



# **PUMA AG Rudolf Dassler Sport**

# **INTERIM REPORT**

3<sup>rd</sup> Quarter and First Nine Months of 2006



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## **Highlights Q3:**

- Consolidated sales up more than 32%
- Gross profit margin on a high level at above 50%
- EBIT margin ahead of expectations at 17.6%
- EPS at €5.41 versus €5.70

## **Highlights First Nine Months:**

- Global brand sales increase 15%
- Consolidated sales up 32%
- Gross profit margin remains above 51%
- EBIT at €325 million or 17% on sales
- EPS at €14.36 compared to €15.02

## <u>Outlook</u>

- Orders above € 1 billion, up 26%
- Management confirms full-year guidance with EBIT around €360 million



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## **Development of the PUMA Share**

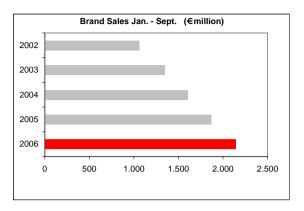
Rebased Development, incl. Trading Volume (Xetra)

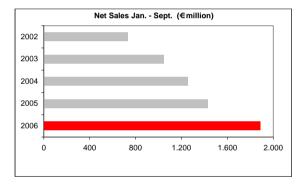


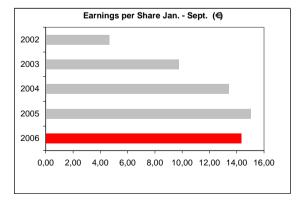


## **Financial Highlights**

	1-9/2006	1-9/2005	Devi-
	€ million	€ million	ation
Brand Sales	2.142,1	1.866,9	14,7%
Consolidated net sales	1.888,6	1.428,4	32,2%
Gross profit in %	51,4%	52,9%	
EBT	330,7	347,6	-4,9%
- in %	17,5%	24,3%	
Net earnings	230,3	241,7	-4,7%
- in %	12,2%	16,9%	
Total assets	1.712,6	1.296,2	32,1%
Equity ratio in %	60,8%	63,7%	,
Working capital	446,7	320,0	39,6%
Cashflow - gross	349,7	356,6	-1,9%
Free cashflow	-56,3	84,6	-166,6%
Earnings per share (in €)	14,36	15,02	-4,4%
Cashflow - gross per share (in €)	21,81	22,17	-1,6%
Free cashflow per share (in €)	-3,51	5,26	-166,8%
Share price at end of the period	269,00	255,77	5,2%
Market capitalization at end of the period	4.321,1	3.624,3	19,2%
Orders on hand	1.023,9	833,0	22,9%
Investments in tangible and intangible assets (without goodwill)	50,9	43,8	16,1%









## **Sales and Earnings Development**

## Global branded sales up double digits

PUMA's branded sales, which include consolidated sales and licensee sales, increased 13.7% currency neutral or 12.5% in Euro terms reaching €786 million during Q3.

For the first nine months, branded sales were up 14.0% or 14.7% respectively, totaling  $\[ \in \] 2,142$  million. Footwear sales increased 12.2% (currency adjusted 11.5%) to  $\[ \in \] 1,209$  million, Apparel rose by 18.5% (17.7%) to  $\[ \in \] 7,209$  million and Accessories improved by 17.2% (16.5%) to  $\[ \in \] 1,209$  million.

# Consolidated sales up 32% in Q3 and for the nine months period

In the reporting quarter, consolidated sales were up 32.2% currency neutral and by 30.3% in Euro currency, reaching  $\in$ 699 million. By segments, Footwear increased 19.8% (currency adjusted 21.5%) to  $\in$ 420 million, Apparel improved 57.5% (58.5%) to  $\in$ 235 million and Accessories were up 21.3% (23.9%) to  $\in$ 45 million.

