its global operations.

Going forward, we expect sales-weighted nominal GDP growth to average 5.33% between 2026 and 2032, slightly below pre-COVID levels, with significant regional variations. Emerging markets are projected to primarily drive global growth, bolstered by their earlier recovery through government stimulus measures such as job creation programs and tax cuts during COVID, which have reshaped consumer spending patterns and even further enhanced their markets' strategic importance for PUMA going forward (**Figure 12**). However, while still increasing its importance as a crucial sales market, especially China's competitive advantage as a low-cost

Figure 10: Porter's Five Forces Framework on Sporting Goods Industry. Source: Analyst Analysis.

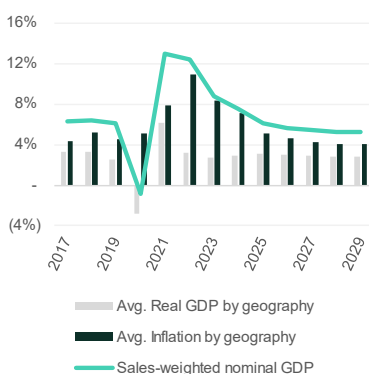


Figure 11: Sales-Weighted Nominal GDP Breakdown and Development Source: IMF, 2024.

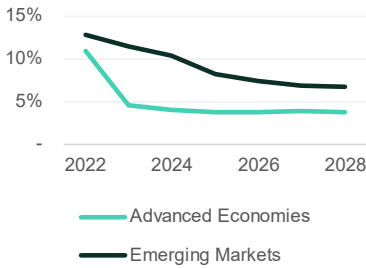


Figure 12: Sales-weighted Nominal GDP Outlook. Source: IMF, 2024.

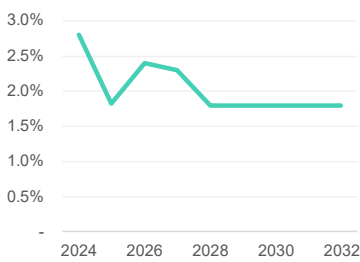


Figure 13: Logistics Costs Forecast. Source: Statista, 2023d.

manufacturing hub is expected to gradually erode due to rising wage levels and sustained geoeconomic uncertainty (Rapoza, 2023). In addition, the Argentine peso is expected to recover due to significant policy reforms and Argentina’s strong agricultural and commodity export base. Advanced economies, including the US and Europe, are anticipated to achieve full economic recovery by 2026 (IMF, 2024). However, uncertainties persist, particularly in Ukraine and the Middle East, alongside ongoing volatility in the availability and prices of key input materials, which could continue to pressure margins through higher commodity-based raw material costs and complicate supply chains, further affecting logistics costs growth (Figure 13). In fact, however, we expect the sporting goods industry to benefit from additionally declared monetary easing by central banks, which will facilitate investment in product innovation and retail expansion, and enhance consumer confidence, ultimately supporting revenue growth. Lastly, political tensions between the US, China, and Europe, potentially exacerbated by the recent election of Donald J. Trump as 47th US president, present further significant macroeconomic uncertainty for PUMA. Potential trade regulations and tariffs threaten to disrupt global trade, leading to higher customs duties and shipment delays, which would likely necessitate price markups.

Competitive Landscape

Competitor Analysis

In this section, we analyze key competitors of PUMA in the sporting goods market. As illustrated in Figure 14, we have selected a peer group, categorized into primary competitors and secondary competitors, based on criteria such as pricing and target use. The subsequent analysis will examine both primary and secondary competitors in detail, with their respective market shares depicted in Figure 15.

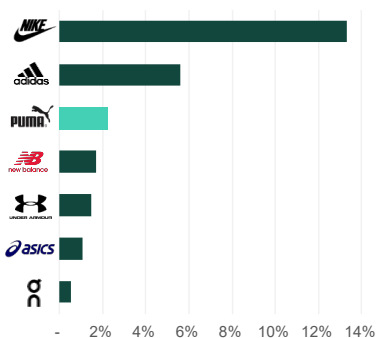


Figure 15: Market Shares in the Sporting Goods Industry by Competitor. Source: Company Data, 2023.

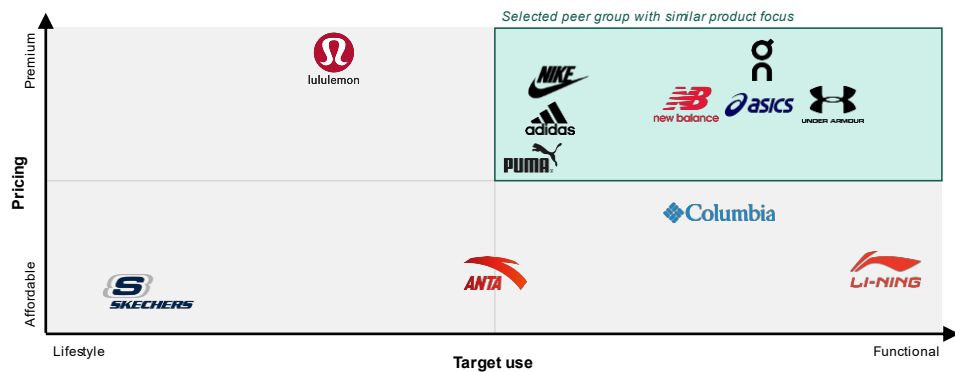


Figure 14: Competitive Landscape of PUMA. Source: Analyst Analysis.

(I) Primary Competitors

The primary competitors are Adidas and Nike, with key KPIs shown in Figure 16.

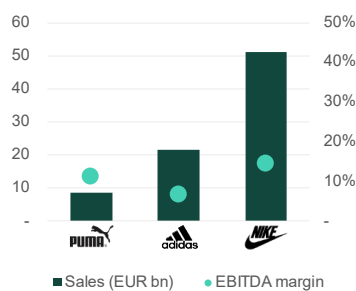


Figure 16: Primary Competitors' Total Sales and EBITDA Margin. Source: Company Data, 2023; Refinitiv, 2024.

Adidas AG (Germany), Europe's largest sportswear company, shares PUMA's German heritage as an original footwear manufacturer, making it PUMA's closest competitor. Accordingly, both companies compete in similar markets, product segments, and global collaboration-driven branding strategies. The intense competition was heightened by the CEO appointment of Bjørn Gulden, PUMA's long-standing CEO, posing a significant risk to PUMA due to potential insider knowledge of its strategies and operations. With 56.65%, Adidas derives the majority of its 4.82% YoY declining revenues in FY 23 from its footwear segment. In the same year, Adidas generates 38.86% of its total revenue from EMEA and 24.63% from North America, reflecting a geographic distribution that closely aligns with PUMA's focus. While adopting a similar focus on lifestyle and performance, Adidas' strategic positioning is distinctly premium, targeting a less price-sensitive audience. Advanced technologies like Primeknit and Futurecraft in its performance segment justify this higher price point, which extends to its Adidas Originals lifestyle line. With an EV of EUR 37.27 bn and revenue of EUR 21.43 bn in FY 23, Adidas is significantly larger than PUMA, outpacing its competitor by a factor of four in value and 2.5 in revenue, translating to a 5.57% global market share, highlighting its scale advantage. However, with an EBIT margin of 1.57% in FY 23, primarily driven by significant inventory write-downs, significantly lagging behind PUMA's 7.23%, Adidas's cost efficiency is significantly lower (Adidas AG, 2023).

NIKE, Inc. (USA), originally founded as a footwear distributor, is the world's largest sportswear manufacturer, with business segments, geographic focus, and branding strategies comparable to PUMA. Nike performs traditionally strong in its home US market, where it generated 42.00% of its FY 24 (year-end May 31) sales, driven largely by its footwear segment, which, similarly to PUMA, with 67.83% accounted for the majority of total sales. Unlike PUMA's unified brand strategy, Nike leverages a multi-brand strategy with its core Nike brand, Jordan, and Converse, effectively targeting performance and lifestyle segments alike. With an EV of EUR 129.9 bn, approx. 14 times larger than PUMA's, and total revenue of EUR 51.2 bn in FY 24, Nike holds an 13.32% market share, highlighting its superior scale and dominant market position relative to PUMA. This significant scale advantage enables Nike to capitalize on cutting-edge innovation across both footwear (e.g., Nike Air, Zoom) and apparel (e.g., Dri-FIT), supported by stronger DTC distribution (44% of sales), while PUMA focuses its innovation efforts primarily on footwear and strongly relies on wholesale distribution. Coupled with strong marketing campaigns like "Just Do It", this drives Nike's superior brand equity, elevating consumer WTP and allowing for premium pricing. Driven by its ability to leverage economies of scale, Nike's superior cost efficiency with an EBIT margin of 13.03% in FY 24 further underscores its market dominance (NIKE, Inc., 2024).

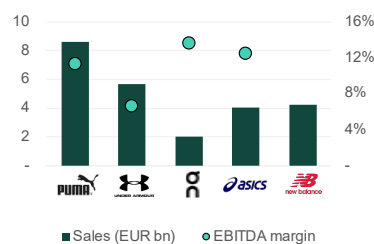


Figure 17: Secondary Competitors' Total Sales and EBITDA Margin. Source: Company Data, 2023; Refinitiv, 2024.

(II) Secondary Competitors

Secondary competitors include all other companies in the selected peer group, with their key KPIs presented in **Figure 17**.

Under Armour, Inc. (USA) shares similar operational characteristics with PUMA, including product segments, geographies, and branding. With a strong focus on performance-oriented athletic apparel, unlike PUMA, Under Armour generates 66.00% of its sales from its apparel segment in FY 24 (year-end March 31). Whereas PUMA's revenue base is more evenly distributed across regions, 61.00% of Under Armour's revenue stems from its home US market, with growing but comparatively smaller operations in EMEA and other regions. Even though Under Armour, with an EV of EUR 2.74 bn in FY 24, is about three times smaller than PUMA and generates only 66.29% of PUMA's revenue (EUR 5.70 bn), it positions itself as a premium, performance-driven brand, with a higher price point justified by advanced apparel technologies like HeatGear and ColdGear. However, PUMA's broader product portfolio and superior size enables it to still achieve comparatively greater cost efficiency, reflected in its 3.10 pp higher EBIT margin in FY 24 and justifies Under Armour's lower market share (1.48%) (Under Armour, Inc., 2024).

On Holding AG (Switzerland), which went public in 2021, is an emerging premium brand specializing in high-performance footwear, accounting for 95.49% of its significantly growing net sales in FY 23 (46.64% YoY), primarily for running and outdoor activities. As a high-tech, innovation-driven brand renowned for its cutting-edge footwear technologies like CloudTec, targeting a less price-sensitive audience, On positions itself at a significantly higher price point than PUMA. Unlike PUMA, On generates 64.85% of its revenue from the Americas, particularly due to its small Swiss home market, while its premium pricing and niche-focused operations deliver superior cost efficiency, reflected in a 2.83 pp higher EBIT margin in FY 23 (13.68%). With an EV of EUR 7.47 bn in FY 23, On is about 15.00% smaller than PUMA, generating about 23.22% of its revenue (EUR 2.00 bn), equivalent to a 1.79 pp smaller market share (0.52%) (On Holding AG, 2023).

ASICS Corp. (Japan), with similar business segments to PUMA, primarily focuses on performance-running, making up 50.12% of FY 23 net sales, while also offering lifestyle products under its premium Onitsuka Tiger brand. Despite Japan being a smaller absolute market, ASICS derives 14.85% of its net revenues from its home market, while larger contributions, similar to PUMA, come from Europe (27.40%) and North America (21.20%), reflecting its strong focus on these key regions. With an EV of EUR 1.48 bn in FY 23, ASICS is slightly smaller than PUMA, generating

EUR 4.07 bn in revenue, 47.30% of PUMA's total, resulting in a 1.06% global market share. However, with its niche focus and home market advantage with strong brand loyalty and higher pricing potential, ASICS demonstrates greater cost efficiency, achieving an EBIT margin of 9.50% (ASICS Corp., 2023).

New Balance Athletics, Inc. (USA), a leading sports footwear and apparel manufacturer, emphasizes premium craftsmanship and locally manufactured products, appealing to quality-conscious consumers and justifying its higher price point compared to PUMA. The company's product portfolio is centered on performance wear while also including lifestyle offerings. As a private company with limited disclosed information, New Balance shares PUMA's focus on footwear but is more specialized in running. Generating EUR 6.24 bn in revenue in FY 23, indicating a 23.00% YoY increase and 72.54% of PUMA's total in the same period, New Balance holds a 1.62% market share, which is 0.62 pp lower than PUMA, highlighting its position as a challenger (New Balance Athletics, Inc., 2023).

Positioning of PUMA

Despite intense competition in the sporting goods market, PUMA has established itself as one of the leading players in the industry. To further strengthen its competitive position, the company has outlined three key strategic priorities: brand elevation, product excellence, and distribution quality. The following analysis delves into these priorities to provide a deeper understanding of PUMA's positioning, supported by insights from a SWOT analysis (**Figure 18**).

(I) Brand Elevation

PUMA has built a legacy of creating innovative designs for elite athletes across various sports, symbolized by its iconic leaping puma logo representing agility and strength. By targeting athletes, trend-driven youth, and women with stylish, high-performance and lifestyle products, PUMA strategically blends functionality with fashion, solidifying its position as a versatile and inclusive brand in the sportswear market. PUMA's market positioning reflects a strategic shift to strengthen the mid- and lower brand funnel, emphasizing accessibility and credibility while maintaining lifestyle relevance through partnerships, social media engagement, and franchise innovation. PUMA's newly launched "See The Game Like We Do" brand campaign, combined with its updated go-to-market strategy, aims to capture untapped consumer segments. This approach prioritizes building brand loyalty and consumer engagement before focusing on commercial growth. As a result, select product lines feature lower price points, strategically positioning PUMA between premium competitors like Nike and Adidas and more affordable brands outside its peer group, such as Skechers.

Strengths

- Strong brand recognition
- Diverse product portfolio
- Continuous innovation
- Strategic partnerships & collaborations
- Global distribution network

Weaknesses

- Smaller scale than leading rivals
- Dependence on 3rd-party manufacturers and low-cost production regions
- Limited presence in emerging markets
- Limited revenue diversification

Opportunities

- Emerging markets expansion
- Sustainability initiatives
- E-commerce & DTC growth
- Technological innovation
- Trend capitalization (e.g., Athleisure)

Threats

- Global economic uncertainties
- Intense competition
- Reputational risks from partnerships
- Supply chain disruptions
- Financial health of wholesalers
- Regulatory changes

Figure 18: SWOT Analysis on PUMA.

Source: Analyst Analysis.

“We need to focus on building the emotional connection between our brand mantra FOREVER. FASTER. and our consumers and execute our brand and product campaigns more consistently to increase our brand equity.”

Arne Freundt, CEO, PUMA SE

PUMA's balanced portfolio of performance-driven products like the Deviate NITRO™ 3 running shoe and lifestyle offerings such as the Palermo and relaunched Speedcat sneaker positions it as uniquely diversified across both domains, but as particularly strong in the lifestyle and fashion market. Similar to Nike and Adidas, which leverage their heritage through targeted efforts like the Adidas Originals campaign or iconic products such as the Nike Dunk Low sneaker, PUMA leverages its heritage to capitalize on lifestyle trends but stands apart from secondary competitors who primarily focus on performance niches. This dual focus, coupled with PUMA's strong sports heritage, enhances its credibility and authenticity, ensuring the brand remains highly competitive in a market increasingly shaped by lifestyle integration.

As part of its revamped marketing strategy, PUMA strengthens its brand positioning through strategic cross-disciplinary collaborations with athletes, clubs, and federations, with a strong focus on leveraging digital channels. With a strong emphasis on football and lifestyle domains, high-profile partnerships with influential superstars like Neymar Jr. and Dua Lipa, as well as with Manchester City F.C. and most recently the Portuguese Football Federation, enhance consumer identification, visibility, and consistently increase PUMA's market relevance. Adidas and Nike pursue similar strategies while ASICS and On, on the other hand, target niche market partnerships. Similar brand engagement strategies across key industry players highlight the intense competition for high-profile sponsorships and lifestyle partnerships. For PUMA, this creates a significant challenge to stand out, particularly against financially stronger competitors. Consequently, PUMA again occupies a distinct middle position in the market, with primary competitors leveraging significantly larger budgets to dominate high-profile partnerships, while its size advantage over secondary competitors allows it to outperform them in securing influential deals.

(II) Product Excellence

PUMA's strategic focus on product excellence is built on three pillars: a diverse and expanding product portfolio, a strong commitment to innovation and sustainability, and an unwavering dedication to quality. Its growing product portfolio strengthens its market position, with footwear remaining the largest contributor to total sales. From 2017 to 2023, PUMA particularly expanded its footwear product offering with milestones like re-entering basketball, re-entering running, and revitalizing heritage lines such as the Speedcat and Suede, blending innovation with lifestyle to drive growth, while looking ahead to launch advanced sustainable products like biodegradable sneakers and performance footwear.

“In the centre of our performance marketing strategy is our athletes, our clubs and federations. Them performing at the highest level at important sport moments [...] is tremendously important for us.”

Arne Freundt, CEO, PUMA SE

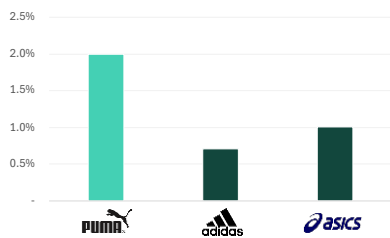


Figure 19: Snapshot of R&D Expenses as % of Sales across Primary and Secondary Competitors. Source: Company Data, 2023.

