PUMA®

puma.com

Annual Report 2000

PUMA YEAR-ON-YEAR COMPARISON

	2000 Mio. €	1999 Mio. €	Deviation
Sales	462.4	372.7	24.1%
- Footwear	270.9	209.0	29.6%
- Apparel	163.5	139.0	17.7%
- Accessories	28.0	24.7	13.2%
Gross profit	176.4	141.7	24.5%
- in %	*38.2%*	*38.0%*	
EBIT	22.8	16.3	40.4%
- in %	*4.9%*	*4.4%*	
EBT[1]	21.2	14.4	47.5%
- in %	*4.6%*	*3.9%*	
Net earnings	17.6	9.5	84.3%
- in %	*3.8%*	*2.6%*	
Shareholders' equity	131.3	112.2	17.0%
Working capital	78.8	76.6	2.9%
Cash flow	33.9	29.4	15.4%
Cash and cash equivalents	42.9	35.5	20.8%
Earnings per share (in €) [1]	0.95	0.62	53.2%
Cash flow per share (in €)	2.20	1.91	15.4%
Equity per share (in €)	8.53	7.29	17.0%
Stock exchange rate at year end (in €)	12.70	17.20	-26.2%
Stock market value	195.5	264.7	-26.2%
Number of shares (in million)	15.390	15.390	0.0%

1) before one-times gains

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MISSION

BRAND

„One of the most desirable sports brands in the world“

CORPORATE

„The first truly virtual sports company“

Dear Fellow Shareholders,

PUMA made a successful leap into the new millennium. We realized double-digit growth in a sluggish industry, which makes PUMA one of the fastest growing brands in 2000. We also managed to significantly improve profitability, an indication that the investments we made over the years into product development and marketing are paying off. The next phase of our investment plan is already underway with the goal to improve our retail presence and more aggressively communicate our unique brand message. As such, we will continue to reduce our reliance on traditional sponsorships in favor of developing new retail initiatives and increasing our advertising impact.

We took major steps to offer PUMA products to more people in new ways. After a successful first year with our concept store in Santa Monica, we now plan to expand our retail operations into selective key cities around the globe. Our online store featured on puma.com for the U.S. market was also successful and already turned a profit in its first year. Through our new distribution initiatives, we have created an opportunity to showcase the entire range of product that PUMA has to offer and we could not be more pleased with the positive response we have received from our consumers.

Overall, PUMA has stayed true to its brand strategy to mix the influences from sport, lifestyle, and fashion. We've even spotted some copycats amongst lifestyle and sports brands alike (you know who you are). Although this is certainly a good sign, it not only presents us with increased challenges to combat counterfeits and parallel shipments, but also to work even harder because the game moves fast.

As we continue to develop our brand strategy, we are also working to evolve our corporate strategy with the mission to become the first truly virtual sports company. Utilizing the latest in internet technology, we are enhancing our B2B relationships and expanding both our internal and external network links, which will be incorporated into our overall structure and processes for the coming years.

Looking ahead, we foresee that the industry challenges affecting us last year will carry into 2001. In particular, currency fluctuation and a difficult retail climate in the U.S., Asia, and Latin America, not to mention fast changing consumer taste. We have taken all of these factors into account in our strategic preparation for the upcoming year, and we are in a good position to respond to the high demands of our marketplace.

The vision I set a few years ago to build one of the most desirable sports brands in the world continues to take shape. Just like the animal that inspired our logo, PUMA is a real, spontaneous, alert, agile, independent, and relentless brand capable of fluid movement, surging sprints, and dramatic leaps and bounds.

I would like to take this opportunity to thank all our PUMA fans for their ongoing support, our employees for their exemplary efforts, our partners for their solid commitment to our company goals, and you, our shareholders, for your faith in our strategy.

Best regards,

Jochen Zeitz

OVERVIEW

Despite a strong world economy, there was some turbulence on international financial and capital markets at the end of the year, which was reflected in the general downward trend on the stock markets. In the first half of 2000, the U.S. experienced sound growth, but this favorable development eased off considerably in the second half.

Japan, by the same token, experienced strong growth at the beginning of 2000, but slowed down quite markedly as the year progressed. Europe, on the other hand, experienced a more stable economy with moderate growth, coupled with a decline in unemployment rates and an increase in domestic purchasing power, which was curtailed by rising oil prices. In addition, the export business benefited from the weak Euro.

The development in the sporting goods markets in 2000 varied from region to region. Whereas favorable growth rates were recorded in Europe and Asia, there was a distinct slump in the North and South American markets. The U.S., the largest sporting goods market in the world, suffered from an excess capacity in retail trade and a decline in demand, in particular for apparel, which meant a drop in sales.

The sporting goods industry is still undergoing a major transformation, not only encountering new challenges but also new trends, accelerated by faster and faster technological changes. PUMA stood up to the challenge by carefully setting out its mission to become the most desirable sports brand in the world.

PUMA has since improved its competitive position, increasing both sales and profitability considerably. Sales rose by 24.1 % in the past year, with the biggest increase in footwear sales at 29.6 percent, whereas apparel grew by 17.7 percent. Overall, dramatic growth was experienced within every region, each of which contributed to this success. The highest growth in absolute sales figures was achieved in Europe.

PUMA set its mission to become the most desirable sports brand in the world. Its brand strategy, based on the three cornerstones of brand identity, marketing and product, has been successfully launched and developed over the past financial year. In accordance with its brand identity, PUMA is the brand that successfully combines the elements of sport, lifestyle and fashion. This makes PUMA a unique and distinct alternative sports brand. Through constant investment in the areas of communication, product design and development, PUMA has managed to further expand its brand position, strengthen its image within key markets and consequently increase its market presence in the target group. PUMA will focus on the next phase of its brand strategy next year to improve product presence in trade and communicate its brand image in a clear manner. To this end, PUMA will continue to reduce its reliance on traditional sponsoring expenses in favor of targeted investments in the media and trade.

PUMA aims to become the first truly virtual sporting good company. The three cornerstones of the global company are a virtual corporate structure, strategic planning and its employees. The innovative organizational structure, which is supported by virtual company headquarters and decentralized areas of core competence, is designed to support the global brand strategy. PUMA's corporate structure enables the company to focus its resources both vertically (functionally) and horizontally (geographically). Through its strategic planning model, PUMA can define appropriate strategies for growth and profitability, which can be optimally implemented within a virtual corporate structure. The multicultural mix amongst its employees also plays an important role in the company's success: In addition to experienced insiders from the industry, PUMA has a pool of promising and talented employees who can communicate and act with ease across all borders. Moreover, PUMA is utilizing the latest Internet technologies to promote business-to-business connections and to systematically develop internal and external networking, thus creating the basis for further growth.

MANAGEMENT INCOME STATEMENT

	Jan. 1, - Dec. 31, 2000						Jan. 1, - Dec. 31, 1999						Change in percent		
	Worldwide		Licensee		PUMA Group		Worldwide		Licensee		PUMA Group		Worldwide	Licensee	PUMA Group
	Mio.€	%	Mio.€	%	Mio.€	%	Mio.€	%	Mio.€	%	Mio.€	%	%	%	%
Sales by regions															
Western Europe	339.8	40.9%	72.4	19.6%	267.4	57.8%	299.5	41.9%	72.3	21.1%	227.2	61.0%	13.5%	0.1%	17.7%
Eastern Europe	23.1	2.8%	1.7	0.5%	21.4	4.6%	21.3	3.0%	4.8	1.4%	16.5	4.4%	8.2%	-65.1%	29.4%
America	151.9	18.3%	32.9	8.9%	119.0	25.7%	152.4	21.3%	67.6	19.7%	84.8	22.7%	-0.3%	-51.4%	40.3%
Asia/Pazific Rim	302.0	36.3%	257.3	69.8%	44.7	9.7%	230.6	32.3%	192.5	56.3%	38.1	10.2%	30.9%	33.6%	17.3%
Africa/Middle East	14.3	1.7%	4.4	1.2%	9.9	2.1%	11.1	1.6%	5.0	1.5%	6.1	1.6%	28.3%	-11.7%	62.8%
Total	**831.1**	**100.0%**	**368.7**	**100.0%**	**462.4**	**100.0%**	**714.9**	**100.0%**	**342.2**	**100.0%**	**372.7**	**100.0%**	**16.2%**	**7.8%**	**24.1%**
Sales by product segments															
Footwear	417.1	50.2%	146.2	39.7%	270.9	58.6%	327.5	45.8%	118.5	34.6%	209.0	56.1%	27.4%	23.4%	29.6%
Apparel	360.6	43.4%	197.1	53.5%	163.5	35.4%	323.5	45.2%	184.5	53.9%	139.0	37.3%	11.5%	6.8%	17.7%
Accessories	53.4	6.4%	25.4	6.9%	28.0	6.1%	63.9	8.9%	39.2	11.5%	24.7	6.6%	-16.4%	-35.2%	13.2%
Total	**831.1**	**100.0%**	**368.7**	**100.0%**	**462.4**	**100.0%**	**714.9**	**100.0%**	**342.2**	**100.0%**	**372.7**	**100.0%**	**16.2%**	**7.8%**	**24.1%**
Cost of sales															
Footwear					165.5	61.1%					130.5	62.4%			26.9%
Apparel					103.6	63.3%					86.4	62.2%			19.9%
Accessories					16.9	60.5%					14.2	57.4%			19.2%
Total					**286.0**	**61.8%**					**231.0**	**62.0%**			**23.8%**
Gross profit															
Footwear					105.4	38.9%					78.6	37.6%			34.1%
Apparel					60.0	36.7%					52.6	37.8%			14.0%
Accessories					11.1	39.5%					10.5	42.6%			5.1%
Total					**176.4**	**38.2%**					**141.7**	**38.0%**			**24.5%**
License and commission income					**28.9**	**6.3%**					**23.9**	**6.4%**			**20.8%**
Gross profit including license and commission income					**205.3**	**44.4%**					**165.6**	**44.4%**			**24.0%**
Selling, general and administrative expenses															
Marketing expenses					-67.0	-14.5%					-61.0	-16.4%			9.9%
Expenses for product development					-18.2	-3.9%					-15.2	-4.1%			19.9%
Other expenses					-90.6	-19.6%					-68.3	-18.3%			32.6%
Total					**-175.7**	**-38.0%**					**-144.4**	**-38.8%**			**21.7%**
EBITDA					**29.6**						**21.2**				
Depreciation					-6.8						-4.9				
EBIT					**22.8**	**4.9%**					**16.3**	**4.4%**			**40.4%**
Financial result					**-1.6**	**-0.3%**					**-1.9**	**-0.5%**			**-14.2%**
EBT					**21.2**	**4.6%**					**14.4**	**3.9%**			**47.5%**
Total tax expense					**-6.6**						**-6.0**				
Tax rate					-31.2%						-41.7%				
Minority interests					**0.0**	**0.0%**					**1.1**	**0.3%**			**-100.0%**
Net earnings before extraordinary items					**14.6**	**3.2%**					**9.5**	**2.6%**			**53.2%**
Extraordinary items					4.3						0.0				
Taxes on extraordinary items					-1.3						0.0				
Extraordinary items, net					**3.0**	**0.6%**					**0.0**	**0.0%**			
Net earnings					**17.6**	**3.8%**					**9.5**	**2.6%**			**84.3%**
Earnings per share before extraordinary items					**0.95**						**0.62**				**53.2%**
Earnings per share					**1.14**						**0.62**				**84.3%**

SALES AND EARNINGS POSITION

Significant increase in sales

The below discussion relates to the management income statement for PUMA's sales and earnings position:

In 2000, consolidated sales reached € 462.4 million, a 24.1 % increase compared to € 372.7 million in 1999. Currency adjusted, the sales growth was 16.8 %.

In addition to consolidated sales, non-consolidated licensees generated a main part of worldwide sales. Worldwide PUMA brand sales, including license sales, grew by 16.2 % from € 714.9 million to € 831.1 million. Currency adjusted, the increase was approximately 7.8 %.

Strong growth in footwear

Footwear was the strongest performer in the past financial year reaching 29.6 %. Apparel rose by 17.7 % and accessories by 13.2 %. Footwear accounts for 58.6 % (56.1 %) of consolidated sales, apparel for 35.4 % (37.3 %), and accessories for 6.1 % (6.6 %). Worldwide PUMA sales, including licenses, was made up of 50.2 % (45.8 %) in footwear, 43.4 % (45.2 %) in apparel, and 6.4 % (8.9 %) in accessories.