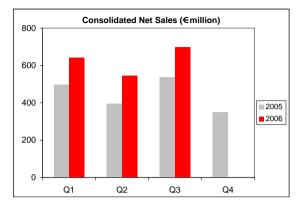
Sales for the first nine months grew by 31.7% like-for-like and 32.2% in Euro terms, totaling €1,889 million versus €1,428 million last year. Organic growth contributed 12.8% and new consolidations 19.4% to the overall performance. By segments, Footwear was up 20.2% (currency adjusted 19.6%) to €1,147 million, Apparel increased 65.7% (65.1%) to €618 million and Accessories improved by 21.9% (22.8%), totaling €124 million.

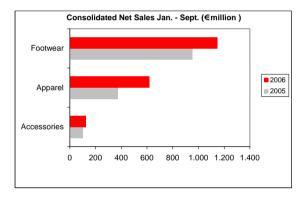
#### Licensed business

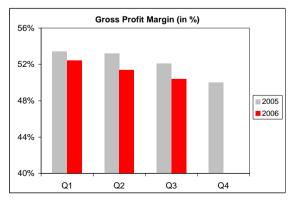
On a comparable base, the licensed business increased by 3.2% in Q3, and 12.8% after nine months. Due to the take-backs of several license markets, total actual licensed sales declined from  $\[mathbb{e}\]$ 162 million to  $\[mathbb{e}\]$ 87 million and from  $\[mathbb{e}\]$ 439 million to  $\[mathbb{e}\]$ 254 million respectively. Based on the remaining licensed business, royalty and commission income was  $\[mathbb{e}\]$ 9 million in Q3 and  $\[mathbb{e}\]$ 25 million after nine months.

## Gross profit margin remains on a high level

Gross profit margin reached 50.4% in Q3 compared to 52.1% last year and remained at 51.4% on a high level after nine months. This development is mainly influenced by regional and product mix and was in line or slightly better than expected. Footwear margin declined from 53.1% to 51.2% and Apparel from 52.6% to 51.2%. Accessories improved from 51.5% to 54%.









## SG&A expenses impacted by strong brand investments

Due to the strong brand investments and the regional expansion total SG&A expenses increased in Q3 by 44.7% and 48% after nine months and totaling €228 million or €644 million respectively. As a percentage of sales, the cost ratio increased as expected from 29.4% to 32.6% during Q3 and from 30.5% to 34.1% for the first nine months.

For the nine-month period, Marketing/Retail expenses were up from 13.9% to 16.6% on sales, totaling €313 million compared with €198 million last year. In particular, the marketing campaign for the World Cup, other marketing and retail initiatives as well as the license take-back program contributed to the increase. Product development and design expenses increased 34.9% to €40 million and were flat as a percentage of sales. Other selling, general and administrative expenses were up 40.3% to €292 million and increased as a percentage of sales from 14.6% to 15.5%. The increase in other SG&A expenses is related to the extended infrastructure and operations for Phase IV expansion and is in line with expectations.

## EBIT margin above 17% and better than expected

EBIT margin reported strong 17.6% in Q3 and 17.2% year-to-date. In absolute terms, operating profit amounts to €123 million versus €129 million and to €325 million versus €343 million respectively, representing a decline of only 5%. Taking into account the full-year guidance of a high single-digit decline given the high brand investment, the year-to-date EBIT came out better than expected.

In Q3, the company reported an interest result of  $\[ \]$ 2.1 million and  $\[ \]$ 6.1 million year-to-date. Hence, pre-tax profit declined only 4.8% to  $\[ \]$ 125 million and 4.9% to  $\[ \]$ 331 million respectively. The tax ratio remained at 29%. As a result, net earnings were  $\[ \]$ 87 million versus  $\[ \]$ 92 million in Q3 and  $\[ \]$ 230 million versus  $\[ \]$ 242 million after nine months. This translates into a net yield of 12.5%

compared to 17.1% in last year's quarter, and 12.2% compared to 16.9% year-to-date. Once again, profitability was better than initially expected.

## Earnings per share

Earnings per share in Q3 were €5.41 compared to €5.70. Year-to-date earnings per share totaled to €14.36 versus €15.02 last year. Diluted EPS translated to €5.39 and €14.27 respectively.