PUMA particularly distinguishes itself through its strong commitment to innovation and sustainability, positioning itself as an industry pioneer with an R&D investment of 1.99% of sales in FY 23. This figure significantly surpasses competitors such as Adidas and ASICS, which allocated only 0.70% and 1.01% of their sales to R&D, respectively, in the same period (**Figure 19**), positioning PUMA well to sustain its market position. PUMA focuses its primary innovation initiatives on footwear, utilizing advanced technologies like NITRO™ foam in running shoes such as the Deviate and ForeverRun, and incorporating cutting-edge designs in football franchises like FUTURE and KING, to deliver superior cushioning, responsiveness, and weight reduction. Similar to PUMA, most of its competitors also focus innovation on specific segments, primarily footwear. However, Nike and Adidas additionally leverage their size and budget advantages to also significantly drive cross-segment innovation in both footwear and apparel, posing a threat to PUMA by potentially widening the gap through greater sales diversification. To further distinguish itself from competitors, as a pioneer in ESG, consistently outperforming its peers across all three dimensions (see Risks and ESG section), Accordingly, PUMA places a strong emphasis on sustainability initiatives, with a particular focus on sustainable sourcing, circularity, and advancing DEI efforts.

Lastly, PUMA, like Adidas, benefits from its reputation as a German high-quality brand, giving it a competitive edge through associations with precision, reliability, and excellence. PUMA’s focus on quality aligns with its market positioning, reflected in its strong perceived quality score of 92%, closely trailing Nike at 96% and Adidas at 95% (Statista, 2024). However, with its position closely challenged by Under Armour and New Balance, subjective factors like brand loyalty pose a potential risk to maintaining its competitive edge, necessitating continuous investment in R&D, sustainability, and talent to maintain its superior image.

(III) Distribution Quality

One of PUMA’s key strengths lies in its extensive global distribution network, which operates through two primary channels: wholesale and DTC. The wholesale channel dominates PUMA’s distribution, and the DTC channel plays a complementary role, strengthening customer engagement with the brand. PUMA plans to maintain its focus on the wholesale channel while simultaneously expanding its DTC business. Recent initiatives, such as the launch of the PUMA shopping app, highlight this strategy. The strong reliance on wholesale also presents opportunities for growth in the DTC segment. This growth potential becomes even more significant when compared to competitors, who generate, on average, 59.45% of their sales through wholesale, significantly less than PUMA’s 75.20% (**Figure 20**).

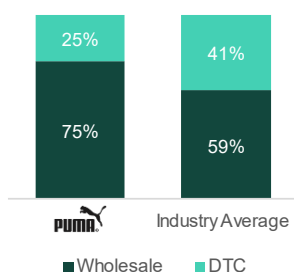


Figure 20: Distribution Channel Mix 2023. Source: Analyst Analysis.

A diversified distribution mix can generally be seen as a strength, reducing dependency on specific channels. However, an interesting market shift has been observed in recent years. Competitors such as Adidas temporarily deprioritized physical retail, enabling PUMA to capitalize by strengthening wholesale relationships. Recently, these competitors have begun to reprioritize wholesale, suggesting a renewed focus on this channel (McKinsey & Company, 2024). This shift could lead competitors to align more closely with PUMA’s distribution model, underscoring PUMA’s strategic foresight in anticipating future distribution trends. Despite these strengths, PUMA must carefully monitor the financial health of its wholesale partners. A high dependency on this channel poses a significant risk, particularly in challenging economic conditions.

The company’s distribution network is further supported by 49 sales offices worldwide. Despite its global footprint, PUMA faces significant challenges in emerging markets, such as China, a key growth driver for the sporting goods industry. Compared to its closest competitors, PUMA’s performance in China lags considerably. Both Adidas and Nike derive nearly twice the share of their total sales from this region compared to PUMA (**Figure 21**). This disparity presents a dual-faceted impact on PUMA’s prospects. While it poses a substantial risk as the company is underrepresented in a critical growth market, it underscores a significant opportunity for expansion and sales growth. By addressing this gap and enhancing its distribution capabilities in emerging markets like China, PUMA could retain its market share and further enhance its global position.

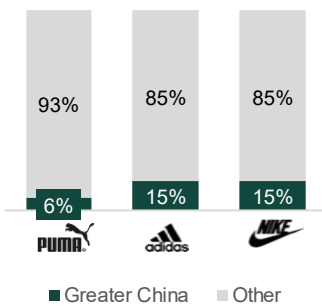


Figure 21: Share of Greater China in FY 23. Source: Analyst Analysis. 2024.

Risks and ESG

Expanding on our analysis of PUMA's market positioning, we now examine the key risks that could impact its performance and strategic direction. In **Figure 22**, we provide a detailed summary of these risks, ranked by their potential economic impact and probability of occurrence.

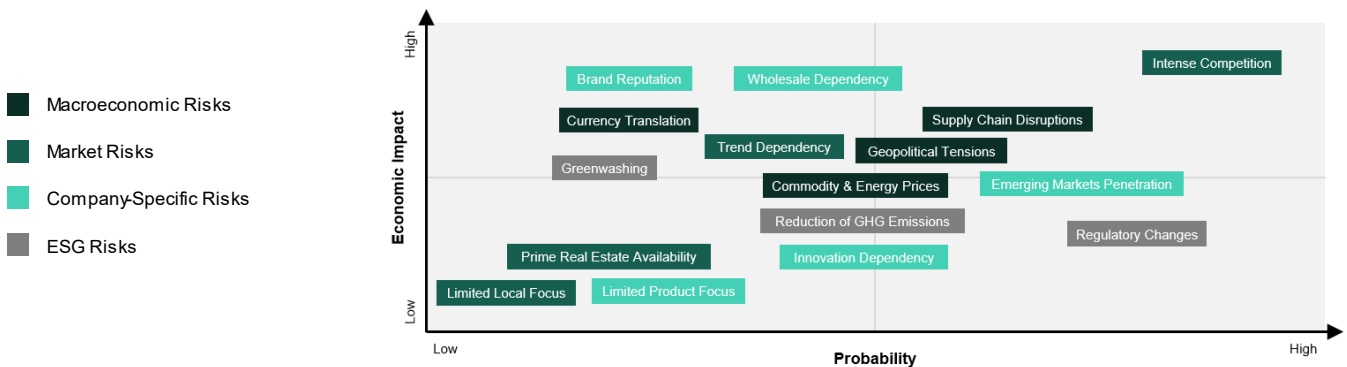


Figure 22: Key Risks Ranked by Economic Impact and Probability, Source: Analyst Analysis.

Measure	Peers	PUMA
CO2 / Revenue (USD m)	284.1	114.8
Environmental Score	71.1	89.1
Social Score	73.8	91.9
Governance Score	50.8	82.0
Refinitiv ESG Score	46.4	82.3
Sustainalytics ESG Score*	17.9	17.5

*Categories for Sustainalytics ESG Risk Rating	
Negligible	0-10
Low	10-20
Medium	20-30
High	30-40
Severe	40+

Figure 23: ESG Analysis. Source: Refinitiv, 2024; Sustainalytics, 2024.

PUMA consistently outperforms its competitors in ESG ratings across all three dimensions (**Figure 23**). A detailed analysis will follow in the next section.

Environment

In FY 23, PUMA advanced its FOREVER.BETTER. sustainability strategy, implementing its 2030 vision with ambitious and collaborative ESG commitments aligned with global climate goals, including the 1.5-degree scenario. The company achieved a 24% YoY reduction in GHG emissions, culminating in an 85% decrease since FY 18. This was driven by sourcing 100% renewable electricity for PUMA’s facilities, electrifying its car fleet, adopting low-carbon shipment tariffs with key logistics providers, and significantly reducing air-freight dependency. PUMA has also expanded renewable energy adoption among its core suppliers to 25%, with them increasingly leveraging solar PV installations, RECs, and renewable fuels. These efforts justify PUMA’s position as industry pioneer in CO₂ emissions per EUR of revenue. While competitors have also adopted unique sustainability initiatives to meet rising consumer awareness for sustainable products, each brand employs distinct strategies to reduce environmental impact. This presents a significant opportunity for PUMA to capitalize on its superior environmental score and position as a leader in sustainability and technological innovation, strengthening its brand image and market differentiation. In addition, PUMA prioritizes sustainable sourcing and circularity, with recycled materials accounting for approx. 22% of total product inputs. Key initiatives include partnering with the Leather Working Group, committing to deforestation-free leather supply chains by 2030, and prioritizing recycled materials across apparel and accessories.

Social

In addition, PUMA demonstrates a robust commitment to social responsibility by prioritizing workplace safety, well-being, and fair labor practices, alongside fostering an inclusive culture through DEI initiatives. Programs like the Voices of a RE:GENERATION initiative amplify employee engagement by enabling young professionals to shape sustainability strategies, while 57,000 hours of global community engagement reflect PUMA’s dedication to educational, environmental, and empowerment initiatives. The appointment of a Human Rights Officer and development of a Human Rights Handbook signal proactive steps in addressing human rights challenges, particularly in Southeast Asian sourcing regions. Recognized by rankings such as the Corporate Human Rights Benchmark, PUMA advances wage fairness for staff and suppliers, further strengthening its social performance. These efforts lead to a superior social score compared to its competitors.

	Name	Age	Position	Start Date
Management	Arne Freundt	44	CEO	Nov-22
	Anne-Laure Descours	59	CSO	Feb-19
	Markus Neubrand	48	CFO	Oct-24
	Maria Valdes	40	CPO	Jan-23
Supervisory Board	Hélôïse Temple-Boyer	45	Deputy CEO of Artemis S.A.S	Apr-19
	Jean-Marc Duplaix	53	Deputy CEO of Kering S.A.	May-23
	Harsh Saini	61	Independent (NGO) Consultant	May-24
	Roland Krüger	58	Board Member Dyson Holdings	May-24
	Fiona May Oly	54	Independent Consultant	Apr-19
	Martin Köppel	50	Employees' Representative	2012
	Bernd Illig	52	Employees' Representative	2010

Figure 24: Management and Supervisory Board. Source: PUMA SE, 2024b.

Governance

PUMA's governance framework reflects a structured, multi-tiered approach, ensuring clear accountability and effective oversight through a dual management and supervisory structure. The management board, consisting of four members, including two women with an average tenure of 9.9 years, embodies continuity and strategic foresight. The supervisory board, balanced in gender and comprising seven members with diverse professional backgrounds and an average tenure of 4.4 years, represents a blend of industry expertise and stakeholder interests (**Figure 24**). Sustainability is embedded in leadership accountability, with 10% of the annual performance bonus for Management Board members tied to ESG targets. Additionally, PUMA enhances alignment with ESG objectives through monthly climate reviews led by the CSO, biannual Executive Sustainability Committee meetings, quarterly updates to the Supervisory Board, and regular briefings for product teams and subsidiaries. Transparent reporting, adhering to GRI and EU taxonomy standards, further reinforces PUMA's commitment to responsible governance. These practices position PUMA as a leader in governance, achieving superior scores compared to competitors and underscoring its strategic focus on embedding transparency and accountability across all levels.

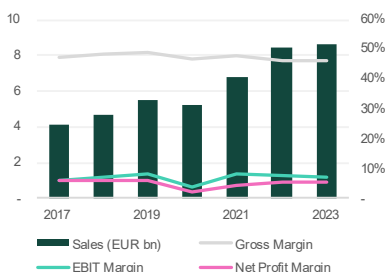


Figure 25: Sales and Margin Development. Source: PUMA SE, 2023.

Historic Financial Analysis

Income Statement

From FY 17 to FY 23, PUMA achieved a CAGR of 12.98% in sales, well above the peer group average of 4.22%. This growth was mainly driven by footwear, which recorded a CAGR of 15.07% during the same period. Geographically, the key drivers were the EEMEA region, with a CAGR of 22.53%, and Latin America, which achieved a CAGR of 19.55%. Key income statement KPIs are shown in **Figure 25**.

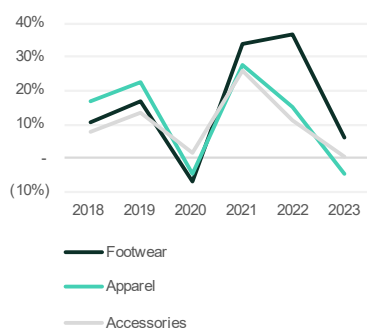


Figure 26: Sales Growth Development by Product Group. Source: PUMA SE, 2023.

Despite a 4.87% decline in FY 20 due to COVID, PUMA recovered strongly in the following years, supported by the rebound in global industrial production and increased consumer spending, especially in Western markets. Growth slowed significantly in FY 23, with sales increasing by only 1.61%. This slowdown was largely attributable to a reduction in sell-in to the wholesale channel as part of efforts to manage elevated inventory levels, a challenge faced across the industry. Other factors included resurgent challenges in industrial production and world trade, alongside the devaluation of the Argentine peso. Adding to this, growth in apparel and accessories had already slowed in FY 22 and continued to decline in FY 23. Footwear, by contrast, maintained relatively strong performance through FY 22, with slower growth only becoming evident in FY 23 (**Figure 26**). This

resilience was supported by product innovation, market trends, and shifts in consumer spending priorities following COVID. Contrary to initial expectations, we found no observable correlation between sales and major sporting events.

While indicating a slight decline, PUMA's gross margin remained relatively stable between FY 17 and FY 23, ranging from 46.11% to 48.83% and aligning with the peer group average of 48.46% in FY 23, despite a volatile market environment. This development was primarily driven by cost of sales growing at a CAGR of 13.30% during the period, slightly outpacing sales growth, with the most significant increases occurring in FY 21 and FY 22, when back-to-back 28% YoY growth was fueled by rising supply chain costs, higher raw material prices, and surging freight rates amid the mentioned global demand rebound.

In line with the peer group average, EBIT margins remained stable as well at around 7.50%, showing a similar development to net profit margins from FY 18 to FY 23, including a one-off profitability drop in FY 20. This relationship is driven by PUMA's consistent cost structure relative to its sales growth, with historically stable operating expenses at approx. 80% of sales, indicating constant operating leverage. The steady tax rate and proportionately growing financial costs to sales, ensure that changes in EBIT translate directly into similar changes in net profit.

PUMA's ROIC development from FY 17 to FY 23 was highly volatile, indicating a decline from 12.72% to 7.71% (**Figure 27**). As margins remained stable, this development was caused by a significant decline in asset turnover from 3.50 in FY 18 to 2.18 in FY 23 due to fluctuations in inventory levels as uncertainty about demand developments persisted.

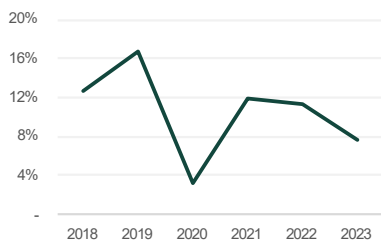


Figure 27: ROIC Development. Source: PUMA SE, 2023.

Balance Sheet and Cash Flow Statement

PUMA organically grew its balance sheet, with total assets more than doubling from 2.85 EUR bn in FY 17 to EUR 6.64 bn in FY 23, reflecting a robust CAGR of 15.12%. This growth was attributable to strategic investments in right-of-use assets and technical equipment to expand PUMA's retail footprint through new stores and overhauls, alongside unintended elevated inventory levels, which grew at a 15.04% CAGR, simultaneously serving as a buffer against supply chain disruptions and demand fluctuations.

The D/E ratio rose substantially from -0.07 in FY 17 to 0.65 in FY 23, with net financial debt reaching a peak of EUR 1.68 bn in FY 23 (**Figure 28**). This increase arose primarily due to additional capital requirements for strategic initiatives to enhance PUMA's competitive brand positioning and liquidity preservation, along with the adoption of IFRS 16 in FY 19, which required the capitalization of lease

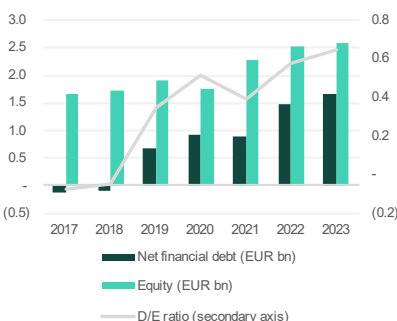


Figure 28: D/E Ratio Development. Source: PUMA SE, 2023.

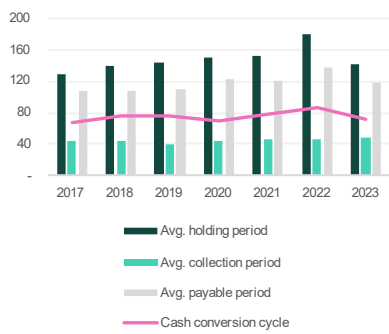


Figure 29: CCC Decomposition and Development (in Days). Source: PUMA SE, 2023.

	PUMA	72
Primary	Adidas	96
	Nike	31
	Under Armour	88
Secondary	On	139
	Asics	96
	New Balance	-

Figure 30: CCC of Key Competitors in FY 23. Source: Company Data, 2023.

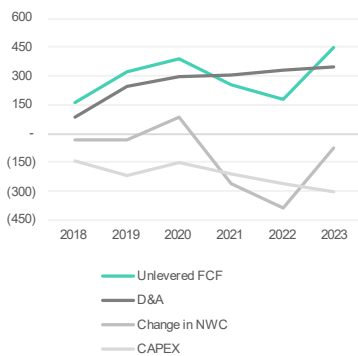


Figure 31: Unlevered FCF Decomposition and Development (in EUR bn). Source: PUMA SE, 2023.

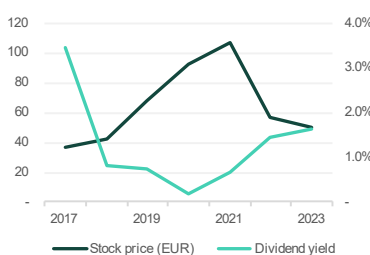


Figure 32: Stock Price and Dividend Yield Development. Source: PUMA SE, 2023.

liabilities. Historically, PUMA has maintained solid liquidity, with its current, quick, and cash ratios averaging 1.61, 0.89, and 0.31, respectively, between FY 17 and FY 23, reflecting alignment with its growth-focused strategy. Its aggressive reinvestments and a business model heavily reliant on inventory turnover, tying up cash in working capital, tighten its liquidity position compared to peers.