Consolidated sales generated from **footwear** totaled € 270.9 million in 2000 compared to € 209.0 million in the previous year, an increase of 29.6 %.

Significant sales growth was realized in the core categories of Sport Lifestyle, Running and Team Sport. These categories are the most important performers generating more than 75 % of footwear sales, which is in line with the Company's strategic direction. Basketball, Tennis, Cross Training, Indoor and Outdoor as well as other product groups of local or regional significance round out the entire footwear program.

Including sales from licensees, worldwide footwear sales increased by 27.3 % from € 327.5 million to € 417.0 million.

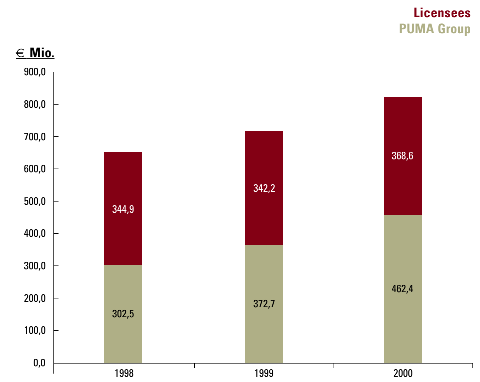
Consolidated sales generated from **apparel** in 2000 increased 17.7 % from € 139.0 million to € 163.5 million. Athleticwear, Team Sport and Sport Lifestyle played an important role in this positive trend. In addition, the Men's segment developed particularly favorably, as well as the Women's and Children's segment.

Including sales from licensees, worldwide sales generated from apparel were € 360.6 million, which represents an 11.5 % increase in comparison with € 323.5 in the previous year.

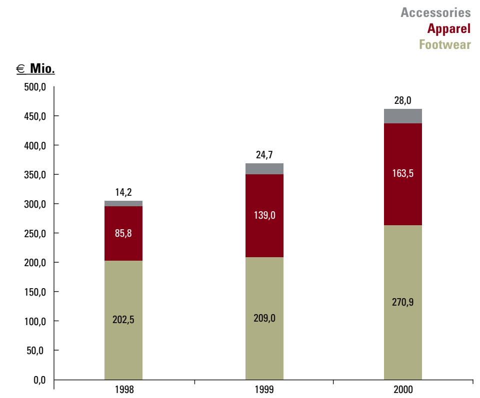
Consolidated sales generated from **accessories** increased from € 24.7 million to € 28.0 million, or 13.2 %. All product categories within accessories contributed to this improvement.

Worldwide sales generated from accessories, including sales from licensees, reached € 53.4 million compared to € 64.0 million in the previous year.

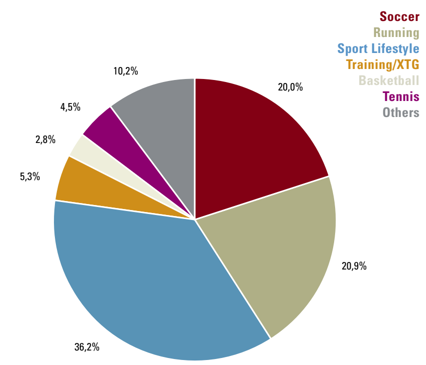
Worldwide Net Sales



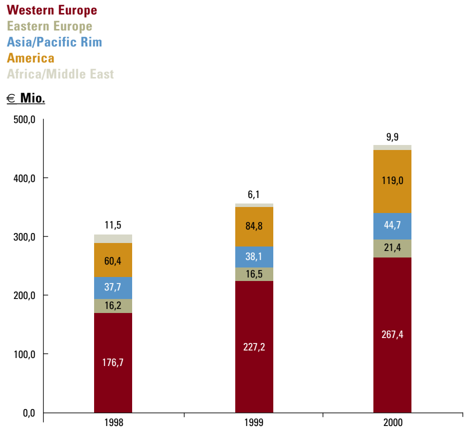
Consolidated Net Sales by Product Segments



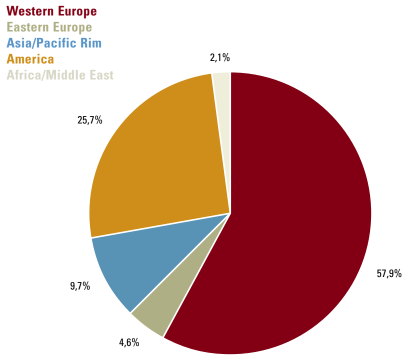
Consolidated Net Sales by Footwear 2000



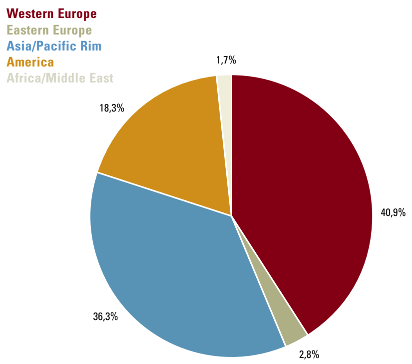
Consolidated Net Sales by Regions



Consolidated Net Sales by Regions 2000



Worldwide Net Sales by Regions 2000



Strong growth in Europe

In 2000, Western Europe accounted for 57.8 % (61.0 %), Eastern Europe for 4.6 % (4.4 %), America for 25.7 % (22.7 %), Asia/Pacific Rim for 9.7 % (10.2 %) and Africa/Middle East for 2.1 % (1.6 %) of consolidated sales.

Including sales generated by licensees, the breakdown for worldwide brand are as follows: Western Europe 40.9 % (41.9 %), Eastern Europe 2.8 % (3.0 %), the Americas 18.3 % (21.3 %), Asia/Pacific Rim 36.3 % (32.3 %) and Africa/Middle East 1.7 % (1.6 %) .

In absolute terms, **Western Europe** achieved the strongest sales growth. Consolidated sales in Western Europe rose by € 40.2 million from € 227.2 million to € 267.4 million, an increase of 17.7 %. Footwear rose by 24.5 %, apparel by 11.0 %, and accessories by 4.1 %.

Italy and France experienced a favorable development in sales. Sales in Italy increased by more than 120 % and by more than 50 % in France. Sales in the Benelux countries and in Switzerland rose by more than 10 %. An improved margin and a further optimization of customer and product range structures resulted in a slight 1.0 % increase in sales in Germany.

Including license sales, brand sales in this region increased by 13.5 % from € 299.5 million to € 339.8 million.

In **Eastern Europe**, sales amounted to € 21.4 million and exceeded the previous year's result by 29.4 %. All product categories contributed to this growth: Footwear +22,8 %, apparel +33.0 % and accessories +78.1 %. In addition, license sales amounted to € 1.7 million (€ 4.8 million). In all, brand sales including license sales, rose from € 21.3 million to € 23.1 million.

Sales in **Asia/Pacific Rim** improved from € 38.1 million to € 44.7 million. Australia, New Zealand and the Pacific Islands, which are serviced by PUMA subsidiaries, mainly contributed to the sales generated in this region. Footwear rose by 10.1 %, apparel by 24.0 % and accessories by 21.4 %.

The South-East Asian and Japanese markets are purely license markets for PUMA. License sales improved significantly by 33.6 % to € 257.3 million. Japan plays an important role for PUMA and accounts for about 25 % of worldwide brand sales. For the first time in several years, the remaining license markets have also succeeded in realizing sales growth.

Including the markets in South-East Asia and those serviced by licensees, PUMA brand sales in this region increased by 30.9 % from € 230.6 million to € 302.0 million.

Despite a sluggish market environment, consolidated sales in the **Americas** improved by 40.3 % from € 84.8 million to € 119.0 million. In the U.S., sales increased by 47.9 % or, currency-adjusted, by 26.7 %. In U.S. dollar terms, footwear sales in the U.S. increased by 31 %, apparel by 11 % and accessories by 60 %. The U.S. footwear market continues to be on an upward trend, whereas the apparel market continues to be difficult.

Sales generated by licensees dropped from € 67.6 million to € 32.9 million; this exclusively results from the fact that license sales adjustments for LOGOATHLETIC, Inc., were no longer recognized for the reporting year. Adjusted for LOGOATHLETIC sales, license sales would have increased from € 16.5 million to € 31.0 million.

Brand sales including licensee sales declined slightly in the America region by 0.3 % from € 152.4 million to € 151.9 million. Adjusted for the LOGOATHLETIC sales included in the previous year, this results in an increase of 48.1 % from € 101.3 million to € 150.0 million.

Consolidated sales in the **Africa/Middle East** region improved significantly from € 6.1 million to € 9.9 million with footwear increasing by 72.2 %, apparel by 53.4 % and accessories by 5.9 %. This improvement was primarily due to positive sales trends in the Middle East, which rose from € 4.5 million to € 7.7 million, and in Africa, which rose from € 1.6 million to € 2.2 million. License sales amounted to € 4.4 million. Including sales generated by licensees, brand sales in this region increased from € 11.1 million to € 14.4 million.

Gross profit strengthens against sales

Gross profit strengthened against sales and increased by 24.5 % from € 141.7 million to € 176.4 million. As a result, gross profit margin improved versus last year from 38.0 % to 38.2 % despite the weak Euro compared to the U.S. dollar. Footwear contributed significantly to this growth. The footwear margin increased from 37.6 % to 38.9 %, while the apparel margin declined from 37.8 % to 36.7 %, and accessories from 42.6 % to 39.5 %. The subsidiary in the U.S. recorded the strongest margin increase.

Royalty and commission income increases

Royalty and commission income increased by 20.8 % from € 23.9 million to € 28.9 million. This increase is due to both the royalty income and commission realized by distributors and licensees of the intra-group sourcing organization.

High brand investment continues

Selling, general and administrative expenses are subdivided by area of operation as follows: marketing, product development and design, and other selling, general and administrative expenses.

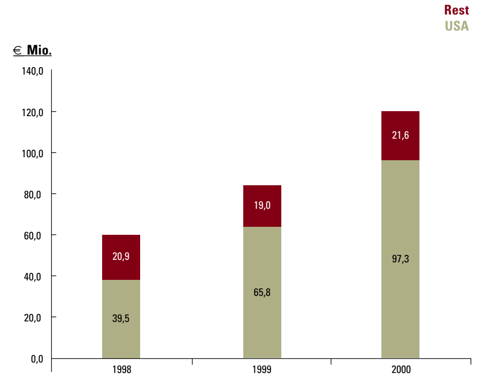
Marketing expenses increased by 9.9 % from € 61.0 million to € 67.0 million, which is 14.5 % (16.4 %) of sales revenue. Investments in the fields of product development and design grew by 19.9 % from € 15.2 million to € 18.2 million, or 3.9 % (4.1 %) as a percent of sales. Other selling, general and administrative expenses increased from € 68.3 million to € 90.6 million.

Personnel increases

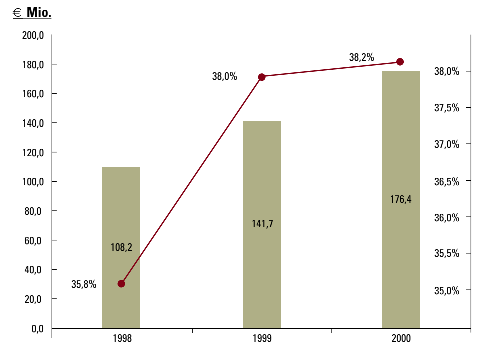
PUMA employed 1,524 (1,383) people on an annual average in 2000, an increase of 10.2 % or 141 new employees compared to the previous year. This increase relates to the selling area in particular, which was substantially extended due to PUMA's own retail business in the U.S..

On December 31, 2000, the Company employed 1,522 people compared to 1,424 employees on balance sheet date of the previous.