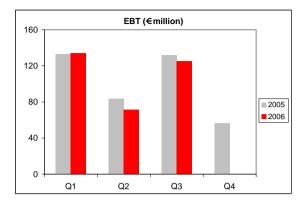
## **Net Assets and Financial Position**

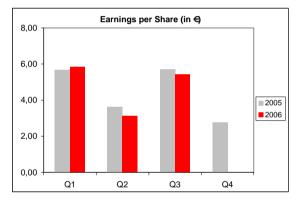
## Strong equity ratio

Total assets grew by 32.1% to €1,713 million mainly due to the regional expansion. As a result, the equity ratio slightly declined but remained on a strong level at 60.8%.

## Working capital

Inventories grew 58.8%, reaching €338 million and receivables were up 28.6% to €502 million. Total working capital at the end of September totaled €506 million compared to €300 million last year. The increase was mainly due to the regional expansion. Excluding the regional expansion, inventories increased 27.9% and receivables only 3%. Like-for-like, working capital was up 35.6%.







#### Capex/Cashflow

Capex increased from €51 million to €125 million and in line with expectations, of which €74 million is related to acquisitions. Free cashflow amounts to €-56 million, a decline from a total of €85 million last year. This is mainly due to the investments for acquisitions and further working capital needs in the newly consolidated countries.

### Cash position

Total cash at the end of September was €404 versus €437 million last year. Bank debts grew from €34 million to €67 million. As a result, the net cash position declined from €403 million to €337 million year over year, which is due to the aforementioned investments and working capital needs.

## **Share Buyback**

PUMA continued its share buy back program in Q3 and added 50,000 shares to the treasury stock, which corresponded to an investment of €13 million. At the end of September, the company held a total of 1,090,000 shares for an investment of €217 million. This represents 6.4% of stock capital.

## **Regional Development**

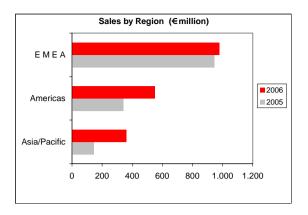
## Change in regional mix continues

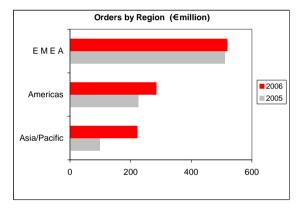
Due to the license take-backs, the regional mix changed as expected resulting in a more balanced business portfolio. EMEA now accounts for 51.8% (last year 66.1%), Americas for 29.1% (23.8%) and Asia/Pacific for 19.1% (10.1%).

The **EMEA** region reported sales of €378 million in Q3, a strong growth of 9.4% versus last year. Year-to-date, sales increased 3.7% and totaled €978 million. The gross profit margin reached 54.2% compared to 54.9% last year. The order book at the end of September was up almost 3% currency neutral or 1.6% in Euro terms and amounted to €518 million compared with €510 million.

Sales in the **Americas** reached €195 million in Q3, a currency neutral growth of 45.7% or 42.3% in Euro terms. After nine months, sales were up 57.7% like-for like (61.5% in Euro terms) and totaled €549 million. The gross profit margin decreased from 47.7% to 46.8%. Future orders stand at €284 million, a currency neutral growth of 29.7% or 26% in Euro terms. In the **US** market sales increased 23.1% in Q3 and strong 41.8% year-todate. Due to a high base effect resulting from the particularly strong order growth in Q3 last year (+78%), future orders for the US were only slightly above last years level at \$245 million.

In the **Asia/Pacific** region sales improved 145.6% currency neutral and 134.9% in Euro terms to €126 million in Q3 and by 155.5% or 149.7% respectively to €361 million year to date. The regional expansion in particular contributed to the overall sales performance. Due to the new consolidation in this region, the gross profit margin was down 120 basis points and reached 50.6%. As of September, the order book was up 135.6% currency neutral and 127.5% in Euro terms and totaled €222 million.