Aligned with PUMA's liquidity position, the CCC showed a negative development, averaging 74 days between FY 17 and FY 22 and peaking at 87 days in FY 22, as depicted in **Figure 29**. As PUMA's collection period remained constant, this was due to a disparity in growth, with inventory holding periods, the largest industry-wide contributor to CCC, increasing at a 6.64% CAGR, while the payable period grew at a slower 5.12% CAGR, providing limited offsetting effects. Despite collecting cash, on average, 74 days before having to pay its suppliers, PUMA struggled historically to convert inventories into cash, offsetting gains from improved bargaining power and elevating its CCC, justifying its position compared to peers, as depicted in **Figure 30**.

Aligned with solid growth in its income statement and balance sheet, the unlevered FCF presented a strong 21.99% CAGR from FY 17 to FY 23, despite showcasing high volatility. This fluctuation is primarily attributed to the strong positive correlation with NWC investments, particularly inventory levels, as illustrated in **Figure 31**. In FY 23, the unlevered FCF rebounded strongly (186.75% YoY growth), among other things, due to the implementation of a cloud-based purchase order management and payment platform, which effectively reduced excess stock and improved inventory efficiency, demonstrated by a 20.51% YoY decline in PUMA's inventory holding period. In addition, CAPEX increased significantly at a 16.74% CAGR between FY 18 and FY 23, reflecting PUMA's retail expansion, with a temporary reduction due to heightened pandemic-related uncertainty, closely mirroring the development of D&A and explaining their offsetting effect on unlevered FCF.

Stock Performance

Over the last seven years, PUMA's stock price has shown high volatility, ranging from EUR 24.35 to EUR 114.70. The share nearly tripled from EUR 36.30 in FY 17 to EUR 107.50 in FY 21 (**Figure 32**), influenced by a strong post-COVID recovery, robust performance, investor optimism, and a 1:10 stock split in June 2019 aimed at attracting retail investors. In the following two years, the share price adjusted to EUR 50.52 in FY 23, reflecting PUMA's overall financial development but still marking a 39.17% increase since FY 17. This growth compares favorably with Adidas (+10.18%) but lags behind Nike (+69.69%). PUMA's dividend yield has

moved inversely to its share price, starting at 3.44% in FY 17, dropping to nearly 0.00% in FY 20, and rebounding to 1.62% in FY 23. This yield outperformed Adidas (0.40%) but remained below Nike (1.87%). Despite a rising trend, PUMA’s payout ratio was 40.33% in FY 23, compared to Adidas (49.20%) and Nike (42.38%), supporting its focus on strategic reinvestments.

Business Forecast

We have forecasted PUMA's income statement and balance sheet for the period FY 24 to FY 40. The granularity of our forecasting methodology and assumptions reflects the materiality of each item, both in terms of its absolute value and its relevance within the context of the industry and PUMA’s specific operations. Accordingly, we have applied three distinct levels of detail to our forecasts:

- (I) **Sales:** Identified as the most material line item for the valuation. It was given the highest priority and developed with the greatest level of detail.
- (II) **Material items:** Forecasted using specific assumptions tailored to the individual item’s characteristics. Detailed explanations are provided below.
- (III) **Immaterial items:** Simplified forecasting techniques were applied. These include average historic ratios or growth rates, while maintaining logical consistency. Refer to the financial model for further details.

Following these projections, the cash flow statement is derived from the forecasted income statement and balance sheet to ensure full alignment across all financial statements. The 17-year forecast period is divided into a short-term phase (FY 24 – 32) with detailed assumptions based on company projections and market forecasts, and a long-term phase (FY 33 – 40) using a more conservative approach that aligns with long-term growth expectations and accounts for the rising uncertainty associated with longer time horizons. The forecast ends in FY 40 as unlevered FCF growth stabilizes.

Income Statement

Based on our forecast assumptions, net income attributable to shareholders of PUMA is projected to grow significantly, reaching EUR 571.5 m by FY 32. Growth is expected to moderate thereafter, with net income increasing to EUR 769.2 m by FY 40. The resulting development of KPIs until FY 32 is depicted in **Figure 33**.

Sales

As previously explained, we apply a dual short- and long-term forecasting approach, incorporating a 4-year transition period during which growth gradually stabilizes to a consistent long-term rate. The result is modest YoY growth of 1.08%

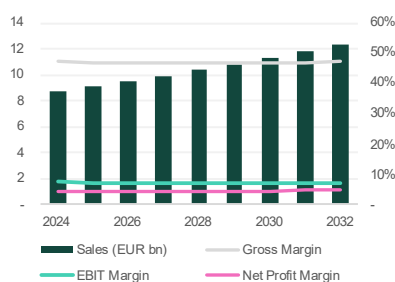


Figure 33: Sales and Margin Development. Source: Analyst Analysis.

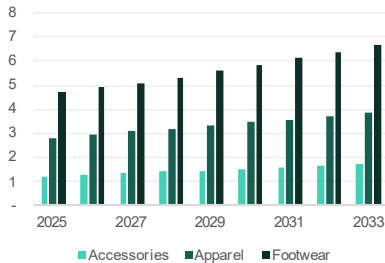


Figure 34: Sales Development by Product Group (in EUR bn). Source: Analyst Analysis.

in FY 24, followed by consistent growth of 4-5% YoY through FY 32, in line with PUMA's projections for mid-single-digit growth. From FY 33 onward, growth transitions gradually toward long-term expectations. The limited growth projected for FY 24 reflects adjusted sales figures based on Q3 reports and historical Q4 ratios to account for interannual cyclicity and align with already reported figures. These indicate subdued sales growth driven by PUMA's strong focus on wholesale sell-through in the first half of the year. Consequently, our forecasts will only begin to influence sales starting in FY 25.

Our sales forecasts are structured by product group to capitalize on the reliability and granularity of data available for this split (**Figure 34**). Recognizing the importance of geographic variations, we integrate them as a variable in the short-term model, ensuring that regional risks and developments are appropriately considered. While the data quality and detail for these are comparatively limited, this balanced approach allows us to capture the strengths of both perspectives effectively. An overview of all drivers and their respective weights for the short- and long-term models is provided in the **Appendix**.

(I) Footwear

In the short term, footwear sales are modeled using four distinct variables categorized into product-focused and non-product focused, as outlined in **Figure 35**. These variables have demonstrated trends that closely mirror, though are less pronounced than, PUMA's historical footwear sales (**Figure 36**). To address the limited availability of long-term historical data for the input variables and the dynamic nature of the industry, we assigned weights based on factors such as company projections, product portfolio alignment, and available historical correlations with PUMA's sales. This approach ensures a forecast that is grounded in both quantitative data and strategic insights.

	Correlation (FY 19-23)	Weight
Product-focused growth		
Sneakers	0.8	25.0%
Athletic footwear	0.8	25.0%
Non-product-focused growth		
Sales-weighted footwear	n/a	20.0%
Sales-weighted nom. GDP	0.9	30.0%

Figure 35: Weights Short-Term Model - Footwear. Source: Analyst Analysis.

PUMA's footwear sales are primarily driven by sneakers and athletic footwear. Sneakers are a strong driver due to their dominance in the athleisure trend, where PUMA is a leading player, while athletic footwear remains highly relevant through PUMA's heritage and strategic expansion into key disciplines such as running. As such, we use the forecasted global growth for sneakers and athletic footwear as key drivers for PUMA's footwear sales. These markets are projected to grow steadily at approx. 5.30% and 4.50%, respectively, throughout the forecasting period, with only a minor dip anticipated in FY 26 and 27 (Statista, 2023c).

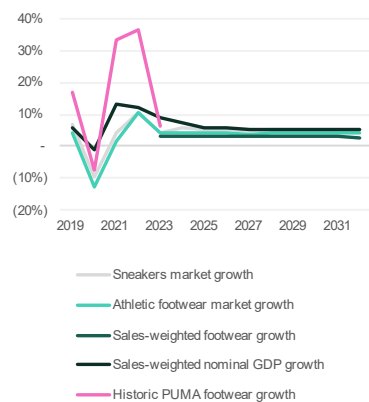


Figure 36: Development of Key Footwear Drivers. Source: PUMA SE, 2023; See Text.

On the non-product side, we account for regional variations in footwear market growth by weighting forecasted footwear growth rates by each region's sales share, resulting in a constant sales-weighted footwear growth rate of roughly

3.18% during the forecasting period (Statista, 2023c). This growth includes our assumption, aligned with PUMA’s strategy and prevailing macroeconomic trends, that North America and China will account for an increasing share of sales. However, this variable is given a lower weight due to the lack of detailed, region-specific market forecasts. Additionally, we incorporate sales-weighted nominal GDP growth as a macroeconomic driver, calculated by weighting GDP growth rates across regions based on sales shares. We chose nominal GDP growth to capture both real economic growth and inflation, capturing the full scope of short-term macroeconomic conditions. The resulting growth rate decreases from 6.10% in FY 25 to 5.22% in FY 29, stabilizing at 5.20% thereafter, with further details on this development provided in the industry analysis (IMF, 2024).

Footwear growth is projected to be strongest in Europe, EEMEA, and China.

By multiplying the explained growth variables by their respective weights for each year, we arrive at a YoY growth rate of 4.85% in FY 25, which gradually decreases to 4.67% in FY 29, where it stabilizes through the short-term forecasting period.

Given the challenges of predicting long-term trends in a dynamic market like sporting goods, we adopt an industry-independent growth rate aligned with overall economic growth. Therefore, to forecast long-term footwear sales, we rely on two variables: sales-weighted inflation and sales-weighted real GDP growth (IMF, 2024). Sales-weighted inflation remains constant at 2.92%, while sales-weighted real GDP growth stabilizes at 2.29% starting in FY 33. Both variables are weighted by the regional sales shares to reflect each region’s objective contribution to PUMA and offer a conservative, sustainable basis for long-term growth assumptions.

To calculate the growth rate, we average both variables for a balanced approach, considering both economic productivity and changes in price levels. A 4-year transition phase from FY 33 to 36 smooths the shift to long-term growth, resulting in a stable growth rate of 2.60% from FY 36 through FY 40.

(II) Apparel and Accessories

Given the similar trends across PUMA's product groups, we have applied the same forecasting methodology used for footwear to apparel and accessories sales. In the short term, this approach employs five distinct variables for each segment – apparel and accessories – with weightings informed by correlations observed and assumptions derived from the footwear segment, owing to their similarities. More importantly, the weightings also reflect the relevance of specific sub-markets to each product group (**Figure 37**). The historical trends of these variables, compared to PUMA’s actual sales, are detailed in **Figure 38** and **Figure 39**, respectively.

To forecast PUMA’s apparel sales, we utilize three product-focused variables, yielding growth rates of approx. 2.30%, 2.50%, and 3.50%. Among these, the

	Weight
Apparel	
Product-focused growth	
Shirts	5.0%
Jerseys, Sweatshirts & Pullovers	5.0%
Sports & Swimwear	40.0%
Non-product-focused growth	
Sales-weighted apparel	20.0%
Sales-weighted nom. GDP	30.0%
Accessories	
Product-focused growth	
Bags & Containers	20.0%
Gloves	10.0%
Hats & caps	20.0%
Non-product-focused growth	
Sales-weighted accessories	20.0%
Sales-weighted nom. GDP	30.0%

Figure 37: Weights Short-Term Model - Apparel and Accessories. Source: Analyst Analysis.

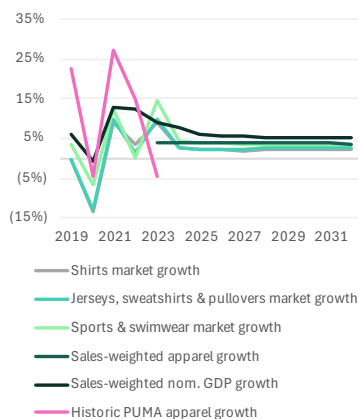


Figure 38: Historic Development of Key Apparel Drivers. Source: PUMA SE, 2023; See Text.

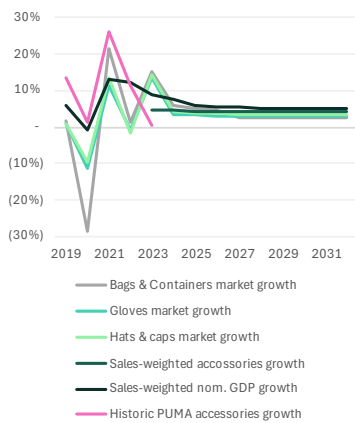


Figure 39: Historic Development of Key Accessories Drivers. Source: PUMA SE, 2023; See Text.

Apparel growth is anticipated to be most pronounced in China and EEMEA, with a balanced expansion observed across other regions.

Accessories growth is projected to be strongest in Europe, EEMEA, and China.

sports and swimwear market is especially relevant due to its strong alignment with PUMA's apparel offerings. Additionally, the sales-weighted apparel market growth forecasts a steady rate of 3.87% (Statista, 2023b). For accessories, the three product-focused variables have similar levels of relevance and imply growth rates of 2.80%, 3.00%, and 3.50%, respectively. Among these, only the bags and containers market is expected to experience a temporary dip in FY 27 and 28 before recovering. The sales-weighted accessories market growth forecasts a steady rate of 4.47% (Statista, 2023a). Sales-weighted nominal GDP growth remains consistent across product groups, mirroring the variable applied to footwear for both apparel and accessories.

Combining the outlined inputs with their respective weights results in YoY growth rates that gradually decline from 4.48% for apparel and 4.85% for accessories in FY 25 to approx. 3.99% and 4.02% by FY 29, where they stabilize for the remainder of the short-term forecasting period.

For the long-term forecasting period, we apply an industry-independent growth rate consistent across all three product groups. Accordingly, apparel and accessories also adopt a long-term growth rate of 2.60% following the 4-year transition phase.

Our sales forecasts show that footwear remains the primary sales driver, rising to 54.88% of sales by FY 40, while apparel and accessories decline to 31.36% and 13.76%, respectively. This trend reflects PUMA's focus on footwear innovation and market penetration. Nonetheless, PUMA is projected to maintain its market share across all segments, reaching shares of 3.57% in footwear, 1.65% in apparel, and 1.32% in accessories by FY 32. This aligns with our expectations that PUMA will capitalize on its recent marketing investments, including a refreshed branding strategy, and on its dual focus on performance and lifestyle products. The brand's affordability positions it to appeal to a broader customer base, with subsequent price increases and improving macroeconomic conditions further supporting this development. However, despite these positive projections, the anticipated stagnation in market shares also highlights the intense competition that PUMA will continue to face. While primary competitors maintain significant scale advantages, limiting PUMA's ability to close the gap, the brand is well-positioned to outperform secondary competitors. Many of these rivals are focused on a single product category or target use, giving PUMA a broader foundation for sustained growth.

Other Operating Activities

We project the EBIT margin to rise to 7.73% (gross margin to 47.23%) in FY 24, followed by a slight decline in FY 25. Subsequently, the margin steadily increases to 7.23% (47.08%) by FY 32, where it stabilizes through FY 40. This trajectory is

primarily influenced by cost of sales and sales and distribution expenses and points out our expectation of stable operating leverage throughout the forecasting period.

In FY 24, we forecast **cost of sales** to align with sales, using quarterly reports through Q3 and historical Q4 ratios for the full-year estimate. This leads to an improved gross margin, driven primarily by a more favorable distribution channel mix and lower freight costs, with additional impact from cost shifting to Q4, which may dilute the ratio. To capture future economic developments from FY 25 onwards, we separate cost of sales by product group into cost of sales and transport costs, with the latter assumed to remain constant at 7.00% of cost of sales (Bain & Company, 2018). We expect the cost of sales to remain stable as a percentage of sales, using the post-COVID average to account for recent but ongoing macroeconomic challenges. Additionally, transport costs are forecasted using a similar approach but incorporate a 1.80% YoY growth rate based on sales-weighted logistics cost predictions, including a temporary increase in FY 26 and 27 driven by EEMEA (Statista, 2023d). To account for PUMA's growing sales volumes, we assume economies of scale for each product group. These efficiencies are expected to materialize once the company recovers from macroeconomic challenges, beginning at 0.10% in FY 26. Larger product groups are projected to experience faster scale effects, which will stabilize at up to 0.70% from FY 32 onwards.

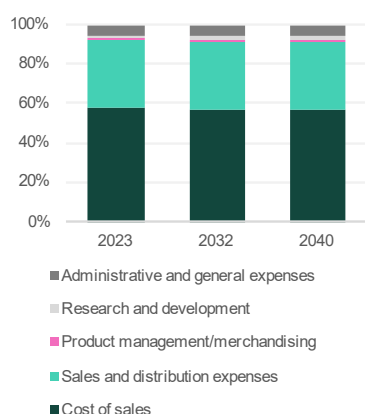


Figure 40: Decomposition of Total Operating Expenses. Source: Analyst Analysis.

Royalty and commission income stems from licensing agreements, third-party sales, and partnerships. We forecast it as a percentage of sales, applying the historical non-COVID-adjusted average of 0.38% for consistency.

Other operating expenses comprise four components, each linked to sales in our projections. The respective shares of these components within total operating expenses are shown in **Figure 40. Sales and distribution expenses**, which peaked at over 34.00% of sales during COVID, are projected to stabilize at 32.20%, reflecting the post-COVID average. To account for rising logistics costs, we incorporate a YoY growth rate derived from sales-weighted logistics cost forecasts, mirroring our approach for cost of sales. However, the YoY growth is projected to be less pronounced, stabilizing at 0.90%, due to the decentralized nature of PUMA's distribution network. Economies of scale are expected to partially offset these costs from FY 26, aligning with the average annual reduction assumed for cost of sales. **Product management/merchandising** expenses are crucial for PUMA's strategy to expand its customer base. While these expenses were reduced during COVID, we expect them to rebound to pre-pandemic levels of roughly 1.00% of sales in FY 24. Additionally, given PUMA's strategic focus on brand elevation, we project a 2.50% annual growth in this ratio until FY 32,

stabilizing thereafter through FY 40. The ratio of **R&D expenses** to sales declined during the pandemic, dropping from 1.12% in FY 19 to 0.91% in FY 21. However, given the critical role of innovation in maintaining competitive strength and PUMA's pioneering role relative to competition, we anticipate R&D expenses will rebound to their pre-COVID average, stabilizing at 1.19% of sales. **Administrative and general expenses** fell from over 7.00% to below 6.00% of sales from pre- to post-COVID. Given PUMA's sustained efficiency since FY 21, we expect these expenses to remain stable at 5.57% of sales, aligning with the post-COVID average to accurately reflect recent developments.