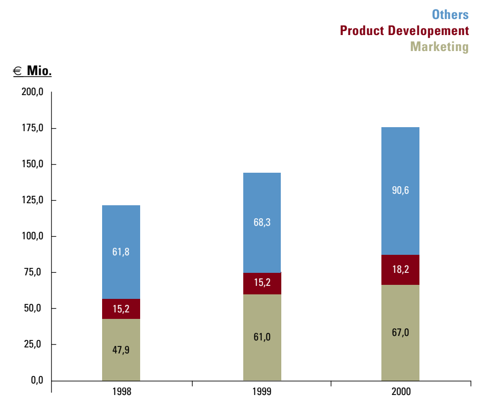
Net Sales in the Americas



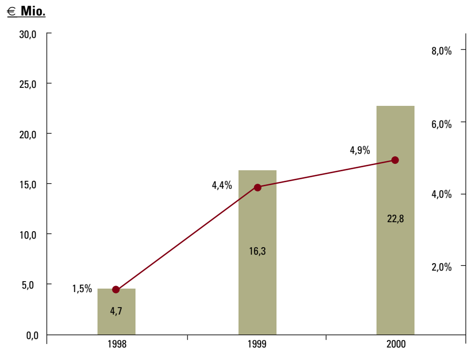
Gross Profit



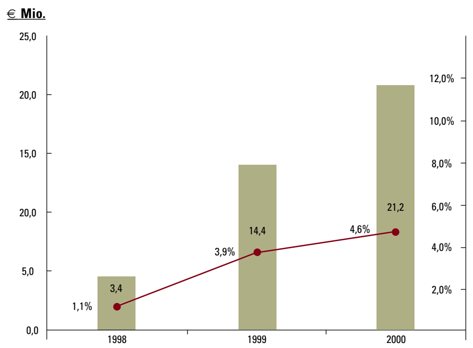
Selling, General and Administrative Expenses



Operating Result



Earnings before Taxes



Operating result (EBIT) increases by 40.4 %

The operating result (EBIT) significantly increased by 40.4 % from € 16.3 million to € 22.8 million. As a percent of sales, this amounts to a 4.9 % increase compared to 4.4 % in the previous year.

Financing costs lower than previous year

At € 1.6 million, financing costs were below the previous year's value (€ 1.9 million) despite a strong sales growth. The funding required for business volume expansion and funds used for investment activities were fully covered by current cash flow. In all, net liquidity improved slightly from € 1.1 million to € 4.8 million.

Earnings before taxes (EBT) surpass expectations

Earnings before taxes rose by 47.5 % from € 14.4 million to € 21.2 million. Initial expectations at the beginning of the year and the income improvements revised in fall (20 % to 30 %) were markedly exceeded. The gross return on sales was 4.6 % in 2000 compared to 3.9 % in 1999.

Lower tax rate

Current income tax expenses increased from € 3.0 million to € 4.4 million. The taxes largely relate to withholding taxes on foreign royalty income at PUMA AG and taxes on the income of some subsidiaries. Including deferred taxes, the tax rate could be lowered from 41.7 % to 31.2 %, primarily due to the fact that intra-group write-downs of investments led to a significant tax expense reduction.

Earnings per share +53.2 %

Net income before extraordinary items increased from € 9.5 million to € 14.6 million, significantly exceeding expectations. The result equals a net return on sales of 3.2 % (2.6 %). Earnings per share amounted to € 0.95 in 2000 compared to € 0.62 in 1999, an increase of 53.2 %. Including extraordinary items, which had a positive effect on group profits, earnings per share increased 84.3% to € 1,14.

NET WORTH AND FINANCIAL POSITION/CASH FLOW

Equity ratio 42.1 %

The balance sheet total increased 16.8 % from € 266.6 million to € 311.5 million. This increase was primarily due to the rise in inventories and trade receivables. Shareholders' equity was € 131.3 million versus € 112.2 million last year. At 42.1 %, the equity ratio remained at the previous year level.

Net liquidity improves

As of December 31, 2000, the Company's liquid funds amounted to € 42.9 million (€ 35.5 million). Bank liabilities amounted to € 38.1 million (€ 34.4 million). Net liquidity improved by € 3.7 million, despite a strong increase in sales.

Working capital 17.0 % of sales

As a percentage of sales, working capital declined from 20.6 % to 17.0 %. Compared to sales, inventories increased under-proportionately by € 9.9 million, or 11.7 % to € 95.0 million. Trade and other receivables increased by 37.0 % from € 79.4 million to € 108.7 million. The increase in trade receivables is in line with the sales increase in the fourth quarter of 2000.

Trade payables including other liabilities rose from € 71.8 million to € 90.9 million. Tax accruals and other accruals increased from € 33.5 million to € 39.9 million.

Investments in property, plant and equipment

The amount of € 9.4 million was invested in property, plant and equipment, and intangible assets (previous year: € 9.8 million). This mainly results from investments in systems and business equipment, in particular for retail stores in the U.S. Taking accumulated depreciation into account, property, plant and equipment, and intangible assets increased from € 27.6 million to € 31.1 million.

Cash flow improves

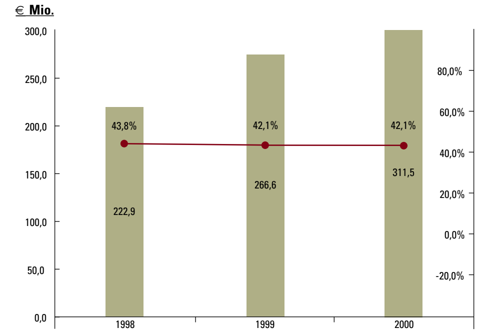
In the 2000 financial year the cash flow generated by the Company amounted to € 33.9 million (previous year: € 29.4 million). Taking the changes in working capital including interest and tax payments into account, cash received from operating activities was € 16.3 million (previous year: € 12.8 million). The amount of investments totaled € 7.1 million (previous year: € 12.0 million).

Taking the changes resulting from financing activities (€ -2.1 million) into account, cash and cash equivalents on December 31, 2000 amounted to € 42.9 million in comparison with € 35.5 million in the previous year.

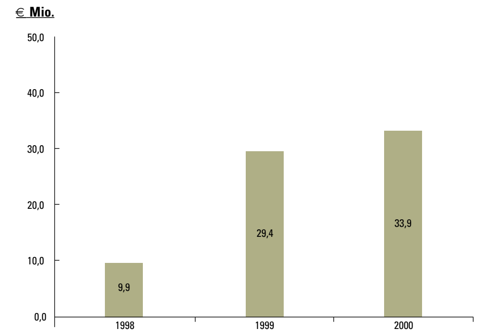
Conversion to the Euro on December 31, 2001 / January 1, 2002

PUMA has processed its business transactions in Euro since January 1, 1999. The conversion of local currency to Euro will be carried out at the turn of the year 2001/2002.

Balance Sheet / Equity Ratio



Cash flow



RISK MANAGEMENT AND EXISTING RISKS

PUMA's activities naturally involve business risks. The extent of these risks, however, differs within individual business units and business regions. Coping with business risks is an unavoidable part of management's business dealings. In order to identify and assess risks, the Company employs a reporting and controlling system that is used group-wide.

In the 2000 financial year, PUMA further extended its risk management function to this end. The Company's methodical and systematic management reporting process ensures that the Board is regularly informed about the developments and changes in existing and new risk fields. The risks are listed in a risk portfolio, classified by business units and assessed according to their potential to cause damage and likelihood of occurrence. The guidelines defined in the Risk Management Manual in conjunction with organizational instructions form the basis for an efficient internal monitoring system.

Risk management tools encompass comprehensive planning instruments such as "OSAM Planning" (OSAM = Objectives, Strategies, Actions, Measurements), safety systems to hedge against exchange rate fluctuation, insurance, controlling instruments and extensive monthly reporting. PUMA's reporting system permits timely comparison of business development with that of the previous year and with the prorated budget values for the current year. Risk monitoring instruments also include regular reporting to the Board of Management, who then informs the Supervisory Board on the status and any changes in risks.

The committee (Risk Management Committee "RMC") founded in the previous year controls and monitors risk management, and convened four times during the financial year to discuss any changes regarding the risks identified. Where necessary, the respective risk fields were revalued. The Board of Management was informed about the current state of affairs. Moreover, "RMC", in close cooperation with the operational areas, is responsible for ongoing risk monitoring.

Major PUMA Group business risks relate to the following fields:

>> Market risks: Increasing globalization and changing competitive activity as in all other companies, the PUMA Group is exposed to general market risks. These risks will intensify in the course of increasing globalization and changing competitive activity. In particular, as the world's largest and most important sporting goods market, the U.S. is subject to many risks due to heavy investments and a difficult industry environment. On the other hand, PUMA's involvement in the U.S. market increased the Company's competitiveness, bringing it closer to its long-term goal of becoming the world's most desirable sports brand.

PUMA responds to market risks with strategic planning, an internationally-oriented corporate structure, a global product and product assortment policy, marketing planning, as well as cost management.

>> Sourcing risks: Cyclical, political or legal changes in general conditions

PUMA collaborates with a wide range of suppliers, particularly in Asia and Eastern Europe. Spreading capacities is a means of preventing dependence on individual contract partners and to ensure the strongest likelihood that products will be delivered. At 60 %, China is the largest procurement market for footwear. Spontaneous import restrictions, would create a potential procurement that nearly all sports shoe manufacturers would be exposed to. The Company is in a good position to respond early in such cases by spreading existing capacities over several procurement markets.

Additional procurement risks relate to the suppliers' compliance with social standards or potentially dangerous or legally prohibited harmful substances concerning the product manufacturing environment. PUMA is amongst the forerunners with respect to developing and monitoring strict international environmental and social standards. Compliance with these standards is guaranteed through regular product controls, continuous monitoring of contracted suppliers, recognized independent audit institutions and its internal control management. Image damage or major impairment in the earnings position is thus largely avoided.

>> Financial risks: Exchange rate fluctuations, changes in the course of business and budget variances

Within the scope of its global operating business, PUMA is exposed to currency risks. These risks are counteracted by targeted currency policies in conjunction with hedging transactions, using both original and derivative financial instruments. These instruments are explained in the Notes to the Consolidated Financial Statements.

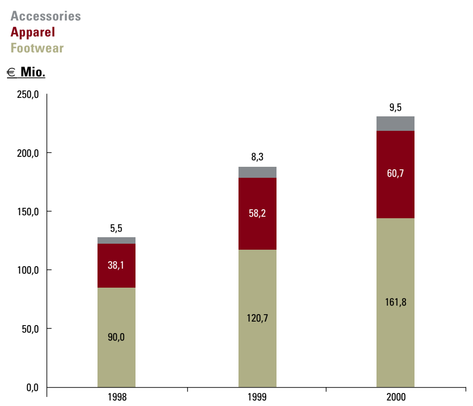
Other risks from operating activities and emerging in the course of business are closely monitored within the scope of monthly reporting and regular management conferences, which permit early action in the event that problems arise.

>> Organizational risks: Global corporate planning, decentralized operating units, as well as strong growth increase the complexity and, in effect, the requirements placed on technical systems. Continuous adaptation of merchandise and logistics systems is therefore essential.

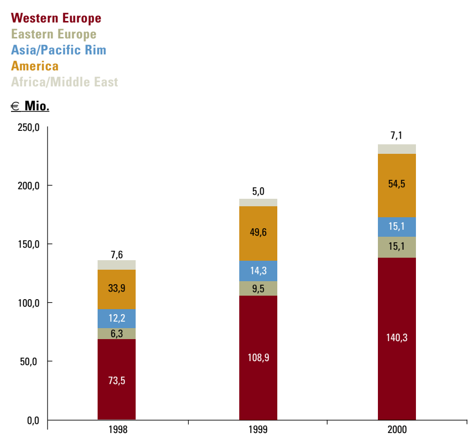
As part of comprehensive strategic planning, business processes are optimized and adjusted in line with corporate growth. The optimization of business processes is supported by IT systems that are subject to continuous further development and improvement. Technological advances provide additional opportunities to increase productivity and are also a means of opening up new market potential.

Through its implemented risk management system, PUMA meets the requirements set out in the Law on Transparency and Control in Companies, issued in 1998 (Gesetz für Transparenz und Kontrolle im Unternehmensbereich = KonTraG). PUMA is in a position to recognize any risks that could endanger the going concern of the Company at an early stage, and take the appropriate counter measures in a timely manner.

Order Backlog by Product Segments



Order Backlog by Regions



OUTLOOK

Order backlog increases by 24 %

The order backlog was € 232.1 million on December 31, 2000, a 24.0 % increase compared to the previous year. Currency-adjusted, the order backlog rose by 19.1 %.