## **Board of Management**

Martin Gänsler informed the Supervisory Board that he is not planning to extend his current contract beyond 2007 as he is planning to retire from his duties after that. He will be actively involved with the search of his successor, who will be announced at a later date. Over his 25 year career with PUMA, Gänsler has been serving as Member of the Board since 1993 and since 1998 as Vice Chairman, overseeing Research, Development and Design, and Sourcing.

## Outlook 2006

### Future orders up almost 26%

Total orders on hand as of September increased by 25.5% currency neutral or 22.9% in Euro terms, reaching at €1,024 million the 43<sup>rd</sup> consecutive quarter of order increase. The orders are mainly for deliveries scheduled for Q4 2006 as well as Q1 2007.

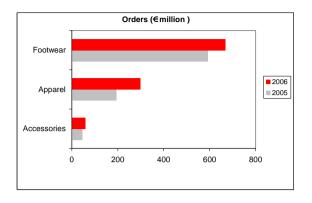
In terms of product segments, Footwear increased 12.8% (currency adjusted 15.6%) to  $\in$ 668 million, Apparel 53.8% (55.3%) to  $\in$ 297 million and Accessories 23.1% (28.7%) to  $\in$ 58 million.

## Management confirms full-year guidance

The 4<sup>th</sup> quarter is expected to generate continued strong top-line growth. Hence, management confirms the full-year guidance, which was already upgraded earlier this year with a currency adjusted sales growth of up to 35%.

The full-year gross profit margin should range at the higher end of the given range between 50% and 51%. Based on the final top-line, selling, general and administrative expenses should rise as expected to or slightly above 35% of sales.

Due to the ongoing brand investments for the remaining of the year, profit in Q4 is expected to decline double digits versus last year's quarter. For the total year, management expects operating profit (EBIT) to reach the earlier given guidance of around €360 million. The tax rate should stay on last year's level around 29%. As a result, net earnings should post a high single-digit decline versus last year and should therefore significantly exceed the original expectations for 2006 communicated with the Phase IV strategy mid last year.





Jochen Zeitz, CEO: "We are more than pleased with our results for Q3 and through the first nine months of 2006 as we will significantly exceed full-year guidance as part of our original Phase IV plan. Based on these results we remain very confident in our ability to reach all of our Phase IV targets."





# **Balance Sheet**

	Sept. 30, '06	Sept. 30, '06 Sept. 30, '05		, '06 Sept. 30, '05 Devi-		Dec. 31, '05
	€ million	€ million	ation	€ million		
ASSETS						
Cash and cash equivalents	404,1	436,8	-7,5%	475,5		
Inventories	338,0	212,9	58,8%	238,3		
Trade receivables	502,3	390,7	28,6%	277,5		
Other current assets	101,8	61,7	64,9%	80,1		
Current assets	1.346,2	1.102,1	22,1%	1.071,4		
Deferred income taxes	57,7	35,0	64,8%	48,6		
Property, plant and equipment	150,0	108,8	37,9%	121,9		
Intangible assets	142,2	44,0	223,1%	59,4		
Other non-current assets	16,5	6,2	163,4%	19,8		
Non-current assets	366,4	194,1	88,8%	249,6		
	1.712,6	1.296,2	32,1%	1.321,0		
LIABILITIES AND SHAREHOLDERS' EQUITY						
Current bank liabilities	66,9	33,9	97,6%	45,1		
Trade payables	221,7	169,0	31,2%	178,7		
Tax provisions	36,9	52,9	-30,3%	24,2		
Other current provisions	122,6	111,6	9,8%	51,1		
Liabilities from acquisitions	26,4	0,0		6,9		
Other current liabilities	95,4	66,0	44,6%			
				78,5		
Current liabilities	570,0	433,4	31,5%			
		433,4	31,5%	78,5 <b>384,5</b>		
Deferred income taxes	20,0	<b>433,4</b> 9,6	31,5% 108,3%	78,5 <b>384,5</b> 20,0		
Deferred income taxes Pension provisions	20,0 21,9	<b>433,4</b> 9,6 21,8	31,5%	78,5 <b>384,5</b> 20,0 22,6		
Deferred income taxes	20,0 21,9 53,0	9,6 21,8 0,0	31,5% 108,3% 0,4%	78,5 <b>384,5</b> 20,0 22,6 10,7		
Deferred income taxes Pension provisions Liabilities from acquisitions	20,0 21,9	<b>433,4</b> 9,6 21,8	31,5% 108,3%	78,5 <b>384,5</b> 20,0 22,6		
Deferred income taxes Pension provisions Liabilities from acquisitions Other non-current liabilities	20,0 21,9 53,0 	9,6 21,8 0,0 5,9	31,5% 108,3% 0,4% 20,0%	78,5 <b>384,5</b> 20,0 22,6 10,7 7,8		