Non-Operating and Financial Activities

Non-operating and financial activities are primarily influenced by the financial result, which is expected to increase from EUR -143.4 m in FY 23 (vs. EUR -22.6 m in FY 19) to EUR -43.6 m by FY 27. Beyond this point, we project a gradual decrease, reaching EUR -63.6 m by FY 40. This trajectory is driven by rising interest income and expenses, coupled with reduced currency conversion costs.

Interest income and **other financial income** are assumed to correlate with sales. After spiking in FY 22 and FY 23 due to macroeconomic factors, we expect a return to historical averages as market conditions stabilize. This forecast assumes increased financial hedging and a focus on local production, aligning costs and revenues within the same currency to mitigate currency-related volatility.

For **interest expenses** and **interest expenses from lease liabilities**, we assume a stable relationship with total debt. Considering historically volatile ratios, rising debt levels over six years, and easing interest rates after FY 22, we apply post-COVID average growth rates of 2.10% and 2.71%, respectively, through FY 40.

Balance Sheet

PUMA's balance sheet is expected to recover from consecutive YoY declines of 1.95% in FY 23 and 0.62% in FY 24, returning to mid-single-digit growth in FY 25. From there, it is projected to grow at a steady annual rate of 4.30%, reaching EUR 9.40 bn by FY 32. Beyond this, growth is forecasted to stabilize at approx. 2.60%, driving the balance sheet to EUR 11.78 bn by FY 40.

Operating Assets

Operating assets, comprising 95.46% of total assets in FY 23, reflect the asset-heavy nature of the industry. Their share rebounded post-COVID, driven by PUMA's retail expansion and inventory build-up. Given the absence of projected structural changes in the balance sheet, coupled with anticipated improvements in

operational efficiency and solid sales growth, we forecast a marginally increasing share of total assets, reaching approx. 98.00% by FY 40.

PUMA's **operating cash** has historically comprised the majority of its total cash and cash equivalents, accounting for approximately 91.40% in FY 22. This highlights the company's efficient reinvestment strategy to fuel growth, with the remaining balance representing excess cash. Maintained consistent at 5.00% of sales, this ratio is expected to remain stable, with operating cash projected to fully account for total cash and cash equivalents from FY 24 onward. This approach aligns with PUMA's aggressive retail expansion strategy, minimizing reliance on excess cash to enhance operational efficiency.

Inventories mainly consist of finished goods and goods in transit. Historically, these have been the primary components, averaging 67.73% and 27.07% of total inventories, respectively – a trend we expect to persist throughout the forecast period (**Figure 41**). For finished goods, which is strongly tied to production cycles and operational efficiency, we applied a constant holding period of 99.9 days. For goods in transit, we applied a YoY growth-based approach to account for external influences like shipping lead times and supply chain disruptions. We project a COVID-adjusted YoY growth rate of 8.31% until FY 32, gradually aligning with sales growth from FY 33 onwards to avoid disproportionate growth. This approach projects an inventory value of EUR 3.54 bn by FY 40, driven by our expectation of a gradual increase in the average inventory holding period. Based on lessons learned from past crises, we expect PUMA to prioritize greater flexibility by maintaining higher stock levels, while the continued diversification of its product portfolio, with a broader range of SKUs, will further require higher inventory levels to ensure adequate supply. Consequently, we project the average holding period to grow on average by 1.01% annually until FY 32, before stabilizing at 0.06%.

Trade receivables are forecasted based on the non-COVID-adjusted YoY growth of the average collection period. Historically marked by a COVID-related increase, PUMA's collection period is expected to rise further, reflecting a lengthening cash conversion cycle. This trend is driven by reliance on large wholesale partners with extended payment terms and competitive pressures requiring more favorable credit terms for retailers, though we anticipate macroeconomic pressures such as inflation and tighter liquidity to ease over time. Accordingly, we project the average collection period to grow at an annual rate of 1.20%, reaching 52.8 days by FY 32 (up from 47.5 days in FY 23), before stabilizing at that level.

Income tax receivables are projected as a constant ratio of sales, based on historical averages adjusted for outliers and a stable 25.34% effective tax rate.

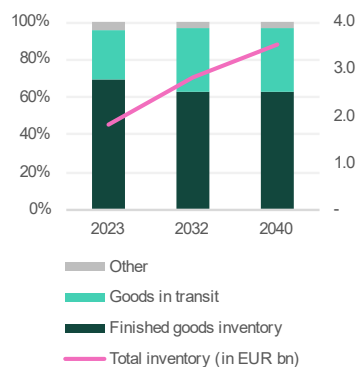


Figure 41: Decomposition of Total Operating Expenses. Source: Analyst Analysis.

Similarly, we forecast **other current assets** as a percentage of sales with a historic average and adjusting for outliers as well.

To forecast **deferred tax assets**, we base our assumption on a stable ratio to prior-year income taxes. After a historical decline followed by a spike in FY 21, the ratio has remained consistent. As a result, we adopt the average ratio from FY 22 and FY 23, projecting it at a constant 230.91% for the forecasting period.

PP&E is analyzed separately for real estate, technical equipment, machinery, other assets, and payments, following a consistent methodology. To project PP&E, we reconstructed the calculation from total gross PP&E at the BoP to total net PP&E at the EoP, as reported on the balance sheet. This process is illustrated in **Figure 42** for FY 24. The projections focus on total purchase changes, linked to sales growth, and total depreciation changes, tied to the previous year's gross PP&E. For both metrics, we primarily rely on historical averages, particularly from FY 22 and FY 23, due to the stabilization observed during this period. As a result, we project PP&E to grow consistently, increasing from EUR 0.69 bn in FY 23 to EUR 1.48 bn in FY 40, reflecting our assumption that PUMA will sustain significant investments, particularly in equipment, to support the forecasted top-line growth.

The same methodology was applied to both **right-of-use assets** and **intangible assets**. Right-of-use assets are projected to grow from EUR 1.09 bn in FY 23 to EUR 1.19 bn in FY 40, driven by distribution network expansion to support rising sales. Similarly, intangible assets are forecasted to increase from EUR 0.53 bn to EUR 1.06 bn, reflecting continued investments in brand development to enhance PUMA's market position.

Using this approach, we derive CAPEX and D&A from the changes in purchases and depreciation, with their respective developments shown in the cash flow statement section. From FY 33 onward, we align their growth with our long-term assumptions to ensure a more sustainable projection.

Operating Liabilities

Operating liabilities have historically averaged 38.50% of operating assets but showed a declining trend, reaching 33.73% in FY 23. We forecast a continued marginal decline in the proportion of operating liabilities to operating assets, stabilizing at 32.75% in FY 32 and further decreasing to 31.97% by FY 40.

We forecast **trade payables** based on the YoY growth of the payable period. Historically subject to fluctuations due to supply chain disruptions and crisis-driven payment accelerations, the payable period is expected to gradually decline, reflecting a negative impact on the CCC (**Figure 43**). This is because PUMA aims

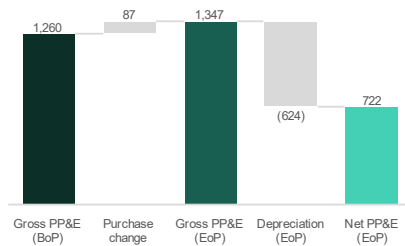


Figure 42: PP&E Calculation in FY 24 (in EUR m). Source: Analyst Analysis.



Figure 43: CCC Decomposition and Development (in Days). Source: Analyst Analysis.

to strengthen supplier relationships by adopting shorter payment terms to enhance supply chain reliability in the medium- to long-term. Accordingly, we project a consistent YoY decrease of 0.71% until FY 32, aligning with the COVID-adjusted historical average. By FY 32, the payable period is anticipated to stabilize at 111.3 days (down from 118.6 days in FY 23) and remain constant through FY 40.

Income tax liabilities experienced a significant spike in FY 19 (30.74% YoY growth) and fluctuated between FY 17 and FY 23 due to increased taxable income, changes in deferred tax positions, and prior-year adjustments across various international jurisdictions. To forecast this item, we link it directly to sales growth, applying a post-COVID average of 0.97% of sales.

Other current liabilities are projected as a percentage of sales, using the FY 23 share as the basis. This approach reflects PUMA’s most recent and stable financial conditions, ensuring alignment with current operational trends. Thus, other current liabilities are expected to grow at a steady rate of 5.74% annually.

Non-operating Assets and Liabilities

Items included in this category are considered immaterial. Please refer to the financial model for further information on these.

Net-financial Assets

Net financial debt is the key determinant of net financial assets (calculated as financial assets minus financial liabilities). It includes **current and non-current borrowings** as well as **lease liabilities**, both current and non-current, highlighting its significant role in PUMA’s financial structure. Net financial debt is forecasted using the D/E ratio, which increased steadily post-COVID but has since stabilized. With no indications from PUMA of altering its capital structure or risk profile and supported by an industry average D/E ratio of 0.59, we project PUMA’s D/E ratio to stabilize at 0.61, aligned with the two-year historical average. Under this assumption, net financial debt is expected to increase from EUR 1.68 bn in FY 23 to EUR 3.01 bn in FY 40 (**Figure 44**). The respective components of net financial debt are forecasted using constant ratios based on historical developments, with an emphasis on the past two years to for their superior representativeness. Non-current lease liabilities, the largest component, are projected to consistently account for over 60%, driven by IFRS 16 capitalization requirements tied to right-of-use assets, as previously outlined.

PUMA’s **non-controlling interests** primarily represent majority stakes in various North American companies. Due to limited information regarding their strategic significance for PUMA, we assume that both non-controlling interests and the

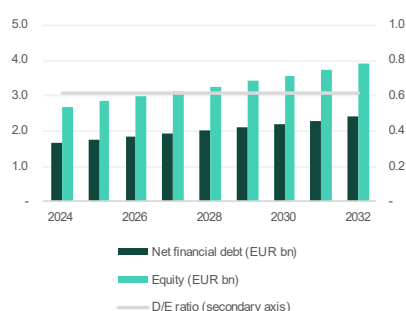


Figure 44: D/E Ratio Development.
Source: Analyst Analysis.

associated net income will remain constant throughout the forecasting period, based on their historical seven-year average.

Cash Flow Statement

The cash flow statement is calculated by combining all projections and applying the reformulation logic, resulting in a core FCF of EUR 416.6 m for FY 24. Following initial volatility, core FCF YoY growth averages 8.27% between FY 28 and FY 37, before stabilizing at approx. 2.60% until FY 40. This reformulation-based approach allows us to identify PUMA's core value drivers and serves as the baseline for calculating the TV growth rate, which is derived by computing the reinvestment rate using core FCF and NOPLAT. Multiplying the reinvestment rate by the RONIC results in a stable growth rate of 2.62% from FY 38 onward, which we apply as the TV growth rate in our valuation. Following this logic, to calculate unlevered FCF, we would adjust NOPLAT for D&A and the change in core business invested capital. However, for our DCF valuation, we adopt a more precise and granular approach by adjusting NOPLAT for D&A, changes in NWC, and CAPEX, with these adjustments being derived directly from our forecasts, leveraging our detailed analyses of PP&E, right-of-use assets, and intangible assets. This method, in our view, more accurately reflects PUMA's cash flow dynamics, operational needs, and investment requirements, and aligns closely with both PUMA's and analysts' calculations. As illustrated in **Figure 45**, unlevered FCF exhibits consistent growth at an average annual rate of 5.26% from FY 26 onward. This follows a temporary decline in FY 25, driven by slower sales growth and a normalization of changes in NWC to FY 23 levels, further reflecting the interplay between PUMA's investment strategy and operational performance.

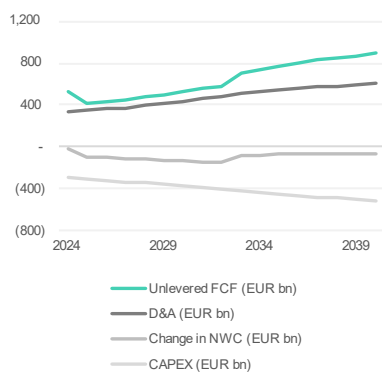


Figure 45: Unlevered FCF Decomposition and Development (in EUR bn). Source: Analyst Analysis.

Valuation

Cost of Capital

As our cost of capital, we employ the WACC which is computed based on two essential components: cost of equity and cost of debt. To ensure the robustness and reliability of our calculation, we employ multiple approaches to derive the respective inputs. These calculations result in a WACC of 7.63%, with the detailed components listed in **Figure 46** and explained below. The applied D/E ratio of 0.61 in the WACC calculation reflects PUMA's target capital structure. This approach ensures consistency with valuation practices by providing a forward-looking estimate of the cost of capital and avoids distortions caused by short-term market fluctuations, such as changes in stock prices or investor sentiment, offering a more stable and strategic basis for our valuation.

D/E ratio	0.61
Effective tax rate	25.34%
Risk-free rate	2.06%
Equity beta	1.23
Market risk premium	7.29%
Cost of equity	11.00%
Cost of debt	2.88%
WACC	7.63%

Figure 46: WACC Calculation. Source: Analyst Analysis.

Cost of Equity

We determine the cost of equity using the CAPM. The risk-free rate is derived from Germany's 10-year government bond yield, considered a reliable risk-free proxy, which is estimated at 2.06%. To calculate the MRP, we use the same risk-free rate and incorporate the market return. In line with CAPM assumptions, the MSCI World Index is selected as the benchmark for the market portfolio. Using its 40-year historical average annual return of 9.35% as a proxy for investor returns, we calculate an MRP of 7.29% (Refinitiv, 2024). The final component required for the cost of equity is the equity beta, which we calculate based on of two distinct approaches:

- (I) **Linear regression:** The equity beta is calculated by regressing PUMA's stock returns over the past five years against the returns of the MSCI World Index, resulting in an equity beta of 1.00, which reflects PUMA's market risk.
- (II) **Comparable betas:** The equity beta is determined by unlevering and relevering the average historical beta of comparable companies, resulting in an equity beta of 1.46.

Averaging both results, we receive an equity beta of 1.23, driven upward by the comparable beta's reflection of forward-looking industry risks, peer leverage, and systematic factors not captured in PUMA's historical performance. Combined with the risk-free rate and MRP, this results in a cost of equity of 11.00%.

Cost of Debt

To calculate the cost of debt, we add a default spread to the 2.06% risk-free rate. This default spread is derived using two distinct approaches:

- (I) **Comparable Credit Rating:** The default spread is determined using the 10-year CDSs of comparables with a similar credit rating (**Figure 47**), resulting in an average default spread of 0.93% and a cost of debt of 2.99%.
- (II) **Synthetic rating:** Using this method, the default spread is calculated based on synthetic ratings. PUMA's interest coverage ratio indicates a rating of AA2/AA implying a 0.70% spread and thus a 2.76% cost of debt (Damodaran, 2024).

Averaging both results leads to a cost of debt of 2.88%.

Discounted Cash Flow (DCF)

A key factor in our investment recommendation is PUMA's valuation, derived from forecasted future cash flows. Given our forecasting assumption of a constant D/E ratio, we selected the DCF method over the APV method as the most appropriate

Company Name	Issuer Rating
Adidas AG	A1
ANTA Sports Products Ltd	AAA
Asics Corp	A+
Columbia Sportswear Co	NR
Li Ning Co Ltd	n/a
Lululemon Athletica Inc	n/a
Nike Inc	A1
On Holding AG	n/a
Skechers USA Inc	BBB
Under Armour Inc	Ba2
VF Corp	Ba1

Figure 47: Comparable Credit Ratings.
Source: Refinitiv, 2024.

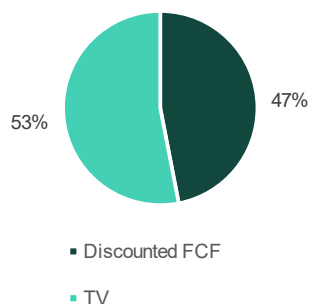


Figure 48: DCF - Enterprise Value Composition. Source: Analyst Analysis.

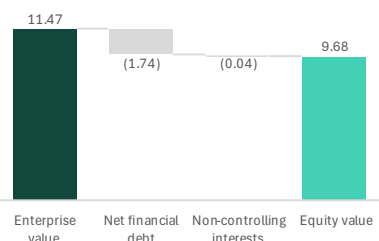


Figure 49: DCF - EV-Equity Bridge (in EUR bn). Source: Analyst Analysis.

valuation approach. The DCF valuation utilizes unlevered FCF projected through FY 40, discounted to their present value as of 31 December 2025, at a WACC of 7.63%. To capture PUMA’s long-term growth beyond the forecast period, we calculate its TV using the Gordon Growth Model. This approach is particularly appropriate as the growth of unlevered FCF stabilizes toward the end of the projection horizon. Accordingly, we apply a TV growth rate of 2.62%, as explained in the forecast section. This rate matches our long-term market growth expectation, justifying our assumption that PUMA’s growth will align closely with the market over the long term, as no company can grow faster than the market in perpetuity. Summing the discounted FCF and TV yields PUMA’s EV, with each contributing approx. half of the total (Figure 48). We then subtract net financial debt and non-controlling interests from the EV to determine the equity value (Figure 49), resulting in an implied share price of EUR 64.74.

Comparable Companies Analysis (CCA)

In addition to cash flow-based valuation, we incorporate trading multiples, selecting a peer group based on industry, geography, product portfolio, revenue streams, and EV. Using industry databases, we initially identified 30 comparable companies and ranked them from 1 (high comparability) to 3 (low comparability). Focusing on those ranked 1 and 2, we narrowed the group to eleven peers. However, for granularity, we decided to further analyze the respective product portfolios in detail, clustering them based on two key factors:

- (I) **Target Use:** We categorized peers based on the target use of their product portfolio, whether it is rather lifestyle-oriented, or performance-driven.
- (II) **Pricing:** We determined the relative price points of peers and categorized each peer on a scale from affordable to premium.