The strongest growth in orders received was achieved by the subsidiaries in Italy, the Benelux countries, and France. In all, orders received by subsidiaries grew by 23.4 %. Orders relating to distributors were 27.9 % higher than the previous year.

The breakdown by region is as follows: Western Europe +28.9 %, Eastern Europe +59.2 %, Americas +9.9 %, Asia/Pacific Rim +5.9 %, Africa/Middle East +40.7 %.

By product segments, footwear order backlog increased by 34.1 %, apparel +4.4 % and accessories + 14.2 %. Orders largely comprise deliveries in the first and second quarter of 2001.

Double-digit sales and earnings increases expected for the third consecutive year

For the third consecutive year, management expects currency-adjusted double-digit sales growth in 2001. The management therefore anticipates that PUMA will beat its Five-Year Plan sales target of DM 1 billion in 2001, one year earlier than planned, assuming a stable exchange rate scenario. This sales target was set to be achieved in 2002, as announced during the 4th quarter in 1997. The gross profit margin is expected to remain at the previous year's level. Investments in marketing, product development and design are planned at a level well above the industry average. Total selling, general and administrative expenses, however, are expected to decline as a percentage of sales. From the present point of view, PUMA anticipates earnings before taxes to increase at a faster rate than sales. The tax rate is expected to range between 35 % and 38 %.

Given a positive order situation, 2001 is expected to be another successful year for PUMA, taking the company one step further to achieving its goal to be one of the world's most desirable sports brands.

Herzogenaurach, February 9, 2001

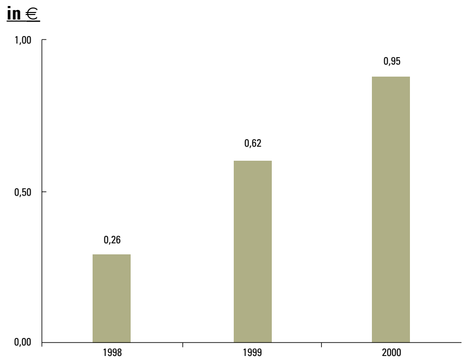
The Board of Management

Zeitz Gänsler Heyd

The PUMA Share

2000 – A MIXED YEAR FOR THE STOCK MARKET

Earning per Share



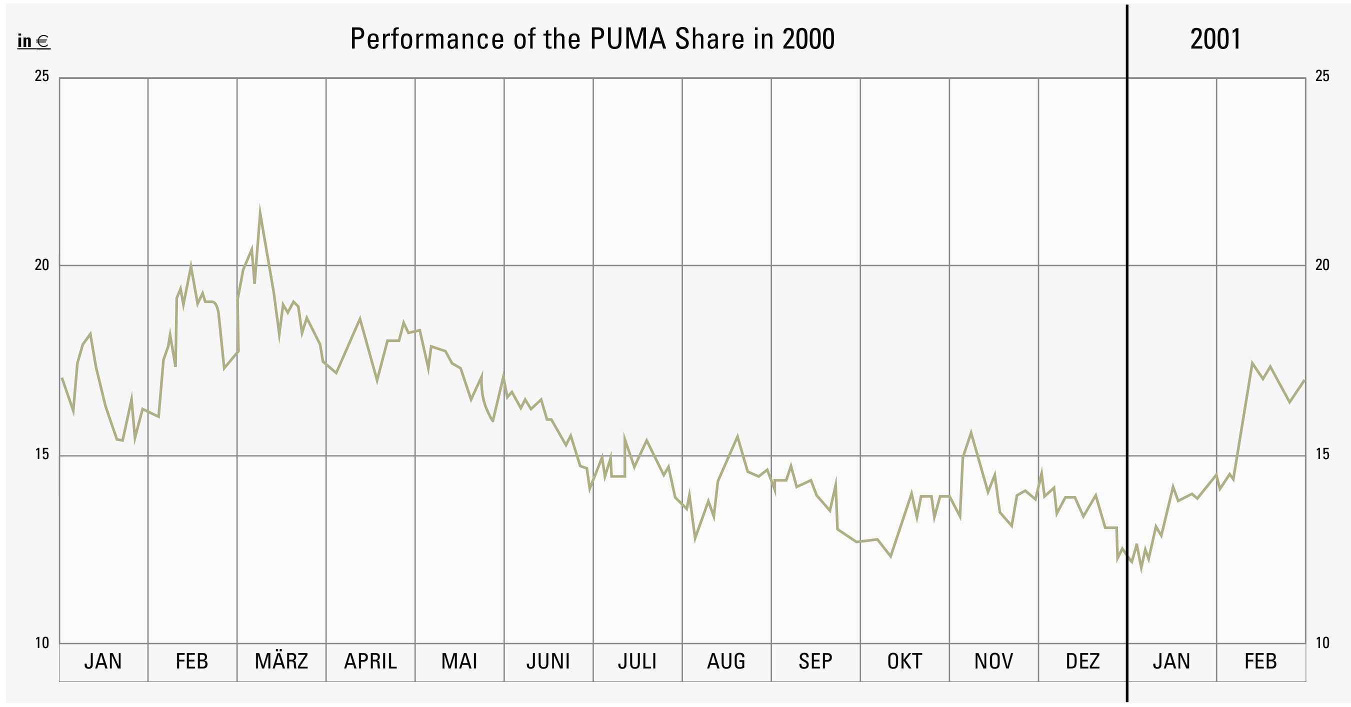
The year 2000 progressed turbulently on the domestic and international capital markets. The German stock index (DAX) started the new year with 6962 points forging ahead by app. 15.8 % in the first two months. With 8065 points the high for the year was reached in early March before a steady downward trend set in on the world markets. The DAX closed the year at 6434 points, or at a loss of app. 7.6 % compared to the previous year. While high-growth companies listed on the NASDAQ and the New German Market had to buckle down under even sharper reversals in their share prices, the so called mid-cap stocks succeeded in avoiding the extreme lows. Due to the sharp drops in prices investors increasingly turned their attention to profitable companies of more solid substance. This played to the advantage of the M-DAX, which showed particular improvement, rising by app. 13.6 % from 4114 to 4675 points after the previous November's all time high of 5070 points.

The PUMA share is traded officially on the Frankfurt and Munich stock exchanges. Since 1996 the company has been listed on the M-DAX, the mid-cap index of the German Stock Exchange which covers 70 companies. After ending the 1999 stock year with a 53 % gain the PUMA share indisputably held a top ranking among the large sporting goods manufacturers. Unfortunately, this type of performance could not be topped in recent months: After starting the new year at 17.20 €, on March 9, 2000 the share price rose to its highest level for the year of 21.00 €, after the publication of the positive results for the 1999 financial year. The subsequent decline in the share price could be held back only briefly by the good interim operating profits and the share finished the year 2000 at 12.70 €, or at a 27.4 % decline for the year. Nevertheless, in early 2001 the share price again began to advance, reaching over 17.50 € after the publication of the annual profit figures for 2000.

in €	2000	1999	1998	1997	1996
End of year price	12.70	17.20	11.25	18.61	26.69
Highest price listed	21.00	20.50	25.82	34.46	29.30
Lowest price listed	12.50	12.30	11.22	18.46	18.92
Earnings per share [1) 2)]	0.95	0.62	0.26	1.46	1.29
Cash flow per share	2.20	1.91	0.64	2.64	2.36
Shareholders' equity per share	8.53	7.29	6.35	6.28	4.00

1) Adjusted by extraordinary items
2) 1996 and 1997 a tax rate of 40 % was assumed

The year 2000 was a year of mixed results for the shares of other sporting goods manufacturers as well. Only Reebok International managed to escape the generally difficult trend and actually posted increases in its share price. The Nike share, too, held up its positive performance in the previous year, thanks to a significant improvement in the share price last December.




YAMAKASI
LATERAL
puma
PUMA®
puma.com

STRATEGY

BRAND

Over the past years, we have maintained a clear brand strategy towards achieving our mission to be one of the most desirable sports brands by mixing the influences from sport, lifestyle, and fashion.

We created so much excitement and enthusiasm for our brand that we began to move on to the next stage of our strategy and shift our focus towards improving product visibility and availability, to show our consumer the wide variety of what we have to offer. Our retail initiatives include increasing our shop-in-shop and POP activities. In addition, following the success of our first retail ventures in the U.S. through Santa Monica and puma.com, we will continue to expand our retail operations into select locations worldwide. This not only provides us with a valuable research tool for future range and concept planning, but also enhances the business for all our retail supporters.

By the same token, we will continue to build upon the momentum that we created for the brand. Our 2001 global brand campaign will comprise television and print ads that capture sport through the lens of a fashion photographer.

CORPORATE

To support our brand strategy, we have continued to develop the initiative we undertook several years ago to reengineer our company structure and evolve towards a virtual setting. We aspire to have a fluid working culture that enhances speed, cohesion and consistency of communication and processes.

One of the underlying principles of our model is modularity. We are becoming more and more decentralized on the one hand, yet geared for mixing it up on the other. Our current initiatives involve setting up innovative strategic solutions, utilizing the latest in internet technology, to optimize and incorporate our B2B relationships, as well as our internal and external network links, into every aspect of our company operations.

At the end of the day, we want to be the first truly virtual sports company!

HIGHLIGHTS

PUMA had an exceptional year in sports in 2000. Here are some of the highlights.

>> PUMA kicked off the first year of the millennium with two teams in the Super Bowl XXXIV Championships.

>> The Indomitable Lions of Cameroon were crowned Champions of Africa after a dramatic penalty shoot-out win in the CAF African Cup of Nations. The Cameroon team later went on to win the first Olympic Gold in the history of the nation at the Olympics in Sydney.

>> PUMA striker Nicolas Anelka was instrumental in bringing Real Madrid to victory in the UEFA Champions League final at Stade de France in Paris.

>> More PUMA soccer history was made in May when the brand was awarded its first Scudetto. S.S. Lazio put up a remarkable fight to win the Italian Seria A league title. Lazio later went on to win the Italian Cup final and the Italian Super Cup.

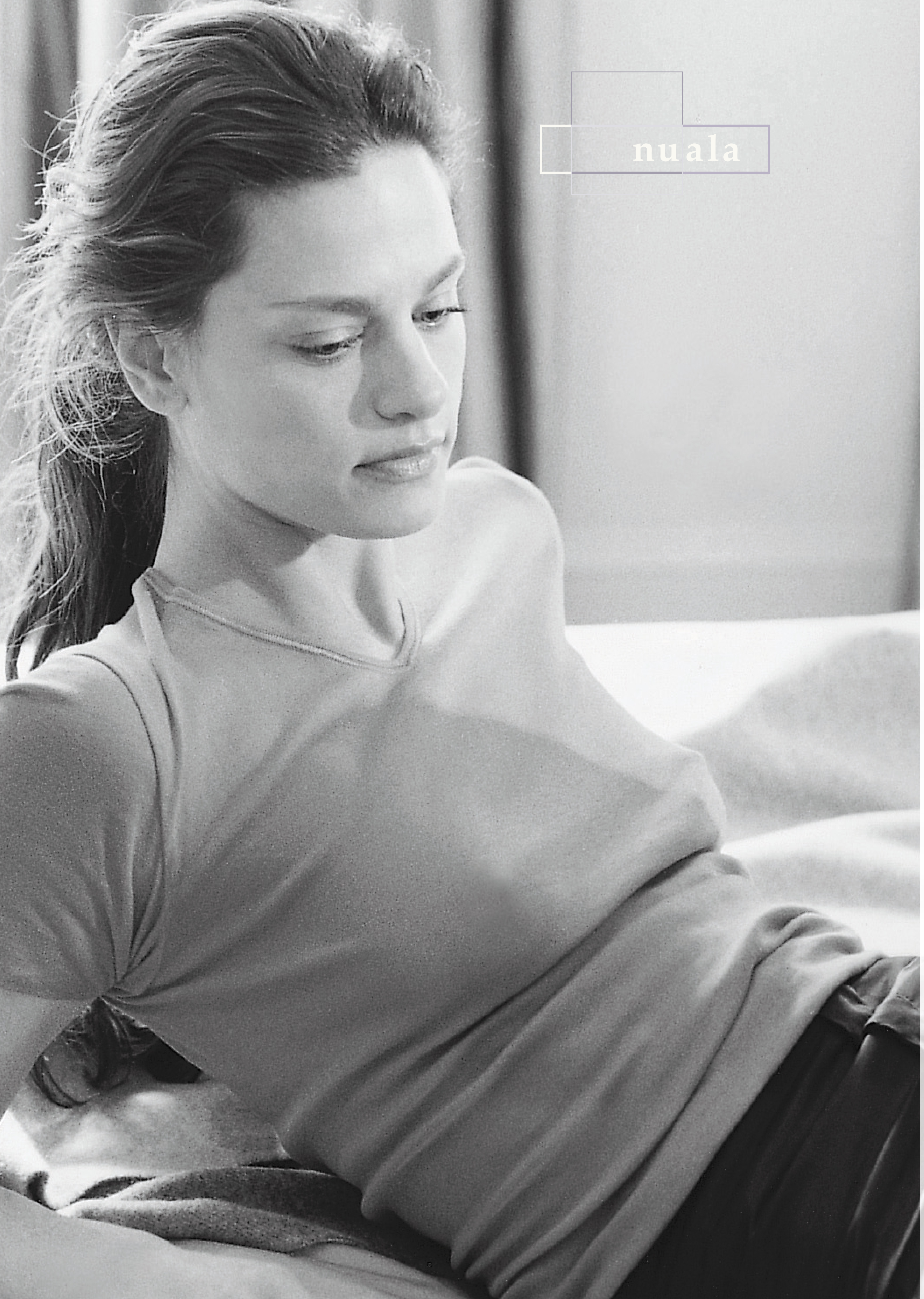
>> PUMA athletes Maradona, Pelé, and Eusebio came in first, second, and third respectively in the FIFA organized internet poll for Player of the Century. Embodying the spirit of PUMA, they were chosen for their tireless pursuit to define new dimensions in the game of soccer, inspiring generations to come.