## **Income Statements**

	Q3/2006	Q3/2005	Devi-	1-9/2006	1-9/2005	Devi-
	€ million	€ million	ation	€ million	€ million	ation
			22.224	4 000 /	4 400 4	00.004
Net sales	699,2	536,4	30,3%	1.888,6	1.428,4	32,2%
Cost of sales	-347,0	-256,9	35,1%	-918,6	-673,4	36,4%
Gross profit	352,1	279,5	26,0%	970,0	755,0	28,5%
- in % of net sales	50,4%	52,1%		51,4%	52,9%	
Royalty and commission income	8,8	13,9	-36,6%	24,5	40,2	-38,9%
	360,9	293,4	23,0%	994,6	795,2	25,1%
Selling, general and						
administrative expenses	-228,2	-157,7	44,7%	-644,2	-435,3	48,0%
EBITDA	132,7	135,7	-2,2%	350,4	359,9	-2,6%
Depreciation and amortisation	-9,6	-6,4	50,9%	-25,8	-17,2	49,8%
EBIT	123,1	129,3	-4,8%	324,6	342,7	-5,3%
- in % of net sales	17,6%	24,1%		17,2%	24,0%	
Interest result	2,1	2,1	-1,4%	6,1	5,0	24,0%
EBT	125,2	131,5	-4,8%	330,7	347,6	-4,9%
- in % of net sales	17,9%	24,5%		17,5%	24,3%	
Income taxes	-36,3	-38,2	-4,9%	-95,9	-101,5	-5,5%
- Tax ratio	29,0%	29,0%	.,	29,0%	29,2%	-1
	·			·	•	
Net earnings attributable to miniority interest	-1,8	-1,4		-4,5	-4,5	0,9%
Net earnings	87,1	91,9	-5,2%	230,3	241,7	-4,7%
Net earnings per share (€)	5,41	5,70	-5,1%	14,36	15,02	-4,4%
Net earnings per share (€) - diluted	5,39	5,68	-5,2%	14,27	14,92	-4,5%
Weighted average shares outstanding		-		16,037	16,086	-0,3%
Weighted average shares outstanding - diluted				16,138	16,196	-0,4%



## **Cashflow Statement**

	1-9/2006	1-9/2005	Devi-
	€ million	€ million	ation
Earnings before taxes on income	330,7	347,6	-4,9%
Depreciation	25,8	17,2	49,8%
Non cash effected expenses and income	-6,8	-8,2	-18,0%
	3,0		
Cashflow - gross	349,7	356,6	-1,9%
Change in net assets	-200,7	-132,6	51,3%
Taxes, interests and other payments	-88,5	-94,3	-6,1%
Cashflow from operating activities	60,5	129,7	-53,4%
casimow from operating activities	80,3	127,1	-33,470
Payments for acquisitions	-73,8	-7,4	900,8%
Purchase of property and equipment	-50,9	-43,8	16,1%
Interest received and others	7,8	6,0	29,1%
Cashflow from investing activities	-116,8	-45,2	158,8%
Free Cashflow	-56,3	84.6	-166,6%
	33/2	0.70	
Capital increase	56,6	15,4	268,8%
Dividend payments	-31,8	-16,0	99,2%
Purchase of own shares	-57,7	-39,7	45,4%
Other changes	27,5	12,6	118,8%
Cashflow from financing activities	E E	27.0	-80,3%
Casimow from imancing activities	-5,5	-27,8	-60,3 76
Effect on exchange rates on cash	-9,6	10,7	-189,7%
Change in cash and cash equivalents	-71,4	67,5	205,8%
Cash and cash equivalents at beginning of financial year	475,5	369,3	28,8%
	17676	227/0	20,070
Cash and cash equivalents end of the period	404,1	436,8	-7,5%