This approach provides a more thorough understanding of the analyzed comparable companies. While some differences exist, sufficient similarities were identified across all eleven peers. Consequently, only those ranked 3 were excluded from the multiple valuation, resulting in a focused and relevant peer group for accurate valuation.

The valuation incorporates metrics such as P/E, EV/Sales, EV/EBITDA, and EV/EBIT multiples, based on NTM projections relative to the valuation date, reflecting forward-looking market expectations and resulting in varied share price estimates (Figure 50). The valuation yields a highest estimated share price of EUR 92.78 using EV/Sales, a lowest of EUR 47.53 with EV/EBIT, and fairly similar results of EUR 66.56 and EUR 63.57 using EV/EBITDA and P/E, respectively. These variations reflect differences in peers’ scale, market positioning, and

EUR m	EV/ Sales	EV/ EBITDA	EV/ EBIT	P/E
25th percentile	54.10	53.09	33.81	41.76
Median	92.78	66.56	47.53	63.57
Average	114.23	76.97	57.39	60.33
75th percentile	162.61	102.60	73.91	73.72

Figure 50: Summary of CCA Results. Source: Analyst Analysis.

business models, driving disparities in profitability, efficiency, and capital structures, which impact value distribution across sales, margins, and earnings. Our estimated share price was computed by taking the median across all peers for the relevant multiples and multiplying it by the corresponding financial figures of PUMA. As a next step, we again adjusted the EV for net debt and non-controlling interests, yielding the equity value. The resulting average share price of EUR 67.61 aligns closely with the DCF valuation, highlighting the robustness of our cash flow projections compared to market estimates. Thus, we determine the average of both valuation models to be our target price (EUR 66.18).

Robustness

Sensitivity Analysis

In our sensitivity analysis we evaluate the impact of changes in key assumptions on the output of our DCF valuation.

We first assess how changes in cost of equity and the D/E ratio influence the WACC (**Figure 51**). If PUMA were to adjust its capital structure, for example, returning to pre-COVID levels, the WACC would increase to 8.88%, resulting in a share price of EUR 48.38, assuming all else remains constant. Conversely, a similar shift toward a higher D/E ratio would decrease the WACC to 6.77%, implying a share price of EUR 81.77. On the other hand, a 4.0 pp decline in the cost of equity, potentially driven by a reduction in the risk-free rate, would reduce the WACC to 5.15% and increase the share price to EUR 145.56. An equivalent increase in the cost of equity would raise the WACC to 10.11%, lowering the share price to EUR 37.73. Overall, this analysis highlights a WACC range of 4.68% to 11.93% and demonstrates that the WACC is more sensitive to changes in the cost of equity than to variations in the D/E ratio. Analyzing the impact of changes in the cost of debt and the D/E ratio on the WACC reveals that an increase in the cost of debt would also raise the WACC, though to a much lesser extent. As shown in **Figure 52**, the resulting range for the WACC in this scenario is narrower, spanning from 6.48% to 8.62%.

Finally, we examine the effect of changes in WACC and TV growth on PUMA's share price (**Figure 53**). A decrease of 1.5 pp in the WACC would raise PUMA's share price to EUR 99.94, assuming all else remains constant, while an equivalent increase would lower the share price to EUR 45.89. However, an increase in the TV growth rate beyond the assumed value would not be reasonable, as it would imply PUMA outgrowing the market in perpetuity. Disregarding this limitation, the analysis yields a share price range of EUR 41.68 to EUR 138.47. Consistent with the previously discussed sensitivities, it becomes clear that PUMA's share price is

Cost of Equity / D/E	0.31	0.41	0.51	0.61	0.71	0.81	0.91
7.00%	5.8%	5.6%	5.4%	5.2%	5.0%	4.8%	4.7%
8.00%	6.6%	6.3%	6.0%	5.8%	5.6%	5.4%	5.2%
9.00%	7.4%	7.0%	6.7%	6.4%	6.1%	5.9%	5.7%
10.00%	8.1%	7.7%	7.3%	7.0%	6.7%	6.5%	6.2%
11.00%	8.9%	8.4%	8.0%	7.6%	7.3%	7.0%	6.8%
12.00%	9.6%	9.1%	8.7%	8.3%	7.9%	7.6%	7.3%
13.00%	10.4%	9.8%	9.3%	8.9%	8.5%	8.1%	7.8%
14.00%	11.2%	10.5%	10.0%	9.5%	9.1%	8.7%	8.3%
15.00%	11.9%	11.2%	10.6%	10.1%	9.6%	9.2%	8.9%

Figure 51: WACC Sensitivity - Effect of Cost of Equity and D/E Ratio. Source: Analyst Analysis.

Cost of Debt / D/E	0.31	0.41	0.51	0.61	0.71	0.81	0.91
0.88%	7.9%	7.6%	7.3%	7.1%	6.8%	6.7%	6.5%
1.38%	8.0%	7.7%	7.4%	7.2%	7.0%	6.8%	6.7%
1.88%	8.1%	7.8%	7.6%	7.3%	7.2%	7.0%	6.8%
2.38%	8.2%	7.9%	7.7%	7.5%	7.3%	7.2%	7.0%
2.88%	8.3%	8.0%	7.8%	7.6%	7.5%	7.3%	7.2%
3.38%	8.4%	8.1%	7.9%	7.8%	7.6%	7.5%	7.4%
3.88%	8.4%	8.2%	8.1%	7.9%	7.8%	7.7%	7.6%
4.38%	8.5%	8.4%	8.2%	8.1%	7.9%	7.8%	7.7%
4.88%	8.6%	8.5%	8.3%	8.2%	8.1%	8.0%	7.9%

Figure 52: WACC Sensitivity - Effect of Cost of Debt and D/E Ratio. Source: Analyst Analysis.

WACC / TV Growth	6.13%	6.63%	7.13%	7.63%	8.13%	8.63%	9.13%
1.42%	81.0	71.3	63.2	56.5	50.8	45.9	41.7
1.72%	84.8	74.1	65.4	58.2	52.2	47.0	42.6
2.02%	89.1	77.3	67.9	60.2	53.7	48.3	43.6
2.32%	94.1	81.0	70.7	62.3	55.4	49.6	44.7
2.62%	99.9	85.3	73.8	64.7	57.3	51.1	45.9
2.92%	106.9	90.2	77.5	67.5	59.4	52.8	47.2
3.22%	115.2	95.9	81.6	70.5	61.7	54.6	48.6
3.52%	125.5	102.8	86.5	74.1	64.4	56.6	50.2
3.82%	138.5	111.2	92.2	78.2	67.4	58.9	52.0

Figure 53: Share Price Sensitivity - Effect of WACC and TV Growth Rate. Source: Analyst Analysis.

Output Statistics	
Samples	1,000
Max	475.3
Min	27.4
Mean	71.0
Median	65.6
Std dev	27.4

Figure 54: Monte Carlo Simulation (DCF) - Summary Statistics (in EUR). Source: Analyst Analysis.

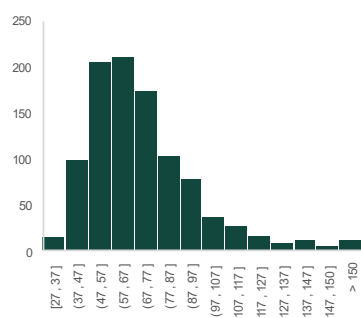


Figure 55: Monte Carlo Simulation (DCF) - Distribution of Share Prices (in EUR). Source: Analyst Analysis.

more sensitive to changes in WACC than to variations in TV growth, highlighting WACC as a key driver of the DCF valuation.

Monte Carlo Simulation

Building on the identified importance of WACC and TV growth in the sensitivity analysis, we conducted a Monte Carlo simulation to further explore their impact. For the simulation, we selected standard deviations of 1.08% and 0.82% respectively, derived from the inputs of our sensitivity analyses. The result reveals a median share price of EUR 65.56, aligning closely with our DCF valuation. Refer to **Figure 54** for the summary statistics. The right skewness of the distribution shown in **Figure 55** suggests a tendency toward higher valuation outcomes, consistent with PUMA's ability to leverage favorable market dynamics. Overall, the findings reinforce the robustness of our DCF valuation, highlighting PUMA's strong operational performance, brand equity, and resilience in challenging markets, which collectively mitigate significant downside risks.

Scenario Analysis

Taking a step further, we constructed three scenarios based on the risks identified in our industry analysis. The variables for each scenario, outlined in **Figure 56**, were designed to assess their potentially divergent impacts on PUMA's target price, derived from the DCF and multiple valuation.

Our **optimistic scenario** projects a target price of EUR 86.76, supported by top-line growth with a CAGR of 5.58% between FY 25 and FY 40. This outcome assumes PUMA, as a pioneer in athleisure, rapidly expands into emerging markets, leveraging its strong brand presence and effective customer acquisition through impactful branding campaigns. This upside potential of 34.01% relative to our projected target price is further reinforced by assuming favorable macroeconomic conditions in this scenario, including easing geopolitical tensions and further declining inflation. The **pessimistic scenario** projects a share price of EUR 49.81, reflecting a significant 23.07% downside potential compared to our base case. In this scenario, PUMA will face prolonged political conflicts and persistent supply chain risks, driving up stock levels, freight costs, and interest rates promoting a reduction consumer discretionary spending. As a result, PUMA will experience limited top-line growth, with a projected CAGR of 1.61% from FY 25 to FY 40, limiting its ability to leverage economies of scale and exerting further pressure on margins. Finally, we forecast a **global recession scenario**, where the assumptions from the pessimistic case are further intensified. This scenario accounts for unforeseen adverse micro- and macroeconomic developments, coupled with a weakened market positioning relative to primary competitors. Under

	Optimistic scenario	Pessimistic scenario	Global Recession
Sales - footwear growth	5.0%	(5.0%)	(7.5%)
Sales - apparel growth	3.0%	(3.0%)	(5.0%)
Sales - accessories growth	3.0%	(3.0%)	(5.0%)
Cost of sales	(2.0%)	2.0%	3.0%
Sales and distribution expenses	(2.0%)	2.0%	3.0%
Product management/merchandising	(2.0%)	2.0%	3.0%
Research and development	1.0%	-	-
Administrative and general expenses	(2.0%)	2.0%	3.0%
Holding period	(2.0%)	2.0%	4.0%
Collection period	(2.0%)	2.0%	4.0%
Payable period	2.0%	(2.0%)	(4.0%)
Target price (in EUR)	86.76	49.81	41.74
Return vs. Base case	34.0%	(23.1%)	(35.5%)

Figure 56: Scenario Analysis - Key Data. Source: Analyst Analysis.

these conditions, the target price is projected at EUR 41.74, representing a 35.52% decline compared to our base case.

Limitations

In addition to the assumptions analyzed in the preceding sections, we aim to maintain transparency by acknowledging certain limitations identified during our analysis. Although more detailed geographic sales data, unavailable for our analysis, would have a limited impact on the overall valuation outcome, it could enhance forecast accuracy by accounting even more accurately for regional variations. Additionally, our Q4 adjustments to sales and cost of sales, used to estimate FY 24 values, may not fully capture current economic and company-specific developments, such as cross-quarter cost-shifting initiatives highlighted in PUMA’s recent earnings call. This limitation, which could result in conservative estimates and explain the drop in key financials for FY 24, stems from the fact that not all financial statement items can be directly tied to sales and cost of sales. Furthermore, valuation methods often face inherent limitations. DCF valuations are highly sensitive to key assumptions such as WACC and TV growth rates, while multiples valuations are constrained by the lack of perfect peer comparability and variations in reporting periods, both of which can impact accuracy and reliability. Finally, the applied NTM multiples, relying on forward-looking projected financials, are fundamentally uncertain, prone to forecasting errors, and somewhat disconnected from historical stock performance. As such, they should be interpreted with particular caution. Despite these limitations, our sensitivity analyses and thorough consideration of micro- and macroeconomic uncertainties reinforce the robustness of our model, effectively capturing the key risks and opportunities PUMA faces in a dynamic market environment.

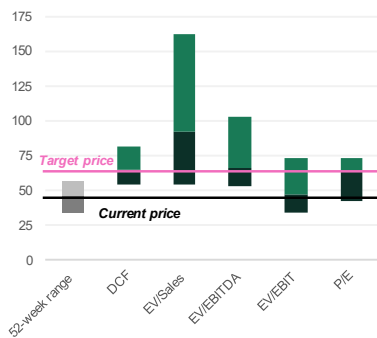


Figure 57: Valuation Football Field (in EUR). Source: Analyst Analysis.

Recommendation

Based on our analysis, we set a target price of EUR 66.18 for PUMA SE by 31 December 2025. Including an expected dividend of EUR 0.74 (assuming a constant payout ratio), this represents a relative return of 46.27% compared to the current share price of EUR 45.75 (as of 13/12/2024) (Figures 57 & 58). PUMA is poised to benefit from an improving macroeconomic environment, with declining inflation and interest rates expected to boost disposable income and demand. Leveraging lessons from past challenges, its refreshed branding strategy, strong athleisure positioning, and broadening product portfolio enhance its competitive edge, positioning it to drive future growth and reinforce its market presence.

For these reasons, we issue a **BUY** recommendation for the stock.

EUR m	DCF	Comps.
Target price	64.74	67.61
Price (13/12/24)	45.75	45.75
Future dividends	0.74	0.74
Return (absolute)	19.73	22.61
Return (relative)	43.1%	49.4%
Recommendation	BUY	BUY

Figure 58: Valuation Summary. Source: Analyst Analysis.