>> Tennis sensation Serena Williams won the Women's Doubles Gold medal with her sister in Sydney.

>> Wilson Kipketer had a great year in his professional career breaking two 1000 meter world indoor records and taking home the 800m silver medal at the Olympic Games in Sydney.

>> Konstantinos Kenteris and Noah Ngeny took home 2 surprising Olympic Gold medals in the 200 and 1500 meter races respectively.

>> As a group, our 134 PUMA runners covered amazing distances against the clock with 242 victories, 585 top three places, 2 Olympic Gold championships, 1 World Championship, and 2 World Records.



PRODUCT

CORE CONCEPTS

We worked on furthering the development of our core concepts for 2001, which are all designed to challenge the brand to think and act inside and outside of the traditional sports landscape.

NUALA

NUALA is an aesthetically divine concept that was inspired and brought to life by Supermodel Christy Turlington. Defined as „meditation in motion", NUALA reflects Turlington's passion for the ancient discipline of Yoga. The result is an elegant, concise, fashion-forward women's apparel collection that complements the busy work, travel, and exercise schedule of the modern-day woman.

There is no question that we were the first to break through the realm of traditional fitness with a niche product offering so unique, yet unmistakably PUMA.

PLATINUM

PUMA goes PLATINUM with its first foray into sport couture footwear. Each collection successfully melds PUMA's true heritage in sport with cutting edge style, without compromising comfort or flexibility. PLATINUM is a „time capsule" collection, with limited production and availability.

At a time when so many prestigious fashion houses are experimenting with sport-inspired, stylish footwear but struggling with the functionality component, who better to fill the gap than PUMA, an established sportswear company known for its high performance, design-savvy products.

LATERAL

Whether pushed against a skateboard or pressed against the gas pedal, LATERAL products provide the ultimate bond between man and machine. LATERAL is a multi-system product concept providing the ultimate edge for extreme lifestyles.

If only we could ride our bicycles at a 90° angle! Until then, our Mountain System products are great for scaling an incline with a bicycle slung over the shoulder.

Since water covers more than two-thirds of the earth and most of us don't have the advantage of naturally webbed toes, our Aqua system collection keeps you dry and nimble through the ebb and flow of the tides.

Our Snow system products allow you to glide through the snow so easily, it feels like you're walking through the clouds.

Sidewalks are not just for pedestrians anymore! Whatever the surface, Cement system products were designed to provide the ultimate foot armor to contend with the most inflexible of surfaces.

PRODUCT

COMPLETE

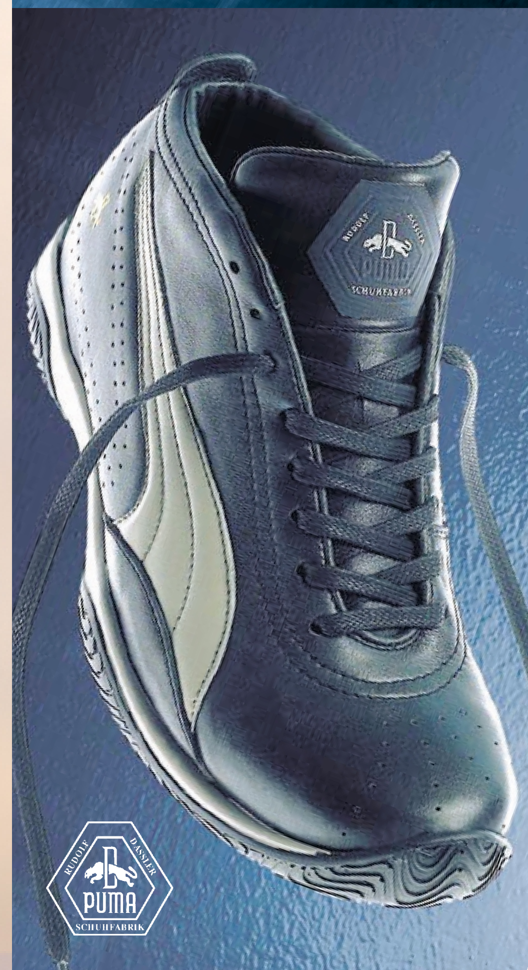
PUMA has always strived to produce a customized range of running shoes that would reduce injury and enhance performance. The Complete footwear running collection incorporates advanced technological solutions to improve fit, comfort, and performance through intensive laboratory and wear testing to meet the demanding requirements of today's runner.

CELLERATOR

Cellerator is the aggregate of over 50 years worth of sports technology that PUMA has accumulated. This concept was designed and engineered with the mindset that biology is the best technology. Cellerator products combine pure aesthetic beauty with innovative space age technology to enhance every aspect of sport performance. The Cellerator range spans across our categories and can be found within running and soccer.

RUDOLF DASSLER SCHUHFABRIK

In 1924, Rudolph Dassler and his brother founded the Gebrueder Dassler Sportfabrik in the small town of Herzogenaurach in Germany. In 1948, he left the family business and founded his own company, PUMA. Inspired by the vision set by our founder, our new Rudolf Dassler Schuhfabrik collection combines original sport influenced footwear of the late 40s to today's casual sneaker-heavy market.



ENVIRONMENTAL AND SOCIAL STANDARDS

As a global company, PUMA has a strong social commitment to respect and maintain the environment for the future use of generations to come. We therefore developed guidelines that we firmly uphold and integrate throughout our systems and processes.

We work closely with internationally certified and independent testing laboratories in order to ensure that PUMA products meet the highest standards of quality and are produced in line with environmental and social standards worldwide.

As a team player in protecting the environment and its inhabitants, PUMA participates in regular consultations and discussions with internationally known institutes such as Intertek Testing Services (I.T.S.) Hong Kong and nationally known institutes such as the German TUEV Rheinland-Brandenburg and Porst & Partner in Bavaria, to ensure that our products fulfill our required product related environmental standards, as set out in our handbook.

We also require our global partners from our contracted factories to adhere to strict human rights policies, which prohibit the abuse of fundamental privilege, including compulsory labor, child labor and forced overtime. Our key focus is to ensure that (1) acceptable working conditions are practiced within the appropriate national and international guidelines, and that (2) legally mandated benefits are made available to all PUMA employees. The route to deliver our goal is to create a transparent environment where accountability and reliability are present within all PUMA operations.

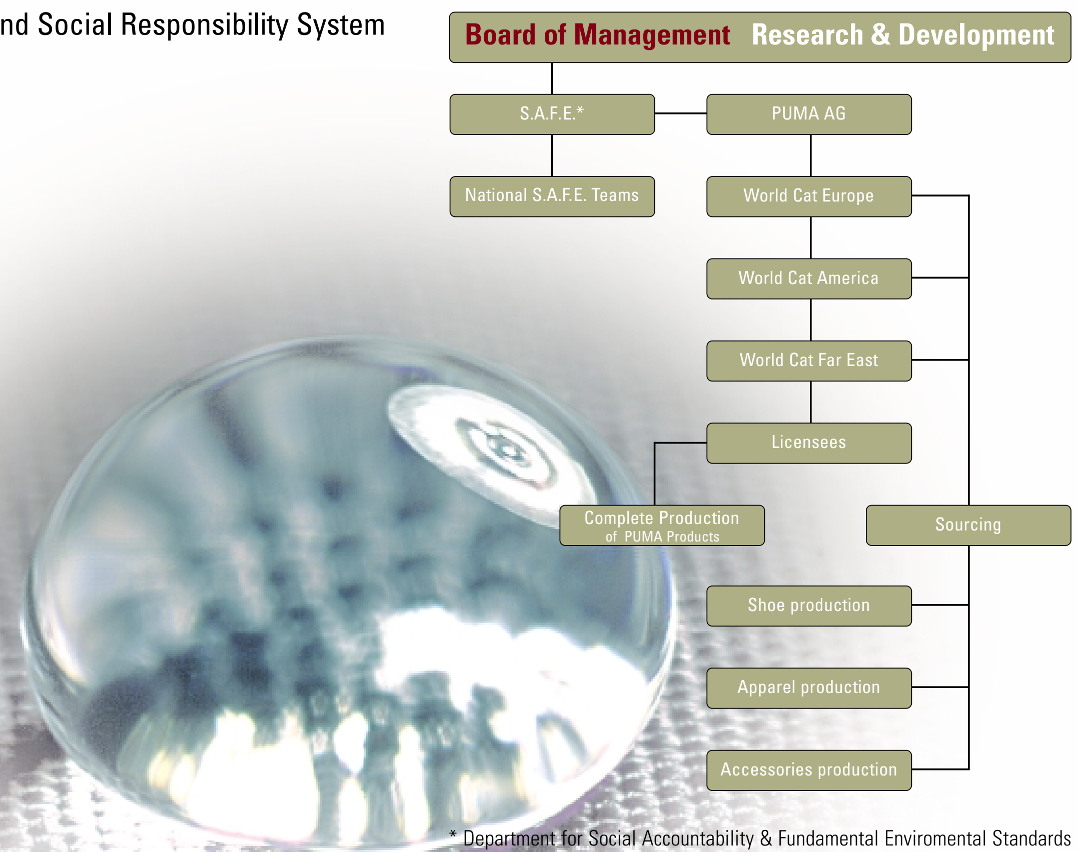
We created the PUMA Code of Conduct as an important tool in the enforcement of PUMA Standards. Translated into 17 different languages and displayed in the countries where we operate, our Code of Conduct incorporates the fundamentals of proper social practices and is in accordance with the international conventions of the International Labor Organization (ILO).

All PUMA Social Accountability and Fundamental Environmental Standards (S.A.F.E.) are documented in a handbook. The book also includes important information about harmful substances found in materials used for production or substances which emerge as residue. In the case of noncompliance with the standards contained in that handbook, the business relationship will be terminated.

To monitor compliance with these standards, PUMA established a team of S.A.F.E. auditors. The members of this team are sent to our factories to ensure that they are in compliance with our product-related environmental and social standards. The S.A.F.E. team serves as a controlling function, as well as a consulting resource to provide technical support for our partners in implementing their own environmental and social management system.

For more details regarding product-related environmental and social issues, please refer to our web site www.pumabiz.com.