# **Changes in Equity**

		€ million	€ million	€ million	€ million	€ million	€ million	€ million	€ million	€ million
	Subscribed		C			Consolidated	<b>-</b>	Total	Minorities	Total
		Conital	Revenue	reserves Difference	Cashflow	profit/net	Treasury stock		wiinorities	
	capital	Capital reserve	reserves	from currency	hedges	income for	STOCK	Equity before		Equity
		reserve	reserves	1	neuges			Minorities		
				conversion		the year		wimorities		
Dec. 31, 2004 (reported)	42,7	72,5	169,5	-33,0	-30,3	414,6	-100,2	535,8	2,4	538,2
Adjustment / restatement		6,1				-6,8		-0,7		-0,7
Dec. 31, 2004 (resrated)	42,7	78,6	169,5	-33,0	-30,3	407,8	-100,2	535,1	2,4	537,5
Dividend payment						-16,0		-16,0		-16,0
Currency changes				30,8				30,8	2,0	32,8
Net effect on cashflow hedges,										
net of taxes					45,1			45,1		45,1
Capital increase	0,5	14,9						15,4		15,4
Value of employees services		4,4						4,4		4,4
Consolidated profit						241,7		241,7	4,5	246,1
Purchase of treasury stock							-39,7	-39,7		-39,7
June 30, 2005	43,1	97,8	169,5	-2,2	14,8	633,5	-139,9	816,7	8,8	825,5
Dec. 31, 2005	43,2	99,6	179,5	6,3	21,5	680,3	-159,6	870,9	4,5	875,4
Dividend payment					•	-31,8		-31,8		-31,8
Currency changes				-29,1				-29,1		-29,1
Changes in the								·		·
consolidated group								0,0	7,1	7,1
Net effect on cashflow hedges,								·	·	·
net of taxes					-15,9			-15,9		-15,9
Capital increase	0,7	55,9			·			56,6		56,6
Value of employees services		1,3						1,3		1,3
Consolidated profit		·				230,3		230,3	4,5	
Purchase of treasury stock							-57,7	-57,7	·	-57,7
June 30, 2006	43,9	156,8	179,5	-22,8	5,6	878,8	-217,3	1.024,6	16,0	



# **Segment Data**

	Sal	es	Gross	profit	Sales		Gross profit	
	Q3/2006	Q3/2005	Q3/2006	Q3/2005	1-9/2006	1-9/2005	1-9/2006	1-9/2005
	by he	ad office loc	ation of custo	omer	by hea	ad office loc	ation of custo	mer
Breakdown by regions	€ million	€ million	%	%	€ million	€ million	%	%
EMEA	378,0	345,5	53,1%	54,1%	978,4	943,8	54,2%	54,9%
America	195,3	137,2	45,1%	46,9%	548,9	339,9	46,8%	47,7%
- thereof USA in US\$	161,4	131,1			478,4	337,4		
Asia/Pacific Rim	125,9	53,6	50,5%	52,5%	361,4	144,7	50,6%	51,8%
	699,2	536,4	50,4%	52,1%	1.888,6	1.428,4	51,4%	52,9%
	Sal	es	Gross	profit	Sale	es	Gross	profit
	Q3/2006	Q3/2005	Q3/2006	Q3/2005	1-9/2006	1-9/2005	1-9/2006	1-9/2005
Breakdown by product segments	€ million	€ million	%	%	€ million	€ million	%	%
Footwear	419,8	350,5	50,1%	52,2%	1.146,8	953,8	51,2%	53,1%
Apparel	234,7	149,1	50,1%	51,5%	618,0	373,0	51,2%	52,6%
Accessories	44,7	36,8	54,9%	53,6%	123,9	101,7	54,0%	51,5%
	699,2	536,4	50,4%	52,1%	1.888,6	1.428,4	51,4%	52,9%