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Appendix

Financial Statements

Income Statement

	units	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
		Actual	Actual	Actual	Actual	Actual	Actual	Expected	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	LT	LT	LT	LT	LT	LT	LT	LT
x Core																									
Sales	€m	4,135.8	4,648.3	5,502.3	5,234.4	6,805.4	8,465.2	8,601.7	8,604.2	9,105.4	9,514.4	9,919.6	10,353.8	10,805.5	11,276.7	11,768.4	12,281.3	12,762.7	13,207.0	13,608.8	13,962.9	14,326.2	14,699.0	15,081.4	15,473.9
Footwear	€m	1,974.5	2,184.7	2,552.5	2,367.6	3,163.6	4,317.9	4,583.4	4,683.4	4,889.5	5,115.1	5,340.4	5,590.7	5,852.0	6,125.3	6,411.2	6,710.2	6,988.7	7,242.6	7,468.4	7,662.8	7,862.1	8,066.7	8,276.6	8,492.0
Apparel	€m	1,441.4	1,687.5	2,068.7	1,974.1	2,517.3	2,896.3	2,763.4	2,808.7	2,934.5	3,059.2	3,183.9	3,311.5	3,443.6	3,580.9	3,723.7	3,872.0	4,012.9	4,145.0	4,267.2	4,378.2	4,492.1	4,609.0	4,728.9	4,852.0
Accessories	€m	719.9	776.1	881.1	892.7	1,124.5	1,251.0	1,255.3	1,222.0	1,281.3	1,340.1	1,395.3	1,451.6	1,509.9	1,570.5	1,633.6	1,699.1	1,761.2	1,819.4	1,873.2	1,921.9	1,971.9	2,023.2	2,075.9	2,129.9
Cost of sales	€m	(2,181.5)	(2,399.0)	(2,815.8)	(2,776.4)	(3,547.6)	(4,562.3)	(4,615.3)	(4,588.0)	(4,846.1)	(5,063.1)	(5,275.4)	(5,499.8)	(5,735.0)	(5,979.4)	(6,234.2)	(6,499.3)	(6,754.7)	(6,990.0)	(7,202.7)	(7,390.1)	(7,582.4)	(7,779.7)	(7,982.2)	(8,189.9)
Core gross profit	€m	1,954.3	2,249.3	2,686.5	2,458.0	3,257.8	3,902.9	3,986.4	4,106.2	4,259.3	4,451.3	4,644.2	4,854.0	5,070.4	5,297.3	5,534.2	5,781.6	6,008.0	6,217.0	6,406.0	6,572.7	6,743.8	6,919.2	7,099.3	7,284.0
Royalty and commission income	€m	15.8	18.3	25.1	16.1	23.9	33.8	38.5	33.5	35.0	36.6	38.2	39.9	41.6	43.4	45.3	47.3	49.1	50.8	52.4	53.7	55.1	56.6	58.1	59.6
Other operating expenses	€m	(1,725.9)	(1,949.5)	(2,275.5)	(2,265.3)	(2,727.1)	(3,296.1)	(3,421.4)	(3,475.1)	(3,668.6)	(3,841.6)	(4,002.8)	(4,172.5)	(4,354.1)	(4,547.2)	(4,745.1)	(4,951.6)	(5,108.9)	(5,286.8)	(5,447.6)	(5,589.3)	(5,734.8)	(5,884.0)	(6,037.1)	(6,194.2)
Sales and distribution expenses	€m	(1,320.4)	(1,523.6)	(1,821.2)	(1,794.0)	(2,207.4)	(2,677.2)	(2,799.4)	(2,789.6)	(2,958.9)	(3,097.5)	(3,224.4)	(3,357.3)	(3,500.2)	(3,652.9)	(3,808.3)	(3,970.8)	(4,089.1)	(4,231.5)	(4,360.2)	(4,473.7)	(4,590.1)	(4,709.5)	(4,832.0)	(4,957.8)
Product management/merchandising	€m	(45.1)	(43.8)	(52.6)	(46.0)	(52.8)	(70.9)	(82.2)	(88.0)	(89.4)	(101.1)	(108.1)	(115.6)	(123.7)	(132.3)	(141.5)	(151.4)	(157.3)	(162.8)	(167.7)	(172.1)	(176.6)	(181.2)	(185.9)	(190.7)
Research and development	€m	(53.4)	(54.0)	(61.7)	(56.6)	(61.7)	(82.2)	(89.0)	(93.0)	(103.8)	(109.5)	(113.4)	(118.2)	(123.4)	(128.7)	(134.4)	(140.2)	(146.3)	(152.1)	(157.3)	(162.1)	(166.4)	(170.7)	(175.1)	(179.7)
Administrative and general expenses	€m	(307.0)	(328.1)	(340.0)	(365.7)	(405.2)	(465.8)	(450.9)	(483.3)	(506.8)	(529.6)	(552.1)	(576.3)	(601.5)	(627.7)	(655.1)	(683.8)	(710.4)	(735.1)	(757.5)	(777.2)	(797.4)	(818.2)	(839.5)	(861.3)
Core result before taxes (EBT)	€m	244.2	316.1	436.1	208.8	554.6	640.6	603.7	664.6	625.7	646.4	679.6	721.3	757.9	793.5	834.4	877.3	948.3	961.1	1,010.9	1,037.2	1,064.1	1,091.8	1,120.2	1,149.4
Statutory taxes	€m	(66.5)	(86.0)	(118.7)	(56.8)	(151.0)	(174.4)	(164.3)	(180.5)	(170.3)	(175.9)	(185.0)	(196.3)	(206.3)	(216.0)	(225.1)	(238.8)	(258.1)	(267.1)	(275.2)	(282.3)	(289.7)	(297.2)	(304.9)	(312.9)
Tax adjustments	€m	(5.7)	6.0	15.3	12.2	17.7	17.2	17.7	11.6	11.6	12.4	13.2	14.1	14.8	15.5	16.3	17.1	18.6	19.2	19.8	20.4	20.9	21.4	22.0	22.6
Other comprehensive income	€m	(114.9)	(11.7)	2.9	(138.9)	43.8	66.5	(67.8)	128.6	132.2	133.8	144.4	150.0	156.6	163.3	170.0	177.8	185.9	191.1	197.7	203.2	209.7	216.3	223.0	229.8
Core result	€m	57.1	224.4	334.6	253.3	465.1	551.9	369.5	507.9	480.2	496.6	522.2	554.0	582.1	609.3	640.6	678.4	727.2	752.4	775.2	795.4	816.1	837.4	859.2	881.5
x Non-core																									
Other operating income	€m	0.3	21.1	4.2	0.4	2.6	0.1	17.4	7.1	7.5	7.8	8.1	8.5	8.9	9.3	9.7	10.1	10.5	10.8	11.2	11.5	11.8	12.1	12.4	12.7
Result from associated companies	€m	1.6	(1.5)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial income	€m	6.3	7.6	18.7	27.0	18.0	47.1	74.9	33.3	34.8	36.4	37.9	39.6	41.3	43.1	45.0	47.0	48.8	50.5	52.1	53.4	54.8	56.2	57.7	59.2
Financial expenses	€m	(10.5)	(18.3)	(4.2)	(38.4)	(36.7)	(113.9)	(155.3)	(77.7)	(38.8)	(19.4)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)	(9.7)
Non-core result before taxes (EBT)	€m	(2.3)	8.9	18.7	(11.0)	(16.1)	(66.7)	(62.6)	(67.3)	3.5	24.8	36.4	36.4	45.5	42.7	45.0	47.4	49.6	51.7	53.5	55.2	56.9	58.6	60.4	62.2
Statutory taxes	€m	0.6	(2.4)	(5.1)	3.3	4.4	16.2	17.8	10.3	(0.9)	(6.7)	(9.9)	(10.5)	(11.0)	(11.6)	(12.2)	(12.9)	(13.3)	(14.1)	(14.6)	(15.0)	(15.3)	(15.9)	(16.4)	(16.8)
Tax adjustments	€m	5.3	(4.2)	(10.3)	(7.2)	(8.7)	5.6	(5.3)	(1.0)	(1.0)	(1.1)	(1.2)	(1.2)	(1.3)	(1.4)	(1.4)	(1.5)	(1.5)	(1.6)	(1.7)	(1.7)	(1.7)	(1.8)	(1.8)	(1.9)
Other comprehensive income	€m	(94.4)	87.7	(43.6)	(97.6)	163.6	(60.3)	(19.3)	42.5	44.5	45.5	45.5	50.6	52.8	55.2	57.6	60.4	62.4	64.6	66.6	68.3	70.1	71.9	73.8	75.7
Non-core result	€m	(90.8)	90.0	(40.3)	(112.8)	143.2	(103.2)	(70.2)	14.4	46.1	63.5	73.9	77.4	81.1	84.9	88.9	93.1	97.0	100.6	103.9	106.7	109.7	112.7	115.9	119.1
x Financial																									
Financial income	€m	4.1	4.0	7.2	8.4	11.9	32.3	37.8	18.1	19.0	19.8	20.7	21.6	22.5	23.5	24.5	25.6	26.6	27.5	28.4	29.1	29.8	30.6	31.4	32.2
Financial expenses	€m	(14.9)	(15.7)	(44.3)	(43.9)	(44.9)	(54.4)	(100.8)	(79.7)	(84.5)	(88.3)	(92.5)	(96.8)	(101.3)	(106.0)	(110.9)	(116.0)	(119.9)	(123.9)	(127.5)	(130.8)	(134.2)	(137.7)	(141.3)	(144.9)
Financial result before taxes	€m	(10.8)	(11.7)	(37.1)	(35.5)	(33.0)	(22.1)	(63.0)	(61.6)	(65.5)	(68.5)	(71.8)	(75.2)	(78.8)	(82.5)	(86.4)	(90.4)	(93.3)	(96.4)	(99.1)	(101.7)	(104.4)	(107.1)	(109.9)	(112.7)
Statutory taxes	€m	2.9	3.2	19.1	9.7	3.0	6.0	17.3	16.8	17.8	18.6	19.5	20.5	21.5	22.5	23.5	24.5	25.4	26.2	27.0	27.7	28.4	29.1	29.9	30.7
Financial result	€m	(7.9)	(8.5)	(27.0)	(25.8)	(24.0)	(16.1)	(45.8)	(44.8)	(47.7)	(49.9)	(52.2)	(54.8)	(57.4)	(60.1)	(62.9)	(65.8)	(68.7)	(70.2)	(72.1)	(74.0)	(76.0)	(77.9)	(79.9)	(82.0)
x Consolidated																									
Sales	€m	4,135.8	4,648.3	5,502.3	5,234.4	6,805.4	8,465.2	8,601.7	8,604.2	9,105.4	9,514.4	9,919.6	10,353.8	10,805.5	11,276.7	11,768.4	12,281.3	12,762.7	13,207.0	13,608.8	13,962.9	14,326.2	14,699.0	15,081.4	15,473.9
Cost of sales	€m	(2,181.5)	(2,399.0)	(2,815.8)	(2,776.4)	(3,547.6)	(4,562.3)	(4,615.3)	(4,588.0)	(4,846.1)	(5,063.1)	(5,275.4)	(5,499.8)	(5,735.0)	(5,979.4)	(6,234.2)	(6,499.3)	(6,754.7)	(6,990.0)	(7,202.7)	(7,390.1)	(7,582.4)	(7,779.7)	(7,982.2)	(8,189.9)
Gross profit	€m	1,954.3	2,249.3	2,686.5	2,458.0	3,257.8	3,902.9	3,986.4	4,106.2	4,259.3	4,451.3	4,644.2	4,854.0	5,070.4	5,297.3	5,534.2	5,781.6	6,008.0	6,217.0	6,406.0	6,572.7	6,743.8	6,919.2	7,099.3	7,284.0
Royalty and commission income	€m	15.8	18.3	25.1	16.1	23.9	33.8	38.5	33.5	35.0	36.6	38.2	39.9	41.6	43.4	45.3	47.3	49.1	50.8	52.4	53.7	55.1	56.6	58.1	59.6
Other operating expenses	€m	(1,725.9)	(1,949.5)	(2,275.5)	(2,265.3)	(2,727.1)	(3,296.1)	(3,421.4)	(3,475.1)	(3,668.6)	(3,841.6)	(4,002.8)	(4,172.5)	(4,354.1)	(4,547.2)	(4,745.1)	(4,951.6)	(5,108.9)	(5,286.8)	(5,447.6)	(5,589.3)	(5,734.8)	(5,884.0)	(6,037.1)	(6,194.2)
Operating income (EBIT)	€m	244.2	316.1	436.1	208.8	554.6	640.6	603.7	664.6	625.7	646.4	679.6	721.3	757.9	793.5	834.4	877.3	948.3	961.1	1,010.9	1,037.2	1,064.1	1,091.8	1,120.2	1,149.4
Financial result	€m	(13.4)	(23.9)	(22.6)	(46.9)	(51.7)	(88.9)	(143.4)	(108.0)	(69.5)	(51.5)	(43.5)	(47.2)	(49.1)	(51.1)	(53.2)	(54.2)	(55.6)	(56.8)	(58.0)	(59.3)	(60.6)	(61.9)	(63.2)	(64.5)
Earnings before taxes (EBT)	€m	231.1	313.3	417.7	162.3	505.5	551.8	478.4	565.7	563.6	602.7	644.2	684.4	719.6	753.6	793.0	834.2	904.5	936.3	965.3	990.6	1,016.6	1,043.4	1,070.8	1,098.9
Taxes	€m	(63.3)	(83.5)	(105.7)	(59.2)	(138.6)	(137.4)	(117.7)	(143.3)	(142.8)	(145.7)	(149.4)	(153.9)	(158.9)	(164.0)	(169.2)	(174.5)	(179.6)	(184.6)	(189.4)	(194.1)				

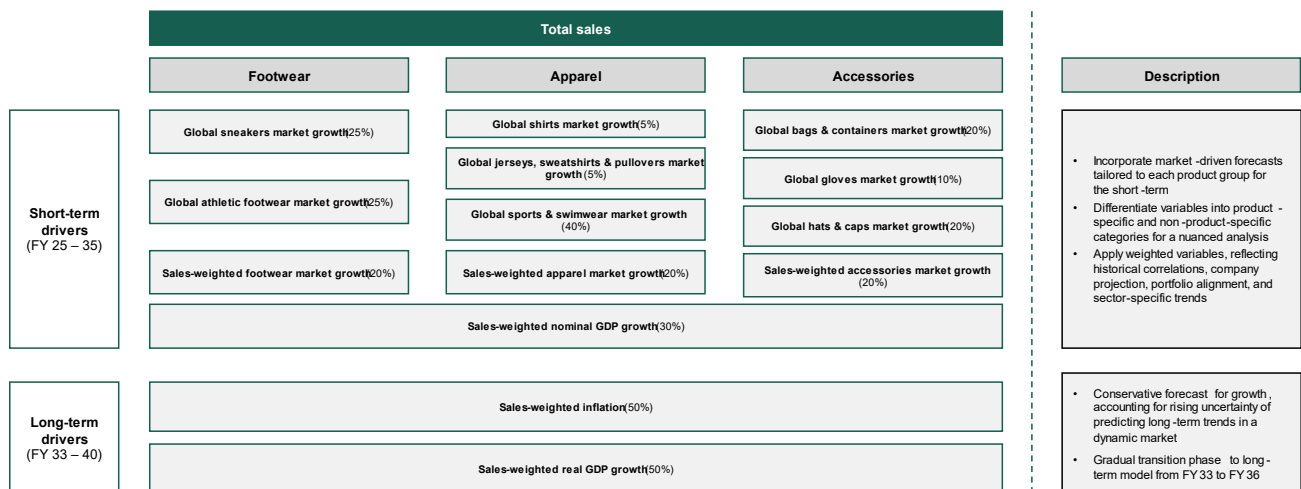
Balance Sheet

	units	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040		
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Expected	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	LT	LT	LT	LT	LT	LT	LT	LT		
x Core																											
Core assets																											
Operating cash	€m	206.8	232.4	275.1	261.7	340.3	423.3	430.1	434.7	455.3	475.7	496.0	517.7	540.3	563.8	588.4	614.1	638.1	660.4	680.4	698.1	716.3	734.9	754.1	773.7		
Inventories	€m	778.4	913.3	1,110.1	1,137.9	1,492.3	2,245.1	1,804.4	1,835.5	1,949.4	2,055.1	2,163.2	2,278.8	2,401.8	2,532.0	2,670.3	2,817.7	2,925.7	3,025.9	3,116.5	3,196.3	3,278.3	3,362.3	3,448.5	3,537.0		
Trade receivables	€m	503.7	553.7	611.7	621.0	848.0	1,064.9	1,118.4	1,144.0	1,212.5	1,282.1	1,352.7	1,428.9	1,509.1	1,593.8	1,683.2	1,777.7	1,847.3	1,911.7	1,968.8	2,021.1	2,073.6	2,127.6	2,183.0	2,239.8		
Income tax receivables	€m	26.8	33.9	34.2	21.3	37.8	54.0	90.1	64.1	67.1	70.1	73.1	76.3	79.6	83.1	86.7	90.3	94.0	97.3	100.3	102.9	105.6	108.3	111.1	114.0		
Other current assets	€m	94.1	115.2	130.5	124.0	200.9	236.0	270.4	254.5	271.8	284.0	296.1	309.1	322.6	336.6	351.3	366.6	381.0	394.8	408.3	416.8	427.7	438.8	450.2	461.9		
Core current assets	€m	1,609.8	1,850.5	2,161.6	2,165.9	2,919.3	4,023.3	3,713.4	3,737.8	3,956.0	4,167.1	4,381.2	4,610.8	4,853.3	5,109.4	5,380.0	5,666.6	5,866.3	6,089.5	6,273.3	6,435.3	6,601.4	6,771.9	6,946.9	7,126.4		
Deferred tax assets	€m	207.9	207.6	237.7	277.5	279.9	295.0	296.1	273.9	331.0	329.7	352.6	376.9	400.4	421.0	440.9	463.9	488.0	529.2	547.8	564.7	579.5	594.8	610.4	626.4		
Property, plant and equipment	€m	260.1	294.7	398.8	406.9	472.4	592.3	685.7	722.4	761.2	801.0	841.6	883.0	925.4	968.8	1,013.3	1,058.7	1,106.0	1,154.9	1,205.4	1,257.1	1,310.1	1,364.6	1,420.4	1,477.8		
Right-of-use assets	€m	-	-	719.0	877.6	940.5	1,111.3	1,067.7	1,120.6	1,145.2	1,160.5	1,166.0	1,170.7	1,174.6	1,177.6	1,179.8	1,181.1	1,182.3	1,183.7	1,185.0	1,186.5	1,187.9	1,189.4	1,190.9	1,192.5		
Intangible assets	€m	412.9	437.5	454.6	443.5	471.9	506.5	538.0	557.8	585.3	613.1	641.0	669.3	697.8	726.6	755.7	785.1	815.5	847.2	879.8	913.2	947.5	982.6	1,018.7	1,055.7		
Other non-current assets	€m	19.8	9.4	19.3	6.8	9.1	8.8	25.6	15.5	16.2	17.0	17.7	18.5	19.3	20.1	21.0	21.9	22.8	23.6	24.3	24.9	25.6	26.2	26.9	27.6		
Core non-current assets	€m	900.7	945.2	1,825.4	2,012.3	2,173.8	2,536.9	2,625.5	2,688.6	2,838.9	2,921.3	3,018.9	3,118.4	3,217.5	3,314.2	3,410.8	3,507.3	3,614.8	3,738.6	3,842.2	3,946.3	4,050.6	4,152.6	4,267.4	4,380.0		
Core liabilities																											
Trade payables	€m	(646.1)	(705.3)	(843.7)	(841.5)	(1,176.4)	(1,734.9)	(1,499.6)	(1,480.5)	(1,552.7)	(1,610.8)	(1,666.5)	(1,725.1)	(1,786.2)	(1,849.1)	(1,914.3)	(1,981.7)	(2,059.5)	(2,131.2)	(2,196.1)	(2,253.2)	(2,311.9)	(2,372.0)	(2,433.8)	(2,497.1)		
Income tax liabilities	€m	(54.7)	(68.0)	(88.9)	(89.2)	(86.7)	(86.8)	(79.3)	(84.7)	(88.0)	(92.6)	(96.6)	(100.8)	(105.2)	(109.8)	(114.6)	(119.6)	(124.3)	(128.6)	(132.5)	(135.9)	(139.5)	(143.1)	(146.8)	(150.7)		
Other current provisions	€m	(86.2)	(39.6)	(24.5)	(24.7)	(30.4)	(28.0)	(19.3)	(18.3)	(19.1)	(20.0)	(20.9)	(21.8)	(22.7)	(23.7)	(24.7)	(25.8)	(26.8)	(27.8)	(28.8)	(29.4)	(30.1)	(30.9)	(31.7)	(32.5)		
Other non-current liabilities	€m	(145.5)	(204.9)	(276.0)	(277.8)	(349.0)	(519.9)	(458.5)	(436.7)	(522.3)	(545.8)	(569.0)	(593.9)	(619.8)	(646.8)	(675.0)	(704.5)	(732.1)	(757.6)	(780.8)	(800.9)	(819.1)	(835.1)	(850.1)	(864.1)		
Core current liabilities	€m	(932.5)	(1,117.5)	(1,335.1)	(1,433.2)	(1,841.5)	(2,468.6)	(2,068.4)	(2,082.1)	(2,192.8)	(2,269.2)	(2,352.9)	(2,441.6)	(2,533.9)	(2,629.5)	(2,728.7)	(2,831.6)	(2,924.7)	(3,021.0)	(3,137.8)	(3,215.0)	(3,303.2)	(3,389.2)	(3,477.4)	(3,567.5)		
Deferred tax liabilities	€m	(37.6)	(47.1)	(53.0)	(40.6)	(48.8)	(48.8)	(42.1)	(25.0)	(47.4)	(30.3)	(32.4)	(34.6)	(36.8)	(38.6)	(40.5)	(42.6)	(44.8)	(46.5)	(48.0)	(49.3)	(51.8)	(53.2)	(54.6)	(56.0)		
Pension provisions	€m	(29.7)	(28.9)	(34.1)	(38.2)	(31.9)	(22.4)	(22.5)	(22.9)	(24.0)	(25.0)	(26.1)	(27.2)	(28.4)	(29.7)	(31.0)	(32.3)	(33.6)	(34.7)	(35.8)	(36.7)	(37.7)	(38.7)	(39.7)	(40.7)		
Other non-current provisions	€m	(34.6)	(26.3)	(32.4)	(29.2)	(27.8)	(15.4)	(13.4)	(14.7)	(15.4)	(16.1)	(16.7)	(17.5)	(18.2)	(19.0)	(19.9)	(20.7)	(21.6)	(22.3)	(23.0)	(23.6)	(24.2)	(24.8)	(25.5)	(26.1)		
Other non-current liabilities	€m	(6.8)	(3.3)	(4.4)	(6.7)	(1.6)	(1.4)	(1.3)	(1.5)	(1.5)	(1.6)	(1.7)	(1.7)	(1.8)	(1.9)	(2.0)	(2.1)	(2.1)	(2.2)	(2.3)	(2.3)	(2.4)	(2.5)	(2.6)	(2.6)		
Core non-current liabilities	€m	(104.9)	(105.8)	(123.9)	(108.7)	(110.9)	(81.2)	(69.6)	(64.0)	(71.2)	(73.0)	(76.9)	(81.1)	(85.2)	(89.2)	(93.3)	(97.7)	(102.1)	(107.8)	(111.3)	(114.5)	(117.5)	(120.8)	(123.7)	(126.9)		
Core business invested capital	€m	1,473.1	1,576.4	2,530.0	2,636.3	3,141.6	3,587.4	4,201.3	4,280.0	4,540.9	4,746.3	4,970.3	5,206.5	5,451.7	5,704.8	5,966.7	6,247.4	6,456.3	6,671.1	6,886.4	7,047.6	7,231.3	7,419.8	7,613.2	7,811.6		
x Non-core																											
Non-core assets																											
Investments in associates	€m	16.6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Non-core non-current assets	€m	16.6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Non-core liabilities																											
Other current provisions	€m	-	(10.3)	(10.6)	(17.5)	(22.2)	(11.7)	(19.5)	(20.4)	(21.4)	(22.3)	(23.2)	(24.3)	(25.3)	(26.4)	(27.6)	(28.7)	(29.7)	(30.6)	(31.3)	(32.2)	(33.0)	(33.9)	(34.7)			
Other non-current liabilities	€m	-	(10.3)	(10.6)	(17.5)	(22.2)	(11.7)	(19.5)	(20.4)	(21.4)	(22.3)	(23.2)	(24.3)	(25.3)	(26.4)	(27.6)	(28.7)	(29.7)	(30.6)	(31.3)	(32.2)	(33.0)	(33.9)	(34.7)			
Other non-current provisions	€m	-	(10.7)	(9.7)	(10.1)	(14.1)	(13.9)	(13.7)	(14.4)	(15.0)	(15.7)	(16.3)	(17.1)	(17.8)	(18.6)	(19.4)	(20.1)	(20.9)	(21.5)	(22.0)	(22.6)	(23.2)	(23.8)	(24.4)			
Liabilities from acquisitions	€m	(6.8)	(3.3)	(4.4)	(6.7)	(1.6)	(1.4)	(1.3)	(1.5)	(1.5)	(1.6)	(1.7)	(1.7)	(1.8)	(1.9)	(2.0)	(2.1)	(2.1)	(2.2)	(2.3)	(2.3)	(2.4)	(2.5)	(2.6)			
Non-core non-current liabilities	€m	(6.8)	(3.3)	(10.7)	(9.7)	(10.1)	(14.1)	(13.9)	(13.7)	(14.4)	(15.0)	(15.7)	(16.3)	(17.1)	(17.8)	(18.6)	(19.4)	(20.1)	(20.9)	(21.5)	(22.0)	(22.6)	(23.2)	(23.8)	(24.4)		
Non-core business invested capital	€m	11.8	(3.3)	(21.0)	(20.3)	(27.6)	(36.3)	(25.6)	(33.2)	(34.8)	(36.4)	(37.9)	(39.6)	(41.3)	(43.1)	(45.0)	(47.0)	(48.8)	(50.5)	(52.0)	(53.4)	(54.8)	(56.2)	(57.7)	(59.2)		
Total business invested capital	€m	1,484.9	1,573.1	2,509.0	2,616.0	3,114.0	3,551.1	4,175.7	4,246.8	4,506.1	4,709.9	4,932.4	5,166.9	5,410.4	5,661.7	5,923.7	6,200.4	6,407.5	6,624.6	6,814.3	6,994.2	7,176.5	7,363.8	7,555.5	7,752.4		
x Financial																											
Financial assets																											
Excess cash	€m	208.2	231.3	243.0	394.2	417.2	398.8	122.8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Other current financial assets	€m	66.7	111.2	76.6	52.9	153.4	137.4	94.5	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4		
Financial current assets	€m	274.9	342.5	319.6	447.1	570.6	477.2	217.7	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4	97.4		
Other non-current financial assets	€m	51.7	65.4	71.5	58.8	64.6	58.4	63.6	75.7	79.2	82.8	86.3	90.1	94.0	98.1	102.4	106.9	111.1	114.9	118.4	121.5	124.7	127.9	131.3	134.7		
Financial non-current assets	€m	51.7	65.4	71.5	58.8	64.6	58.4	63.6	75.7	79.2	82.8	86.3	90.1														