PUMA Environmental and Social Responsibility System



* Department for Social Accountability & Fundamental Enviromental Standards

Consolidated Financial Statements

IAS

International Accounting Standards

CONSOLIDATED BALANCE SHEET

	Notes	Dec. 31, 2000 `000 €	Dec. 31, 1999 `000 €
ASSETS			
Cash and cash equivalents	3	42,862	35,493
Inventories	4	95,002	85,089
Trade receivables and other receivables	5	108,742	79,359
Other short-term financial assets	6	914	1,393
Total current assets		247,520	201,334
Deferred income taxes	7	28,797	32,316
Property, plant and equipment	8	29,990	26,995
Goodwill	9	3,342	4,636
Other intangible assets	10	1,088	594
Other long-term financial assets	11	752	725
		311,489	266,600
LIABILITIES AND EQUITY			
Financial liabilities	12	38,058	34,366
Trade payables	13	69,947	60,068
Other liabilities	13	17,012	11,699
Total current liabilities		125,017	106,133
Pension accruals	14	13,411	12,772
Tax accruals	15	1,255	1,677
Other accruals	15	38,652	31,812
Accruals		53,318	46,261
Long-term interest bearing borrowings	16	1,890	2,035
Minority interest	17	0	0
Subscribed capital PUMA AG		39,344	39,344
Reserves PUMA AG		32,189	32,189
Accumulated profits		59,731	40,638
Shareholders' equity	18	131,264	112,171
		311,489	266,600

CONSOLIDATED INCOME STATEMENT

	Notes	2000 `000 €	1999 `000 €
Net sales	27	462,437	372,709
Cost of sales		-286,017	-231,022
Gross profit	27	176,420	141,687
Royalty and commission income		28,919	23,932
		205,339	165,619
Personnel expenses	14,19	-64,412	-51,478
Advertising and selling costs	20	-73,956	-59,189
General and administrative expenses	20	-51,164	-48,231
Other operating income	20	13,787	22,870
Total selling, general and administrative expenses, net		-175,745	-136,028
Depreciation		-6,768	-4,932
One-off charge/one-off income	21	4,310	
Profit from operations		27,136	24,659
Financial result	22	-1,599	-1,863
Result from associates			-8,403
Earnings before tax		**25,537**	**14,393**
Income tax	23	-7,965	-5,997
Net earnings before minority interest		17,572	8,396
Minority interest	17		1,141
Net earnings		**17,572**	**9,537**
Earnings per share in € before one-off results	21,24	0.95	0.62
Earnings per share in €	24	1.14	0.62
Dividend per share in €	25	0.10	0.10

CHANGES IN EQUITY

	Subscribed capital	Capital reserve PUMA AG	Revenue reserves PUMA AG	Difference from currency translation	Offsetting with neutral effects on profits	Consolidated profit/ net income for the year	TOTAL
Dec. 31, 1998 ('000 €)	39,344	31,981	208	1,272	0	24,853	97,658
Dividend payment						-1,574	-1,574
Currency changes				5,453			5,453
Offsetting with neutral effects on profits					1,097		1,097
Consolidated profit						9,537	9,537
Dec. 31, 1999 ('000 €)	39,344	31,981	208	6,725	1,097	32,816	112,171
Dividend payment						-1,574	-1,574
Currency changes				2,118			2,118
Offsetting with neutral effects on profits					977		977
Consolidated profit						17,572	17,572
Dec. 31, 2000 ('000 €)	39,344	31,981	208	8,843	2,074	48,814	131,264

CONSOLIDATED CASH FLOW STATEMENT

	Notes	2000 `000 €	1999 `000 €
Cash flow from operating activities			
Profit before tax		25,537	14,393
Adjustments for:			
One-off charge/one-off income	21	-4,310	
Depreciation	8,9,10,11	6,768	13,337
Non-realized currency gains/losses, net		3,804	-647
Interest received	22	-2,190	-1,434
Interest paid	22	3,789	3,297
Income from the sale of fixed assets		-135	-32
Additions to pension accruals	14	639	452
Cash flow	28	33,902	29,366
Increase in receivables and other current assets		-12,820	-15,599
Increase in inventories		-9,025	-16,406
Increase in trade payables and other current liabilities		17,568	30,857
Cash provided by operations		29,625	28,218
Interest paid		-3,694	-3,195
Income taxes paid		-4,356	-2,954
One time espenses paid		-5,307	-9,305
Net cash from operating activities	28	16,268	12,764
Cash flow from investment activities			
Payment for goodwill	2	0	-4,399
Purchase of property and equipment	8,9,10,11	-9,432	-9,930
Proceeds from sale of property and equipment		564	922
Increase/decrease in other long-term assets		-26	115
Interest received		1,761	1,323
Net cash used in investing activities	28	-7,133	-11,969
Cash flow from financing activities			
Payments made regarding long-term liabilities, net		-2,878	-3,832
Payments received regarding short-term bank borrowing, net	12	2,480	3,078
Payments made regarding convertible bonds, net	2,16	-145	695
Dividend payments	25	-1,574	-1,574
Net cash used in financing activities	28	-2,117	-1,633
Effect on exchange rates on cash		351	847
Net increase in cash and cash equivalents		7,369	9
Cash and cash equivalents at beginning of financial year		35,493	35,484
Cash and cash equivalents at year-end	3,28	42,862	35,493

STATEMENT OF MOVEMENT OF FIXED ASSETS

	Purchase costs				
	Balance Jan. 1, 2000 `000 €	Currency change and other changes	Additions/ retransfers	Disposals	Balance Dec. 31, 2000 `000 €
PROPERTY, PLANT AND EQUIPMENT					
Land, land rights and buildings including buildings on third party land	23,017	-285	246	0	22,978
Technical equipment and machines	2,283	71	652	1,054	1,952
Other equipment, factory and office equipment	22,853	291	7,664	3,869	26,939
	48,153	**77**	**8,562**	**4,923**	**51,869**
GOODWILL	**5,243**	**-24**	**0**	**0**	**5,219**
OTHER INTANGIBLE FIXED ASSETS					
Concessions, industrial and similar rights and assets and licenses under such rights and assets	5,255	42	870	344	5,823
	5,255	**42**	**870**	**344**	**5,823**
OTHER LONG-TERM ASSETS					
Other loans	469	0	0	27	442
Other assets	256	0	54	0	310
	725	**0**	**54**	**27**	**752**
Investment in LOGOATHLETIC, Inc.	**9,323**	**0**	**0**	**9,323**	**0**

	Accumulated depreciation					Book values	
	Balance Jan. 1, 2000 `000 €	Currency change and other changes	Additions/ retransfers	Disposals	Balance Dec. 31, 2000 `000 €	Balance Dec. 31, 2000 `000 €	Balance Dec. 31, 1999 `000 €
PROPERTY, PLANT AND EQUIPMENT							
Land, land right and buildings including buildings on third party land	6,027	-10	725	0	6,742	16,236	16,990
Technical equipment and machines	1,450	62	358	994	876	1,076	833
Other equipment, factory and office equipment	13,681	60	4,037	3,517	14,261	12,678	9,172
	21,158	**112**	**5,120**	**4,511**	**21,879**	**29,990**	**26,995**
GOODWILL	**607**	**-8**	**1,278**	**0**	**1,877**	**3,342**	**4,636**
OTHER INTANGIBLE FIXED ASSETS							
Concessions, industrial and similar rights and assets and licenses under such rights and assets	4,661	31	370	327	4,735	1,088	594
	4,661	**31**	**370**	**327**	**4,735**	**1,088**	**594**
OTHER LONG-TERM ASSETS							
Other loans	0	0	0	0	0	442	469
Other assets	0	0	0	0	0	310	256
	0	**0**	**0**	**0**	**0**	**752**	**725**
Investment in LOGOATHLETIC, Inc.	**9,323**	**0**	**0**	**9,323**	**0**	**0**	**0**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. General remarks

Under the brand name „PUMA", PUMA Aktiengesellschaft Rudolf Dassler Sport and its foreign subsidiaries are engaged in the development and marketing of a broad range of sports and leisure articles including footwear, apparel and accessories. The Company is a joint stock company under German law and has its registered head office in Herzogenaurach, Germany, which corresponds to the registration court in Fürth.

The consolidated financial statements for PUMA AG and its subsidiaries (hereafter the „Company" or „PUMA"), were prepared in accordance with the "International Accounting Standards" („IAS") issued by the International Accounting Standards Committee (IASC). All IAS and SIC interpretations required as of January 1, 2000 for the financial year have been applied. In addition, IAS 39 "Financial Instruments: Reporting and Valuation" have been applied in advance as of the 1999 financial year.

The Company prepared consolidated financial statements based on IAS in 1993 for the first time; all deviations from the stipulations set out in the German Commercial Code (HGB) as of January 1, 1993 were offset with no effect on operating profits. The consolidated financial statements for 2000 were prepared in accordance with IAS, and are regarded as exempt consolidated financial statements pursuant to Article 292a, Section 2, HGB.

In certain items, the International Accounting Standards deviate from the accounting and valuation principles generally held in the Federal Republic of Germany and set out in the German Commercial Code. The significant deviations relate to the treatment of deferred tax assets resulting from temporary valuation differences and future tax benefits from losses carried forward. Other deviations refer to the treatment of U.S. trademarks and other rights, which were sold in 1989 and repurchased in 1995, and not capitalized for IAS purposes. The remaining differences are immaterial.

The consolidated financial statements have been prepared in EURO currency using the official exchange rate of the DEM to the EURO of 1,95583. The consolidated financial statements are in compliance with EU Directive 83/349, and based on the interpretation of the directive pursuant to DRS 1 by the German Accounting Standards Committee.

2. Summary of significant consolidation, accounting and valuation principles

Consolidation principles

The consolidated financial statements are based on individual financial statements for PUMA AG (pursuant to IAS) and its consolidated subsidiaries which have been prepared on the basis of uniform accounting and valuation methods and certified by independent auditors; additional disclosures within the scope of group reporting have been taken into account.

Equity consolidation with affiliated companies was based on the book value method. In the past, the shares were offset against the subsidiary's equity capital at the time of initial consolidation and, since 1996, at the date of acquisition.

Intra-group receivables and liabilities have been offset. Any differences from exchange rate fluctuations were included in consolidated earnings to the extent that they arose in the reporting period.

Within the course of consolidating earnings, inter-company sales and all significant intra-group income were offset against the respective expenses as incurred. Commission income included in the financial statements of the intra-group procurement organizations, World Cat Ltd., Hong Kong, and World Cat Europe (Profit Center within PUMA AG), and not yet realized within the group, have been eliminated as inter-company profit. As in previous years, further elimination of inter-company profits were generally waived as long as the amounts were not material.

Companies included in consolidation

In addition to PUMA AG, all directly and indirectly affiliated companies were included in the consolidation. The number of group companies during the financial year developed as follows:

Dec. 31, 1999	24
Liquidation	-1
Withdrawal of an associated company	-1
Dec. 31, 2000	22

Subdivided by region, the companies are as follows:

No./Companies		No. / Shareholder
	Western Europe	
1.	PUMA AG Rudolf Dassler Sport; Herzogenaurach/Germany - parent company -	Monarchy Enterprises Holdings B.V. 34.56 % free float of stock 65.44 %
2.	PUMA UNITED KINGDOM LTD, Leatherhead/Great Britain	1
3.	PUMA FRANCE S.A., Illkirch/France	1
4.	PUMA (Schweiz) AG, Lengnau bei Biel/Switzerland	1
5.	Austria PUMA Dassler Ges. m.b.H., Salzburg/Austria	1
6.	PUMA Benelux B.V., La Leusden/Netherlands	1
7.	PUMA Italia S.r.l., Milan/Italy	1
	Eastern Europe	
8.	PUMA Polska Spolka z.o.o., Warsaw/Poland	5
9.	PUMA-RUS GmbH, Moscow/Russia	1 11 % / 5 89 %
10.	PUMA Hungary, Budapest/Hungary	5
	Asia/Pacific Rim	
11.	PUMA Australia Pty. Ltd., Moorabbin/Australia	1
12.	- White Diamond Australia Pty. Ltd., Moorabbin/Australia	11
13.	- White Diamond Properties, Moorabbin/Australia	11
14.	PUMA New Zealand, Auckland/New Zealand	11
15.	World Cat Ltd., Kowloon/Hong Kong	1
16.	- World Cat (S) Pte. Ltd./Singapore	15
17.	- World Cat Trading Co. Ltd. Taichung/Taiwan	15
18.	PUMA FAR EAST Ltd., Kowloon/Hong Kong	1
	America	
19.	PUMA North America, Inc., Westford/U.S.A.	1
20.	PUMA Canada, Inc., Ontario/Canada	19
21.	PUMA CHILE S.A., Santiago/Chile	1 51 %
	Africa/Middle East	
22.	PUMA South Africa, Cape Town/South Africa	5
	Non consolidated companies	
23.	LOGOATHLETIC, Inc., U.S.A.	19 36.45 %

PUMA AG holds a direct or indirect 100 % share in these companies (with the exception of PUMA Chile = 51 %, LOGOATHLETIC = 36.45 %).