## **Notes to the Interim Report**

#### ACCOUNTING STANDARDS

The unaudited interim report of PUMA AG and its subsidiaries (which together form the PUMA group) for the third quarter 2006 was prepared according to the International Financial Reporting Standards (IFRS) passed by the International Accounting Standards Board (IASB) and took over by EU. The interim report is up to standard to IAS 34 "Interim Financial Reporting".

The accounting standards applied in the preparation of this interim report correspond to all committing standards and interpretations of IASB which are valid starting from January 1<sup>st</sup>, 2006.

This interim report is partly based on assumptions and estimates which have an effect on the amounts and on the breakdown of the reported assets and liabilities as well as of the revenues and expenses. The actual values may, in some exceptional cases, differ from these assumptions and estimates at a later date. The corresponding changes if and when they occur will be reflected in the results as soon as the findings are revised.

#### **CONSOLIDATED GROUP**

In the context of its long-term corporate development plan (Phase IV), PUMA has acquired the majority share or 100% respectively as of January 1<sup>st</sup>, 2006 in the former license markets in Japan (Apparel), Taiwan, Hong Kong, China, Argentina and Canada. Furthermore, Mexico was integrated in the consolidated group as of July 1, 2006.

Due to the change in the consolidated group, assets and liabilities were affected at the date of initial consolidation as follows:

	€ million
Inventory	44.2
Receivables	34.9
Goodwill	83.4
Other assets	31.9
Other liabilities	-42.4
Purchase price	152.0

Including the purchase price of €35.6 million already booked last year the total purchase price is expected to be €187.6 million whereof €106.8 million account for goodwill and €80.8 million for acquired net assets. A total of €108.1 million was already paid whereas €73.8 million (see "Cashflow Statement") are related to this year taking into account the transferred cash. The remaining amount of €79.4 million is included in liabilities from acquisitions. Sales in the reporting period was affected with €277.9 million.

#### SEASONAL VARIANCE

The group's sales fluctuate with the season. Consequently, the sales and resulting earnings vary in the course of a year. Normally, sales and earnings reach their peak in the first and third quarter while the second, and particularly the fourth quarter may be characterized by lower levels.

#### **EMPLOYEES**

	2006	2005
Number of employees at the	5,092	3,910
beginning of the period		
Number of employees at the	7,388	4,633
end of the period		
Average number of	6,603	4,258
employees		



#### **EARNINGS PER SHARE**

Earnings per share are calculated according to IAS 33 by dividing the result for the period by the weighted average number of outstanding shares. The repurchased shares reduced the number of outstanding shares as well as diluted number of shares. As of September 30, 2006 there were outstanding stock options from the Management Incentive Program which have diluted the earnings per share.

	2006	2005
Earnings per share	€14.36	€15.02
Diluted earnings per share	€14.27	€14.92

### **DIVIDEND**

According to the Annual Shareholders' Meeting on April 27, 2006, a dividend of €2.00 per share was approved. The dividend totals €31.9 million and was paid to the shareholders beginning on April 28, 2006 and is considered as dividend payments in the "Cashflow Statement".

#### SHAREHOLDERS' EQUITY

#### **Subscribed Capital**

As of September 30, 2006 the subscribed capital amounted to €43.9 million, divided into 17,153,514 no par value shares.