Financial Analysis

units	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Expected	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	LT	LT	LT	LT	LT	LT	LT	LT	
Margin analysis																									
Gross margin	%	47.25%	48.39%	48.83%	46.96%	47.87%	46.11%	46.35%	47.23%	46.78%	46.79%	46.82%	46.88%	46.92%	46.98%	47.03%	47.08%	47.07%	47.07%	47.07%	47.07%	47.07%	47.07%	47.07%	47.07%
EBITDA margin	%	7.61%	9.02%	12.48%	9.61%	12.66%	11.50%	11.31%	11.61%	10.78%	10.66%	10.67%	10.84%	10.93%	11.00%	11.10%	11.20%	11.48%	11.48%	11.48%	11.48%	11.48%	11.48%	11.48%	11.48%
EBIT margin	%	5.91%	7.25%	8.00%	4.00%	8.19%	7.57%	7.23%	7.73%	6.95%	6.88%	6.93%	7.05%	7.10%	7.12%	7.17%	7.23%	7.51%	7.51%	7.51%	7.51%	7.51%	7.51%	7.51%	7.51%
Net profit margin	%	3.28%	4.03%	4.77%	1.51%	4.55%	4.18%	3.54%	4.27%	4.06%	4.19%	4.33%	4.44%	4.50%	4.53%	4.60%	4.65%	4.89%	4.90%	4.92%	4.93%	4.94%	4.95%	4.96%	4.97%
Return on invested capital (ROIC) analysis																									
Return on invested capital (ROIC)	%		12.62%	16.68%	3.15%	11.84%	11.35%	7.71%	8.89%	8.70%	8.85%	9.12%	9.32%	9.41%	9.45%	9.55%	9.65%	10.06%	10.11%	10.10%	10.10%	10.12%	10.14%	10.16%	10.18%
Operational margin	%	4.30%	5.28%	5.82%	2.91%	5.96%	5.51%	5.26%	5.62%	5.06%	5.00%	5.05%	5.13%	5.16%	5.18%	5.22%	5.26%	5.47%	5.47%	5.47%	5.47%	5.47%	5.47%	5.47%	5.47%
Asset turnover	x		3.13	3.50	2.09	2.60	2.72	2.18	2.08	2.14	2.11	2.11	2.10	2.09	2.08	2.08	2.07	2.06	2.06	2.05	2.05	2.05	2.05	2.05	2.05
Core ROIC	%		15.23%	21.22%	1.00%	17.64%	17.57%	9.27%	12.09%	11.22%	10.94%	11.00%	11.16%	11.18%	11.18%	11.23%	11.28%	11.64%	11.65%	11.61%	11.58%	11.58%	11.58%	11.58%	11.58%
Core operational margin	%	1.38%	4.83%	6.08%	0.48%	6.83%	6.52%	4.30%	5.84%	5.27%	5.22%	5.26%	5.35%	5.39%	5.40%	5.44%	5.48%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%
Core asset turnover	x		3.16	3.49	2.07	2.58	2.69	2.16	2.07	2.13	2.10	2.09	2.08	2.08	2.07	2.06	2.06	2.04	2.05	2.04	2.03	2.03	2.03	2.03	2.03
Non-core ROIC	%		763%	1,221%	537%	(705%)	374%	193%	(56%)	(139%)	(183%)	(203%)	(204%)	(205%)	(206%)	(207%)	(207%)	(206%)	(206%)	(205%)	(205%)	(206%)	(206%)	(206%)	(206%)
Non-core operational margin	%	(2.19%)	1.94%	(0.73%)	(2.16%)	2.10%	(1.22%)	(0.82%)	0.17%	0.51%	0.67%	0.74%	0.75%	0.75%	0.75%	0.76%	0.76%	0.76%	0.76%	0.76%	0.76%	0.77%	0.77%	0.77%	0.77%
Non-core asset turnover	x		393.92	(1,667.36)	(249.26)	(335.24)	(306.71)	(236.90)	(339.62)	(273.88)	(273.26)	(272.65)	(272.96)	(272.92)	(272.92)	(272.91)	(272.91)	(271.77)	(270.62)	(269.47)	(268.32)	(268.32)	(268.32)	(268.32)	(268.32)
RONIC	%		109.53%	(18.01%)	240.34%	12.47%	(3.15%)	17.03%	(39.86%)	6.11%	12.27%	14.00%	11.69%	10.91%	12.17%	12.24%	19.19%	11.86%	10.25%	10.36%	11.21%	11.36%	11.35%	11.35%	
Return on assets (ROA)	%		6.57%	8.18%	1.80%	6.61%	6.17%	4.50%	5.59%	5.60%	5.72%	5.91%	6.06%	6.14%	6.19%	6.27%	6.36%	6.65%	6.67%	6.67%	6.66%	6.68%	6.69%	6.71%	6.72%
Core ROA	%		4.83%	6.08%	0.48%	6.83%	6.52%	4.30%	5.84%	5.27%	5.22%	5.26%	5.35%	5.39%	5.40%	5.44%	5.48%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%
Non-core ROA	%		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Du Pont analysis (Return on Equity)																									
Return on equity (ROE)	%	8.18%	10.88%	13.66%	4.47%	13.59%	13.92%	11.80%	13.86%	13.01%	13.43%	13.82%	14.12%	14.25%	14.33%	14.49%	14.63%	15.45%	15.52%	15.59%	15.61%	15.65%	15.68%	15.71%	15.74%
Net profit margin (profitability)	%	3.28%	4.03%	4.77%	1.51%	4.55%	4.18%	3.54%	4.27%	4.06%	4.19%	4.33%	4.44%	4.50%	4.53%	4.60%	4.65%	4.89%	4.90%	4.92%	4.93%	4.94%	4.95%	4.96%	4.97%
Asset turnover (efficiency)	x	1.45	1.45	1.26	1.12	1.19	1.25	1.30	1.32	1.31	1.31	1.31	1.31	1.31	1.31	1.31	1.31	1.31	1.32	1.32	1.32	1.32	1.32	1.32	1.32
Equity multiplier (leverage)	x	1.72	1.86	2.28	2.66	2.51	2.67	2.57	2.46	2.45	2.45	2.44	2.43	2.42	2.42	2.41	2.40	2.40	2.40	2.41	2.40	2.40	2.40	2.40	2.40
Change in retained earnings	€m	(61.2)	135.1	187.6	55.0	202.0	230.7	181.8	259.8	258.7	279.1	300.8	321.8	340.2	358.0	378.5	400.1	436.8	453.5	468.6	481.8	495.4	509.4	523.7	538.4
Value creation																									
WACC	%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%	7.63%
Overall Annual Value Creation	%	n/a	4.99%	9.05%	(4.49%)	4.21%	3.72%	0.08%	1.26%	1.07%	1.22%	1.49%	1.69%	1.77%	1.82%	1.92%	2.02%	2.43%	2.48%	2.47%	2.47%	2.49%	2.51%	2.53%	2.55%
Overall Annual Value Creation	€m	n/a	9.4	23.7	(3.5)	13.0	13.2	0.2	4.7	4.0	4.8	6.4	7.8	8.6	9.3	10.4	11.5	15.2	16.1	16.6	17.0	17.6	18.3	18.9	19.6
Activity ratios																									
Average holding period	in days	130.2	139.3	143.9	149.6	153.5	179.6	142.7	146.0	146.8	148.2	149.7	151.2	152.9	154.6	156.3	158.2	158.1	158.0	157.9	157.9	157.8	157.7	157.7	157.6
Average collection period	in days	44.5	43.5	40.6	43.3	45.5	45.9	47.5	48.0	48.6	49.2	49.8	50.4	51.0	51.6	52.2	52.8	52.8	52.8	52.8	52.8	52.8	52.8	52.8	52.8
Average payable period	in days	108.1	107.3	109.4	123.8	121.0	138.8	118.6	117.7	116.9	116.1	115.3	114.5	113.7	112.9	112.1	111.3	111.3	111.3	111.3	111.3	111.3	111.3	111.3	111.3
Cash conversion cycle	in days	66.6	75.4	75.1	69.1	78.0	86.7	71.5	76.3	78.5	81.2	84.1	87.1	90.2	93.3	96.5	99.7	99.6	99.6	99.5	99.4	99.4	99.3	99.2	99.2
Liquidity analysis																									
Current ratio	x	1.78	1.83	1.59	1.40	1.61	1.48	1.55	1.55	1.56	1.58	1.60	1.62	1.64	1.66	1.68	1.70	1.70	1.70	1.70	1.70	1.70	1.69	1.69	1.69
Quick ratio	x	1.05	1.07	0.88	0.79	0.92	0.69	0.84	0.81	0.81	0.82	0.83	0.83	0.84	0.85	0.86	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.86	0.86
Cash ratio	x	0.39	0.39	0.33	0.35	0.35	0.16	0.22	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18
Solvency analysis																									
Solvency ratio	x	1.38	1.16	0.78	0.60	0.66	0.60	0.64	0.68	0.69	0.69	0.69	0.70	0.70	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71
Financial autonomy ratio	x	0.58	0.54	0.44	0.38	0.40	0.37	0.30	0.41	0.41	0.41	0.41	0.41	0.41	0.41	0.41	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42
Capital structure analysis																									
D/E ratio	x	(0.07)	(0.05)	0.34	0.52	0.39	0.58	0.65	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61
Short-term borrowings / Net financial cx	x	(0.24)	(0.24)	0.02	0.13	0.08	0.05	0.09	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Long-term borrowings / Net financial dx	x	-	-	-	-	-	0.17	0.25	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19
Gearing ratio	x	(0.08)	(0.05)	0.26	0.35	0.29	0.37	0.40	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39	0.39
Net financial debt / EBIT	x	(0.49)	(0.25)	1.50	4.35	1.61	2.30	2.70	2.45	2.76	2.79	2.78	2.74	2.73	2.73	2.72	2.70	2.59	2.59	2.58	2.58	2.58	2.58	2.58	2.58
Net PP&E / Total assets	x	0.09	0.09	0.09	0.09	0.08	0.09	0.10	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.12	0.12	0.12	0.12	0.12	0.12	0.13
Interest coverage ratio	x	17.10	22.33	10.10	4.82	12.55	11.91	6.22	8.49	7.55	7.46	7.49	7.59	7.61	7.62	7.66	7.69	8.04	8.04	8.06	8.05	8.05	8.05	8.05	8.05