Since the beginning of 2000, no major influence has been exerted upon the management of the associated company of LOGOATHLETIC, Inc., U.S.A., which was valued at equity in the previous year, and PUMA has no intention to engage in a long-term shareholding. Application of the equity method was discontinued in accordance with IAS 28. The asset value, which was already written down to zero in the previous year, is now allocated to the balance sheet item "Other short-term financial assets".

The non-active company, PUMA JUGOSLAVIJA d.o.o., Belgrad, Yugoslavia, which was included in the consolidation of the previous year, was dissolved in the 2000 financial year. This had no effect on the net assets, financial position, and operation results of the PUMA group.

A list of investment holdings as of December 31, 2000 is recorded in the Fürth (Germany) Commercial Register under HRB 3175.

Currency translation

Foreign currency receivables and liabilities are disclosed in the individual financial statements at the rates valid on the balance sheet date.

The assets and liabilities of foreign subsidiaries that do not recognize the Deutsche Mark or the new Euro currency as its functional currency, were translated into Euro at the mid rates valid on the balance sheet date. Expenses and income were converted at annual average rates. Differences from the currency conversion of net assets were netted against shareholders' equity without affecting income, if changes in the exchange rate occurred.

The following currency translation rates were used to convert the annual financial statements into Euro:

	Average rates during the financial year		Middle rates as at the balance sheet date	
	2000	1999	Dec. 31, 2000	Dec. 31, 1999
1 € = DEM	1.95583	1.95583	1.95583	1.95583
1 € = FRF	6.55957	6.55957	6.55957	6.55957
1 € = ATS	13.7603	13.7603	13.7603	13.7603
1 € = NLG	2.20371	2.20371	2.20371	2.20371
1 € = ITL	1936.27	1936.27	1936.27	1936.27
1 € = USD	0.9263	1.0664	0.9302	1.0028
1 € = CAD	1.3737	1.5901	1.3929	1.4574
1 € = GBP	0.6085	0.6588	0.6233	0.6202
1 € = CHF	1.5605	1.6009	1.5224	1.6047
1 € = HKD	7.2194	8.2712	7.2578	7.8185
1 € = AUD	1.5964	1.6670	1.6770	1.5350
1 € = NZD	2.0345	2.0022	2.1120	1.9305
1 € = Pesos (Chile)	504.2154	545.7064	533.4500	532.0800
1 € = PLN	4.0163	4.2173	3.8498	4.1575
1 € = HUF	262.1000		264.8000	

Derivative financial instruments / hedge accounting

In accordance with a group-wide observed guideline, PUMA exclusively employs derivative financial instruments to hedge against currency risks. All derivatives are based on an underlying transaction. The derivatives and the basic underlying transactions (original financial instruments) are combined with valuation units (hedge accounting); they have no effect on annual results.

Derivative financial instruments used to hedge future transactions are stated at market value on the balance sheet date and reported within current financial assets or other liabilities, respectively. The resulting price gains and price losses are offset against equity with neutral effects on profits. Derivative financial instruments are accounted for on the settlement date.

In principle, the Company hedges its net demand or surplus of the respective currencies on a rolling basis, twelve months in advance. The net demand or surplus is derived from the demand in a given currency, less expected income from the same currency. Currency risks are almost exclusively hedged on the basis of currency forwards.

Management expects no adverse effects on the Company's financial position from the use of derivatives.

Segment reporting

Since reporting is primarily based on geographical regions, secondary segment reporting is based on business fields. PUMA is engaged in only one business field, namely the sporting goods industry. Opportunities and risks within this sector of business are largely homogenous so that segment reporting based on business fields does not apply.

Cash and cash equivalents

Cash and cash equivalents include liquid funds such as cash on hand and bank balances. Bank balances that are not required to finance current assets are invested in the Eurocurrency market for a period of up to six months.

Inventories

Inventories are valued at purchase price, manufacturing cost, or at the lower net realizable value derived from the selling price as of the balance sheet date. The purchase cost of merchandise is determined using the average method. Value adjustments are determined in a uniform manner throughout the group, depending on the age of the goods concerned. Risks owing to fashion trends are adequately taken into account.

Receivables and other short-term assets

Trade receivables and other receivables, as well as financial assets, are stated at their nominal amounts net of value adjustments. All recognizable risks are sufficiently accounted for in the form of individual risk assessment or on the basis of historical values.

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Deferred income taxes

Tax deferrals from timing differences in the commercial and tax balance sheets of individual companies and from consolidation procedures are offset for each taxed country and disclosed either as deferred tax assets or deferred tax liabilities. Deferred tax assets also include tax reduction claims from the expected utilization of existing losses to be carried forward in subsequent years and the realization of which can be guaranteed with reasonable assurance. Deferred taxes are determined on the basis of tax rates applicable in the individual countries at the time of realization.

Property, plant and equipment

Property, plant and equipment are stated at purchase cost. The depreciation period depends on the item's useful life. As a rule, the straight-line method of depreciation is applied. The useful life depends on the type of asset:

	Depreciation period
Buildings	10 to 50 years
Machines, machine equipment and technical facilities as well as business and factory equipment	3 to 10 years

Cost of maintenance and repair is reported as an expense at the time of origin. Significant improvements and renewals are capitalized. Interest on outside capital is reported as current expense.

Leased items regarded as significant in terms of its value amount and that are classified as finance leasing are shown under property, plant and equipment tin the amount of the fair value or the lower present value of minimum lease payments.

Extraordinary depreciation

Property, plant and equipment, intangible assets, as well as goodwill are subject to extraordinary depreciation or amortization as of the balance sheet date if there are indications of a impairment in the value of the asset concerned. In this case, the recoverable amount (the higher amount from net realizable proceeds and utility value), is compared to the asset's book value. If the recoverable value is lower than the book value, the asset is written down to the recoverable amount (IAS 36). If the reason for extraordinary depreciation no longer applies, the asset is revalued to no more than the amount of continued purchase costs.

Intangible assets

Acquired intangible assets largely consist of concessions, industrial and similar rights, and are valued at purchase cost net of accumulated depreciation. The depreciation period is between three and five years, using the straight-line method. Interest on outside capital is reported as current expense.

Goodwill

Goodwill is valued at purchase cost net of accumulated amortization. It relates to the UK, Chile and New Zealand.

The goodwill from equity consolidation relating to Chile and New Zealand is amortized over a five-year period; the goodwill relating to Chile was amortized to its full amount in the past financial year according to schedule. The reported goodwill for New Zealand dates from 1999 and will be amortized for the last time in the 2003 financial year. Amortization for the UK is based on the straight-line method; the amortization period is 15 years which is in accordance with its useful life; the goodwill results from the year 1999.

Other long-term financial assets

Other long-term financial assets are stated at purchase cost and include loans and other assets.

Reclassification of liabilities

IAS 37 is used in the 2000 financial statements for the first time. Accordingly, liabilities for invoices outstanding are to be disclosed under liabilities rather than under accruals. The respective reclassification was made in financial year 2000 and the previous year was adjusted accordingly. Within this context, liabilities were also reclassified and no longer disclosed on the basis of term to maturity. Liabilities are subdivided into liabilities, accruals and equity capital. The required disclosures regarding term to maturity are made in the comments on balance sheet items.

Financial liabilities

As a rule, short-term financial liabilities also contain a proportion of long-term loans with residual terms of up to one year.

Payables and liabilities

Payables and liabilities are stated at their repayable amounts. Liabilities from finance leasing contracts are carried on the liabilities side to the amount of the present value of the leasing installments.

Accruals for pensions and similar commitments

In general, pension commitments are financed on the basis of pension accruals and, in Britain, externally through a pension fund. The PUMA AG and PUMA UK pension accruals were stated on the basis of the projected unit credit method in accordance with IAS 19 (revised 1998). The proportions of the other subsidiaries are immaterial and are valued in accordance with applicable local law; the deviation from IAS 19 (revised 1998) is irrelevant.

There are no pension commitments vis à vis active PUMA AG board members. Corresponding compensation is included in the remuneration of the board.

Other accruals

In accordance with IAS 37, other accruals were set up on the balance sheet date to account for all risks and obligations resulting from past transactions or events for which amount or maturity are uncertain. The accruals are stated at settlement amount and are not set off against positive income. Accruals are set up only if based on a legal or factual obligation vis à vis a third party. Accruals are also set up to account for disadvantageous contracts, i.e. contracts where the unavoidable costs exceed the benefit expected from the contract.

Recognition of sales proceeds

Sales proceeds are recognized and taken into profits at the time of the passage of risks. Sales are disclosed net of returned purchases, discounts and rebates.

Royalty and commission income

Royalty income is treated as income in accordance with the invoices to be presented by the license partners worldwide. In certain cases, values must be assessed in order to permit accounting on an accrual basis. Commission income is invoiced to the extent that the underlying purchase transaction is considered to be realistic.

Advertising and promotion expenses

The Company recognizes advertising expenses at the time of occurrence. As a rule, promotion expenses are spread over the contract term as an expense provided that income to at least the same amount is expected.

Product development

The Company is continuously engaged in developing innovative products with fashionable design in order to comply with market requirements or market changes. The costs are recorded as an expense at the date of origin; they are not capitalized since the criteria specified in IAS 38 are not fulfilled.

Financial result

The financial result includes interest income from financial investments and interest expense from credits. In general, effects from exchange rate fluctuations are included in general expenses; where such effects resulting from derivative financial instruments are to be allocated directly to an underlying transaction, disclosure is made in the respective income statement position.

Assumptions and estimates

The preparation of the consolidated financial statements is in part based on assumptions and estimates that have an impact on the amount and disclosure of the reported assets and liabilities, income expenses and contingencies. The actual values may in some cases deviate from those assumptions and estimates. Changes are recognized as expense or income at the time of receiving the respective information.

3. Cash and cash equivalents

As a rule, time deposit investment terms are up to six months; current interest rates are between 4.3 % and 6.9 % (previous year: 2.6 % and 6.0 %).

4. Inventories

Inventories are subdivided into the following main categories:

	Dec.31,2000 net `000 €	Dec.31,1999 net `000 €
Raw materials and supplies	402	498
Finished goods and merchandise	71,124	63,249
Goods in transit	23,476	21,342
	95,002	**85,089**

Of the total amount of reported inventories, the amount of T-€ 12,193 (previous year: T-€ 11,409) is stated at its net realizable value. The value deductions totaled T-€ 15,213 (previous year: T-€ 14,850) on the balance sheet date.

5. Trade receivables and other receivables

Receivables are presented net of itemized value adjustments. Receivables from management and supervisory bodies do not exist.

	Dec.31,2000 `000 €	Dec.31,1999 `000 €
Trade receivables	80,171	69,665
Other receivables	26,515	6,902
Prepaid expenses	2,056	2,792
	108,742	**79,359**

The present value of this position corresponds to the book value.

The value adjustments relating to trade receivables were reduced by T-€ 9,444 (previous year: T-€ 8,166). As a rule, receivables are due within one year.

6. Other short-term financial assets

This item includes derivative financial instruments that existed as of the balance sheet date and result as an asset. The financial instruments as of the balance sheet date include forward exchange transactions used to hedge existing balance sheet items and future transactions. The book value corresponds with the market value.

In the reporting year, the book value of LOGOATHLETIC, Inc., disclosed in the previous year as an associated company, was reclassified and is now included in this position (cf. Para 2 "Companies included in consolidation").

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7. Deferred income taxes

The item is structured as follows:

	Dec. 31, 2000 `000 €			Dec. 31, 1999 `000 €
	Tax assets from loss carry forwards	Other tax assets	Total	Total
Deferred taxes	16,993	11,804	28,797	32,316

Other deferred tax assets relate to timing differences between the tax and the commercial balance sheet. For the realization of deferred tax assets, sufficient taxable income is expected, which exceeds the income from the reversal of taxable temporary differences. Deferred tax liabilities in the amount of T-€ 3,548 (previous year: T-€ 1,683) are offset in other deferred tax assets. It cannot be assumed that deferred tax assets can be fully utilized in 2001.