#### **Treasury Stock**

Between July and September the company added another 50,000 shares to the treasury stock which corresponded to an investment of  $\in$ 13.3 million. At the end of September, the company held a total of 1,090,000 shares for an investment of  $\in$ 217.3 million. This represents 6.4% of the total subscribed capital. The own shares reduce equity capital (see "Changes in Equity").

**Development of the Number of Shares** 

	2006	2005
Number of shares at the beginning of the period	16,864,214	16,666,714
+ conversion of Management Incentives	289,300	186,500
Number of shares at the end of the period/subscribed capital	17,153,514	16,853,214
thereof own shares/treasury stocks	-1,090,000	-800,000
Shares outstanding at the end of the period	16,063,514	16,053,214
Weighted average number of shares, outstanding	16,036,801	16,086,297
Diluted number of shares	16,137,932	16,195,502

### **Authorized Capital**

In accordance with the Company statutes, authorized capital totaling €15.4 million exists. The authorization was granted until May 13, 2007.

### **Management Incentive Program**

Out of the options (SOP) issued to the management a total of 168,200 stock options were outstanding at end of the reporting period, whereby 13,450 are allocated to the board of management. In addition, the board of management also had 150,000 virtual options (SAR).

#### **EVENTS AFTER THE BALANCE SHEET DATE**

No events have occurred after the balance sheet date which may affect the financial situation and earnings position as of September 30, 2006.

Herzogenaurach, November 7, 2006

The Board of Management



## **Board of Management**

### Jochen Zeitz

Chairman/CEO

(Marketing, Sales, Administration and Human Resources)

#### Martin Gänsler

Deputy Chairman

(Research, Development, Design and Sourcing, Environmental and Social Affairs)

#### **Dieter Bock**

CFO

(Finance, Controlling, Tax and Investor Relations)

## **Group Executive Committee**

Beside the Board of Management, the "Global Functional Directors" complement the "Group Executive Committee":

#### **Antonio Bertone**

(Brand Management)

#### Klaus Bauer

(Operations, Human Resources)

## John Mollanger

(Business Units)

#### Reiner Seiz

(Sourcing & Logistics)

## **Supervisory Board**

## Werner Hofer

(Chairman)

#### Thore Ohlsson

(Deputy Chairman)

Günter Herz (from 27. April 2006)

Dr. Rainer Kutzner (from February 15, 2006)

**Arnon Milchan** (until January 9, 2006)

**David Matalon** (until January 9, 2006)

## Katharina Wojaczek

(Employees' Representative)

### **Erwin Hildel**

(Employees' Representative)



## **Financial Calendar**

February 19, 2007 Financial Results FY2006

Press Conference

**Analyst Conference Call** 

April 11, 2007 Annual Shareholders' Meeting FY2006

18. CW 2007 Financial Results Q1 / 2007

**Analyst Conference Call** 

32. CW 2007 Financial Results O2 / 2007

**Analyst Conference Call** 

45. CW 2007 Financial Results Q3 / 2007

Analyst Conference Call

The financial releases and other financial information are available on the Internet at "about.puma.com".

### **Published by:**

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This document contains forward-looking information about the Company's financial status and strategic initiatives. Such information is subject to a certain level of risk and uncertainty that could cause the Company's actual results to differ significantly from the information discussed in this document. The forward-looking information is based on the current expectations and prognosis of the management team. Therefore, this document is further subject to the risk that such expectations or prognosis, or the premise of such underlying expectations or prognosis, become erroneous. Circumstances that could alter the Company's actual results and procure such results to differ significantly from those contained in forward-looking statements made by or on behalf of the Company include, but are not limited to those discussed be above.

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PUMA® is the global athletic brand that successfully fuses influences from sport, lifestyle and fashion.

PUMA's unique industry perspective delivers the unexpected in sportlifestyle footwear, apparel and accessories, through technical innovation and revolutionary design.

Established in Herzogenaurach, Germany in 1948, PUMA distributes products in over 80 countries.

For further information please visit www.puma.com