Sales Forecast Methodology



Peer Selection

Identifier	Company name	Country	Industry	Rank	Rank explanation	Valuation										Cost of Capital		
						Market cap (€m)	Enterprise value (€m)	Revenue (LTM) (€m)	EBITDA margin (%)	EBIT margin (%)	D/E ratio	EV/Sales (NTM)	EV/EBITDA (NTM)	EV/EBIT (NTM)	P/E (NTM)	Equity beta (β)	Cost of debt (%)	Cost of equity (%)
1361.HK	361 Degrees International Ltd	China	Apparel, Accessories & Luxury Goods	3	Primarily targets the Chinese sportswear market with mid-tier athletic and lifestyle apparel; lacking the premium positioning and global reach of PUMA; financials reflect limited international revenue streams; caters mostly to the domestic market, making it less comparable to PUMA's global sports brand image	963	289	-	16.52%	15.62%	0.03	0.31x	2.06x	2.13x	6.05x	0.76	3.81%	7.61%
ADS0N.DE	Adidas AG	Germany	Apparel, Accessories & Luxury Goods	1	Adidas shares PUMA's German heritage (HQ in Herzogenaurach, Germany) and operates in a similar market as PUMA with extensive product lines in footwear, apparel, and accessories across multiple sports; large-scale international operations, significant financial metrics, and brand recognition closely mirror PUMA's target market and growth strategy, making China-based ANTA has a substantial presence in the sports apparel sector with strong focus on the Asian market; offers athletic products but lacks PUMA's global penetration; while ANTA has grown internationally, its primary audience remains in Asia, slightly reducing its comparability despite its similar product range	39,492	37,265	22,529	6.69%	1.57%	1.13	1.72x	13.98x	23.04x	32.49x	0.94	2.29%	7.78%
2020.HK	ANTA Sports Products Ltd	China	Apparel, Accessories & Luxury Goods	2	ANTA is a leading Chinese sportswear brand with a strong focus on the Asian market; offers athletic products but lacks PUMA's global penetration; while ANTA has grown internationally, its primary audience remains in Asia, slightly reducing its comparability despite its similar product range	28,086	23,369	8,419	32.58%	24.59%	0.38	2.77x	9.56x	11.46x	15.70x	1.15	1.99%	9.48%
7936.T	Asics Corp	Japan	Footwear	1	Known for high-quality athletic footwear, Asics has a significant international presence and product focus in footwear, which aligns closely with PUMA's offerings; although not as diversified in apparel, Asics is a strong comparable due to its similar brand positioning, global reach, and focus on sports performance products	12,378	1,475	3,816	12.50%	9.50%	0.64	2.96x	16.26x	n/a	27.52x	2.10	1.57%	7.94%
COLM.OQ	Columbia Sportswear Co	USA	Apparel, Accessories & Luxury Goods	2	Specializes in outdoor apparel and footwear, primarily in North America; product focus more on outdoor performance than general athletic wear; market positioning in outdoor gear rather than fashion-forward sportswear; somewhat comparable but less aligned with PUMA's broad sports and lifestyle market	4,111	3,728	3,077	13.26%	9.61%	-	1.24x	10.45x	14.60x	18.09x	0.92	-	7.20%
CROX.OQ	Crocs Inc	USA	Footwear	3	Primarily a footwear brand focused on comfort and casual wear; lacks athletic focus and diversified product line of PUMA; market strategy centers around a niche product rather than a comprehensive athletic brand; limited comparability in terms of market positioning and geographic spread	5,852	6,590	3,776	27.78%	26.41%	1.14	1.81x	6.89x	7.32x	8.24x	2.03	5.01%	10.70%
0330.HK	Esprit Holdings Ltd	Hong Kong	Apparel Retail	3	Fashion apparel retailer; limited emphasis on athletic wear; focus on casual and lifestyle apparel; presence also concentrated in Asia and Europe, but with far less impact in the global sportswear market compared to PUMA's athletic branding	46	309	-	(17.49%)	(29.28%)	0.99	n/a	n/a	n/a	n/a	1.65	5.65%	15.46%
FOSL.OQ	Fossil Group Inc	USA	Apparel, Accessories & Luxury Goods	3	Known for accessories, particularly watches; Fossil has minimal overlap with the athletic and performance-focused apparel and footwear that PUMA offers; product range lacks relevance to the sportswear market; business model and consumer base differ greatly from PUMA's athletic focus	62	148	1,380	(5.17%)	(6.52%)	0.82	n/a	n/a	n/a	n/a	2.25	17.07%	11.39%
GIII.OQ	G-III Apparel Group Ltd	USA	Apparel, Accessories & Luxury Goods	3	Primarily produces licensed apparel for brands; little focus on sportswear or performance gear; operates primarily in fashion retail, diverges significantly from PUMA's positioning in the global athletic and lifestyle markets	1,255	1,187	2,832	10.43%	9.54%	0.27	0.42x	4.46x	4.95x	7.76x	2.18	3.88%	11.18%
HMB.ST	H & M Hennes & Mauritz AB	Sweden	Apparel Retail	3	Global fast-fashion retailer with a broad product portfolio; H&M lacks dedicated focus on athletic apparel, instead emphasizing affordable, trend-driven clothing; operates in a different market segment than PUMA's premium, sports-centric focus, resulting in low comparability	19,358	28,459	20,713	15.47%	6.13%	1.64	1.25x	7.04x	14.65x	18.28x	1.10	2.52%	9.11%
BOSSN.DE	Hugo Boss AG	Germany	Apparel, Accessories & Luxury Goods	3	Specializes in high-end fashion, primarily in formal and business wear; minimal focus on athletic or sportswear; brand positioning, consumer demographics, and product offerings only slightly overlap with PUMA's target audience and athletic orientation	2,962	5,719	4,232	18.00%	9.77%	0.86	0.93x	5.25x	9.80x	11.21x	1.27	2.53%	9.11%
LEVI.N	Levi Strauss & Co	USA	Apparel, Accessories & Luxury Goods	3	Levi's is a global leader in denim, focusing primarily on casual and lifestyle wear; although global presence, brand focus is distinct from PUMA's, as it lacks a strong emphasis on performance wear or athletic branding	6,363	6,157	5,675	10.63%	7.95%	0.50	1.13x	8.37x	10.46x	12.55x	1.19	5.80%	8.04%
2331.HK	LI Ning Co Ltd	China	Apparel, Accessories & Luxury Goods	2	Prominent sportswear brand in China; expanding internationally but remains heavily focused on the Asian market; product range similar to PUMA's, with athletic apparel and footwear, though brand influence and market positioning are more regional	4,859	5,551	3,543	19.06%	12.42%	0.10	0.92x	4.62x	6.87x	11.12x	1.48	2.36%	11.10%
LULU.OQ	Lululemon Athletica Inc	Canada	Apparel, Accessories & Luxury Goods	2	Major player in premium athletic and lifestyle apparel; strong financials and a growing global presence (particularly in North America); focus on yoga and activewear market is comparable to PUMA's athletic fashion offerings and market strategy	34,367	53,529	9,167	26.89%	22.95%	0.00	3.24x	11.96x	14.17x	20.70x	1.23	-	8.75%
MONC.MI	Moncler SpA	Italy	Apparel, Accessories & Luxury Goods	3	Specializes in luxury outerwear with a strong focus on winter apparel; operates internationally, but positioned more as a high-end fashion brand than a sportswear company; less directly comparable to PUMA's athletic market focus	14,142	15,068	3,044	39.73%	29.95%	0.26	4.32x	11.11x	14.58x	21.38x	0.77	2.37%	8.74%
NXT.L	Next PLC	UK	Broadline Retail	3	Retailer with broad product portfolio in clothing, home goods, and beauty products; primarily focused on fashion and lifestyle products with minimal athletic wear emphasis; not directly aligned with PUMA's athletic-focused brand positioning	14,638	14,861	6,870	24.35%	19.82%	1.17	2.28x	10.56x	12.67x	15.26x	1.59	4.65%	13.77%
NKE.N	Nike Inc	USA	Footwear	1	Global leader in sportswear; offers comprehensive range of athletic apparel, footwear, and equipment with an extensive global footprint; branding, financial metrics, and market reach align closely with PUMA, making it a highly comparable peer in the athletic industry	104,832	129,869	45,858	14.67%	13.03%	0.62	3.22x	18.94x	21.96x	25.72x	1.03	4.32%	7.55%
ONON.N	On Holding AG	Switzerland	Footwear	1	Known for its focus on high-performance running footwear; On operates similar business segments; relatively young player in the market; international presence with niche-focus compared to PUMA; Product focus is narrower but more specialized, making it strongly comparable in terms of athletic focus even though a size difference exists; focus on athletic	14,394	7,468	2,079	13.68%	10.06%	0.23	4.56x	26.89x	36.78x	44.74x	0.96%	11.24%	
PVH.N	PVH Corp	USA	Apparel, Accessories & Luxury Goods	3	Apparel conglomerate owning brands like Calvin Klein and Tommy Hilf; operates globally but focuses on fashion and lifestyle rather than athletic apparel; brand positioning and product focus don't greatly align with PUMA's sports and performance-centric market	5,081	8,077	8,121	13.32%	10.08%	0.43	0.81x	5.88x	7.74x	7.95x	2.11	2.64%	10.94%
RL.N	Ralph Lauren Corp	USA	Apparel, Accessories & Luxury Goods	3	Luxury lifestyle brand that spans formalwear, casual apparel, and accessories; emphasis on premium, non-athletic apparel differs greatly from PUMA's market positioning; low comparability in terms of industry and target market	11,509	10,780	6,155	15.91%	12.46%	0.58	1.75x	10.14x	12.71x	16.67x	1.49	4.27%	9.01%
SKX.N	Skechers USA Inc	USA	Footwear	2	Primarily a footwear company; strong in comfort-focused, casual, and lifestyle footwear; global presence substantial; lacks high-performance athletic focus; setting it somewhat apart from PUMA's sports-oriented product lineup	8,641	8,216	8,060	12.08%	9.81%	0.07	0.93x	7.42x	8.77x	12.74x	1.23	3.82%	8.16%
SHOO.OQ	Steven Madden Ltd	USA	Footwear	3	Fashion footwear brand with limited sportswear involvement; market presence is more fashion-forward and focused on casual and lifestyle shoes; less relevant as a direct competitor to PUMA's athletic positioning	3,016	2,684	1,992	11.87%	11.09%	-	1.33x	10.74x	11.52x	15.35x	1.10	-	7.75%
UHR.S	Swatch Group AG	Switzerland	Apparel, Accessories & Luxury Goods	3	Primarily a watchmaker; focus on luxury and mid-range segments within the timepiece industry; business model and consumer base differ significantly from PUMA's athletic-wear focus, making it an unrelated comparable	9,775	10,611	7,647	20.04%	15.10%	0.01	1.07x	6.55x	9.86x	16.20x	0.96	4.56%	7.30%
MODG.N	Topgolf Callaway Brands Corp	USA	Leisure Products	3	Sports equipment and entertainment company focused on golf; lacks general sportswear segment; target audience and product offerings differ significantly from PUMA's athletic and lifestyle branding, reducing comparability	1,658	3,756	3,935	11.88%	6.11%	0.48	0.75x	5.53x	12.48x	61.40x	1.76	5.83%	9.84%
UAA.N	Under Armour Inc	USA	Apparel, Accessories & Luxury Goods	1	Key player in performance-focused sportswear; strong brand identity and a broad product line that includes athletic apparel and footwear; market positioning and product offerings are similar to PUMA, with a focus on high-performance sportswear	3,324	2,760	5,153	6.63%	4.13%	0.31	0.64x	10.25x	16.96x	28.83x	1.67	5.01%	9.58%
VFC.N	VF Corp	USA	Apparel, Accessories & Luxury Goods	2	Spans outdoor, lifestyle, and active apparel (conglomerate with brands like The North Face and Vans); although portfolio overlaps partially with PUMA's, VF has a broader, more diversified focus beyond strictly athletic wear, making it moderately comparable	7,981	10,430	9,242	9.02%	5.96%	3.60	1.48x	16.63x	29.32x	30.82x	1.53	3.97%	9.13%
WWW.N	Wolverine World Wide Inc	USA	Footwear	3	Known for brands like Merrell and Saucony; specializes in footwear across outdoor and athletic categories; lacks broader sportswear range; focus on niche footwear brands makes it moderately comparable to PUMA in footwear but less so in apparel	1,157	1,332	1,726	2.76%	1.19%	3.07	1.06x	9.84x	12.30x	13.11x	1.79	5.50%	9.94%
ZALG.DE	Zalando SE	Germany	Apparel Retail	3	Leading online fashion retailer based in Europe with diverse range of brands; offers athletic brands but business model as e-commerce platform differs significantly from PUMA's as a manufacturer and retailer, resulting in low comparability	7,289	4,866	10,216	5.04%	1.88%	0.78	0.60x	7.76x	13.63x	26.24x	1.53	2.19%	10.19%

Comparable Company Analysis (CCA)

Company name	Identifier	Market cap (€m)	Enterprise value (€m)	EV/Sales (NTM)	EV/EBITDA (NTM)	EV/EBIT (NTM)	P/E (NTM)
Adidas AG	ADSGn.DE	39,492	37,265	1.72x	13.98x	23.04x	32.49x
ANTA Sports Products Ltd	2020.HK	28,086	23,369	2.77x	9.56x	11.46x	15.70x
Asics Corp	7936.T	12,378	1,475	2.96x	16.26x	n/a	27.52x
Columbia Sportswear Co	COLM.OQ	4,111	3,728	1.24x	10.45x	14.60x	18.09x
Li Ning Co Ltd	2331.HK	4,859	5,551	0.92x	4.62x	6.87x	11.12x
Lululemon Athletica Inc	LULU.OQ	34,367	53,529	3.24x	11.96x	14.17x	20.70x
Nike Inc	NKE.N	104,832	129,869	2.32x	18.94x	21.96x	25.72x
On Holding AG	ONON.N	14,394	7,468	4.56x	26.89x	36.78x	44.74x
Skechers USA Inc	SKX.N	8,641	8,216	0.93x	7.42x	8.77x	12.74x
Under Armour Inc	UAA.N	3,324	2,760	0.64x	10.25x	16.96x	28.83x
VF Corp	VFC.N	7,981	10,430	1.48x	18.63x	29.32x	30.82x

Source: Refinitiv

25th percentile	1.1x	9.9x	12.1x	16.9x
Median	1.7x	12.0x	15.8x	25.7x
Average	2.1x	13.5x	18.4x	24.4x
75th percentile	2.9x	17.4x	22.8x	29.8x

Sensitivity Analysis

x (1) WACC sensitivity: Risk-free rate and market risk premium

in %		Market risk premium						
	7.63%	5.79%	6.29%	6.79%	7.29%	7.79%	8.29%	8.79%
Risk-free rate	0.06%	5.25%	5.63%	6.01%	6.39%	6.77%	7.15%	7.53%
	0.56%	5.56%	5.94%	6.32%	6.70%	7.08%	7.46%	7.84%
	1.06%	5.87%	6.25%	6.63%	7.01%	7.39%	7.77%	8.15%
	1.56%	6.18%	6.56%	6.94%	7.32%	7.70%	8.08%	8.46%
	2.06%	6.49%	6.87%	7.25%	7.63%	8.01%	8.39%	8.77%
	2.56%	6.80%	7.18%	7.56%	7.94%	8.32%	8.70%	9.08%
	3.06%	7.11%	7.49%	7.87%	8.25%	8.63%	9.01%	9.39%
	3.56%	7.42%	7.80%	8.18%	8.56%	8.94%	9.32%	9.70%
	4.06%	7.73%	8.11%	8.49%	8.87%	9.25%	9.63%	10.01%

x (2) WACC sensitivity: Risk-free rate and D/E ratio

in %		D/E ratio						
	7.63%	0.31	0.41	0.51	0.61	0.71	0.81	0.91
Risk-free rate	0.06%	6.74%	6.61%	6.49%	6.39%	6.30%	6.22%	6.15%
	0.56%	7.12%	6.96%	6.82%	6.70%	6.59%	6.50%	6.41%
	1.06%	7.50%	7.32%	7.15%	7.01%	6.89%	6.78%	6.68%
	1.56%	7.88%	7.67%	7.48%	7.32%	7.18%	7.05%	6.94%
	2.06%	8.26%	8.02%	7.81%	7.63%	7.47%	7.33%	7.20%
	2.56%	8.64%	8.38%	8.14%	7.94%	7.76%	7.60%	7.46%
	3.06%	9.02%	8.73%	8.47%	8.25%	8.05%	7.88%	7.72%
	3.56%	9.40%	9.08%	8.80%	8.56%	8.34%	8.15%	7.98%
	4.06%	9.79%	9.44%	9.14%	8.87%	8.64%	8.43%	8.24%

x (3) WACC sensitivity: Equity beta and D/E ratio

in %		D/E ratio						
7.63%		0.31	0.41	0.51	0.61	0.71	0.81	0.91
Equity beta	0.83	6.67%	6.35%	6.07%	5.83%	5.61%	5.42%	5.25%
	0.93	7.22%	6.86%	6.55%	6.28%	6.04%	5.82%	5.63%
	1.03	7.77%	7.38%	7.03%	6.73%	6.46%	6.22%	6.01%
	1.13	8.33%	7.89%	7.51%	7.18%	6.89%	6.63%	6.39%
	1.23	8.88%	8.41%	7.99%	7.63%	7.31%	7.03%	6.77%
	1.33	9.44%	8.92%	8.47%	8.08%	7.74%	7.43%	7.15%
	1.43	9.99%	9.44%	8.96%	8.53%	8.16%	7.83%	7.53%
	1.53	10.55%	9.95%	9.44%	8.99%	8.59%	8.23%	7.91%
	1.63	11.10%	10.47%	9.92%	9.44%	9.01%	8.63%	8.29%

x (4) WACC sensitivity: Cost of equity and cost of debt

in %		Cost of debt						
7.63%		1.38%	1.88%	2.38%	2.88%	3.38%	3.88%	4.38%
Cost of equity	7.00%	4.73%	4.87%	5.01%	5.15%	5.30%	5.44%	5.58%
	8.00%	5.35%	5.49%	5.63%	5.77%	5.92%	6.06%	6.20%
	9.00%	5.97%	6.11%	6.25%	6.39%	6.53%	6.68%	6.82%
	10.00%	6.59%	6.73%	6.87%	7.01%	7.15%	7.30%	7.44%
	11.00%	7.21%	7.35%	7.49%	7.63%	7.77%	7.92%	8.06%
	12.00%	7.82%	7.97%	8.11%	8.25%	8.39%	8.54%	8.68%
	13.00%	8.44%	8.59%	8.73%	8.87%	9.01%	9.15%	9.30%
	14.00%	9.06%	9.21%	9.35%	9.49%	9.63%	9.77%	9.92%
	15.00%	9.68%	9.83%	9.97%	10.11%	10.25%	10.39%	10.54%

x (5) WACC sensitivity: Tax rate and D/E ratio

in %		D/E ratio						
7.63%		0.31	0.41	0.51	0.61	0.71	0.81	0.91
Tax rate	17.34%	8.39%	8.18%	7.99%	7.83%	7.69%	7.56%	7.45%
	19.34%	8.36%	8.14%	7.95%	7.78%	7.63%	7.50%	7.38%
	21.34%	8.33%	8.10%	7.90%	7.73%	7.58%	7.44%	7.32%
	23.34%	8.29%	8.06%	7.86%	7.68%	7.52%	7.38%	7.26%
	25.34%	8.26%	8.02%	7.81%	7.63%	7.47%	7.33%	7.20%
	27.34%	8.23%	7.98%	7.77%	7.58%	7.42%	7.27%	7.14%
	29.34%	8.20%	7.95%	7.73%	7.53%	7.36%	7.21%	7.07%
	31.34%	8.17%	7.91%	7.68%	7.48%	7.31%	7.15%	7.01%
	33.34%	8.14%	7.87%	7.64%	7.43%	7.25%	7.09%	6.95%

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Report Recommendations

Buy	Expected total return (including expected capital gains and expected dividend yield) of more than 10% over a 12-month period.
Hold	Expected total return (including expected capital gains and expected dividend yield) between 0% and 10% over a 12-month period.
Sell	Expected negative total return (including expected capital gains and expected dividend yield) over a 12-month period.

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