8. Property, plant and equipment

Property, plant and equipment at book value consists of the following:

	Dec.31,2000 `000 €	Dec.31,1999 `000 €
Land and buildings, including buildings on third party land	16,236	16,990
Technical equipment and machines	1,076	833
Other equipment, factory and office equipment	12,678	9,172
	29,990	**26,995**

The book values of property, plant and equipment are derived from purchase cost. Accumulated depreciation for this item amounts to T-€ 21,879 (previous year: T-€ 21,158).

The item includes leased assets in the amount of T-€ 1,117 (previous year: T-€ 1,260), which relate to real estate in France used for business purposes and office and operational equipment in Australia. The real estate in France will be transferred into PUMA's possession after payment of the last lease installment is made in 2003.

Individual items of property, plant and equipment and its development for the 2000 financial year are shown in the Enclosure to the Consolidated Financial Statements. Extraordinary depreciation due to impairment in value was not affected.

9. Goodwill

The item includes the goodwill paid upon take-over of the companies in Chile, New Zealand and the UK net of accumulated depreciation. The development for the 2000 financial year is shown in the Enclosure to the Consolidated Financial Statements. Extraordinary depreciation due to impairment in value in the amount of T-€ 844 relates to the goodwill arising from the UK capital consolidation.

10. Other intangible assets

The development of this item during the 2000 financial year is shown in the Enclosure to the Consolidated Financial Statements. Extraordinary depreciation due to impairment in value was not necessary.

11. Other long-term financial assets

This item is made up as follows:

	Dec.31,2000 `000 €	Dec.31,1999 `000 €
Loans	442	469
Other assets	310	256
	752	725

The development for the 2000 financial year is shown in the Enclosure to the Consolidated Financial Statements. Extraordinary depreciation due to impairment in value was not necessary.

12. Financial liabilities

Financial liabilities consist of short-term bank loans due in less than twelve months. The loans largely relate to USD (approx. 35 %), GBP (approx. 27 %), AUD (approx. 15 %) and other currencies (approx. 23 %).

Credit lines granted to the company total T-€ 142,936, and may be used either for bank loans or guaranteed credits. As of December 31, 2000 bank loans amounted to T-€ 38,058, whereas guaranteed credits (mainly letters of credit) amounted to T-€ 3,937. On December 31, 2000 credit lines that were not drawn upon by the Company amounted to T-€ 100,940.

13. Trade payables and other liabilities

The present value of trade payables and other liabilities corresponds to the book value.

	Dec. 31, 2000		Dec. 31, 1999	
	of which due within 1 year `000 €	Total `000 €	Total `000 €	of which due within 1 year `000 €
Trade payables	69,947	69,947	60,068	60,068
Other liabilities				
Liabilities from taxes	2,493	2,493	1,079	1,079
Liabilities from social security contributions	1,080	1,080	1,098	1,098
Liabilities to employees	6,098	6,098	5,122	5,122
Liabilities from market assessment of foreign exchange transactions	1,840	1,840	812	812
Leasing liabilities	256	1,308	1,548	203
Other liabilities	3,009	3,009	2,040	1,964
Deferred items	395	1,184	0	0
	15,171	17,012	11,699	10,278
	85,118	86,959	71,767	70,346

The previous year's values were adjusted in accordance with IAS 37. Attention is drawn to the general accounting and valuation „Reclassification of liabilities". Due to the reclassification of accruals for invoices outstanding, trade payables were adjusted by T-€ 18,488 in the previous year.

14. Pension accruals

The Company maintains and pays contributions to various pension schemes, mainly in Germany and the UK. As a rule, the pensions are financed on the basis of pension accruals and, in Britain, on the basis of a pension fund. Pension accruals totaled T-€ 13,411 (previous year: T-€ 12,772), as of the balance sheet date. The accrual also contains the fund commitment in the UK, which was reduced by the value of the fund assets. Of the total amount, T-€ 12,708 (T-€ 12,307) are correspond to PUMA AG.

The first-time application of IAS 19 (revised 1998) in 1999 resulted in an additional amount of T-€ 535. The Company decided to distribute this adjustment amount over a five-year period.

The pension accrual is derived as follows:

	Dec.31,2000 `000 €	Dec.31,1999 `000 €
Present value of pension claims pursuant to actuarial report	13,145	13,008
Present value of funds-financed pension claims	7,006	5,980
Less fair value of funds assets	-7,893	-6,724
Funds surplus cover	-887	-744
Present value of pension claims	12,258	12,264
Adjustment amount due to non-recorded actuarial gains/losses(-)	1,153	508
	13,411	12,772

Accruals set up for employee pension plans relating to PUMA AG concern active employees, former employees with non-forfeitable pension rights, and elderly pension recipients. As in the previous year, the calculations were based on the Dr. Klaus Heubeck mortality table of 1998. In accordance with IAS 19, the projected unit credit method was applied for valuation.

The PUMA AG pension plan covers general commitments that are, as a rule, based on maximum pension payments of DM 250.00 for each month to entitled employees. In addition, individual commitments have been made, largely non-forfeitable claims of retired PUMA AG board members in the amount of T-€ 2,353 (previous year: T-€ 2,333). The interest rate (6 % p.a.), future pension increases, as well as the fluctuation rate (2.5 % p.a.) remained unchanged in comparison with the previous year. The respective assumptions relate to employees in Germany to whom the largest part of the pension commitments apply.

A revaluation to comply with IAS was not made for the remaining subsidiaries; the adjustment amounts are insignificant.

Personnel expenses are structured as follows:

	2000 `000 €	1999 `000 €
Expense for pension claims arising in the reporting year	1,017	486
Interest expense for pension rights already acquired	1,134	878
Expected funds asset yield	-504	-157
Adjustment amount due to recorded actuarial gains / losses	88	94
	1,735	1,301

15. Taxes and other accruals

Developement of accruals during the financial year:

	Dec. 31, 1999 `000 €	Currency adjustments, retransfers `000 €	Additions `000 €	Utilization `000 €	Release `000 €	Dec. 31, 2000 `000 €
Tax accruals	1,677	143	821	-1,178	-208	1,255
Other accruals						
Warranties	5,530	255	3,789	-4,837	-103	4,634
Structural adjustments	8,864	0	5,534	-3,408	-1,076	9,914
Purchase risks	8,003	240	8,899	-4,534	-3,744	8,864
Other	9,415	-11	8,136	-242	-2,058	15,240
	31,812	484	26,358	-13,021	-6,981	38,652
	33,489	627	27,179	-14,199	-7,189	39,907

Tax accruals contain provisions for current taxes on income, property taxes and turnover taxes; they do not relate to deferred tax liabilities, which are offset against the respective deferred tax assets provided the same taxing power is concerned. Attention is drawn in this respect to Paragraph 7 of the Notes. The significant amounts will probably be used up in the first months of the subsequent year.

The accrual for warranties include warranty claims and expected returned merchandise. Calculation is based on a historical value of sales generated in the past six months. It is expected that most of these expenses will fall due within the first six months of the next financial year.

An accrual of T-€ 9,914 was set up to account for structural adjustments. The accrual largely relates to future expense surpluses from existing contracts associated with the measures taken to carry out the brand strategy, reference is made to Paragraph 21 of the Notes. In addition, some companies are subject to structural adjustments with respect to the further development of a virtual organization structure. Approximately one half of the accrual is likely to become due within the course of the next financial year and the remaining amount within three years after the balance sheet date.

Purchase risks primarily relate to the mould necessary for shoe manufacture; the item also includes anticipated losses from purchase transactions. The major amount of this accrual will probably fall due in the financial year after the balance sheet date.

Other accruals largely consist of anticipated losses, accruals for litigation risks and other risks. It is expected that the amount will be used within the next two years, depending on individual proceedings.

16. Long-term interest bearing borrowings

The item includes the convertible bond issued to management, which bears an annual interest rate of 5% (cf. Paragraph 18 of these Notes). The total amount of T-€ 1,890 includes an equity component of T-€ 175. There were no long-term bank liabilities as at December 31, 2000.

17. Minority interests

The minority interest (49 %) relates to the joint venture participation of PUMA Chile S.A. The minority interest is 49 %. A compensating item has not been set up since the equity share attributable to the minority shareholder is fully used up by losses. Accordingly, in the income statement, the joint venture participation result is allocated at 100 % to the PUMA group until such time as a new liability amount results as a compensating item for other shareholders.

18. Shareholders' equity

In accordance with IAS 1 (revised 1997), the equity capital is disclosed as an independent component of the annual financial statements.

PUMA AG's subscribed capital amounts to T-DM 76,950 (T-€ 39,344); it is subdivided into 15,390,000 ordinary shares. The share price as of December 31, 2000 was listed in the XETRA at € 12.70. It is planned to convert the subscribed capital from DM to Euro on the occasion of the next General Shareholders' Meeting.

Monarchy Enterprises Holdings B.V., Rotterdam/Holland, including its subsidiaries, is the sole major shareholder. According to a letter from Monarchy Enterprises Holdings B.V. dated January 24, 2001, the shares were increased from 32.26 % to 34.56 % of shares issued at year-end 2000. The shares are allocated to the respective subsidiaries as follows:

Lace Holding B.V., Rotterdam B.V., Rotterdam/Holland	9.498863 %
Rotnas Holding B.V., Rotterdam/Holland	6.446556 %
Reniew Holding B.V., Rotterdam/Holland	9.117836 %
Desiver Holding B.V., Rotterdam/Holland	9.498863 %
Monarchy Enterprises Holdings B.V. Group:	34.562118 %

The remaining shares are publicly held. The Company is not aware of any other shareholder holding 5 % or more of the subscribed capital.

The capital reserve includes the premium from the PUMA AG capital increase carried out in 1996.

As in the previous year, a dividend in the nominal amount of 4 % or DM 0.20 (€ 0.10) per share was proposed for distribution from the net accumulated profits on the PUMA AG balance sheet (German Commercial Code).

In accordance with IAS 39, equity capital was offset in 1999 for the first time, with a neutral effect on profits. The item refers to the change in equity and includes, in addition to the change in market value arising from derivative financial instruments, currency changes from original hedging transactions in as much as these relate to future transactions. The item in the amount of T-€ 2,074 was reduced by deferred taxes of T-€ 1,383.

Conditional capital for the issuing of convertible bonds to management

The Shareholders at the Meeting held on April 17, 1996 (conditional capital 1996), on April 24, 1997 (conditional capital 1997), and on May 5, 1999 (conditional capital 1999), decided on a conditional capital of T-DM 1,500 (T-€ 767) in each case. Each DM 5.00 convertible bond corresponds to one PUMA AG share; the statutory subscription right is excluded.

The convertible bonds on the balance sheet date are held exclusively by an extended management group; Conversion has not yet taken place. The total amount of convertible bonds in circulation is T-€ 1,890 or T-DM 3, 695 (previous year: T-€ 2,035/T-DM 3,980). The structure is shown in the following table.

	1999		1997		1996	
	Nominal value \`000 €	Unit	Nominal value \`000 €	Unit	Nominal value \`000 €	Unit
Nominal amount	767	300,000	767	300,000	767	300,000
Convertible bonds in						
circulation	754	295,000	725	283,500	752	294,100
of which in circulation on Jan. 1	754	295,000	711	278,000	570	223,000
withdrawn on 2000	-48	-19,000	-92	-36,000	-5	-2,000
in circulation on Dec. 31, 2000	706	276,000	619	242,000	565	221,000
Authorization until		May 4,2004		Feb. 24, 2002		April 17, 2001
Conversion price		€ 16.64		€ 32.88		€ 32.93
Issue date		Dec. 21, 1999		Oct. 1, 1997		Aug. 1, 1996
Blocking period		2 years		2 years		2 years
Term to maturity		10 years		10 years		5 years
Interest rate p.a.		5 %		5 %		5 %

Authorized capital

On April 17, 1996 the Shareholders authorized the Board of Management, with the approval of the Supervisory Board, to increase the share capital by a total of up to DM 30 million (€ 15.4 million) through a one-off or repeated issuance of new ordinary shares against cash contribution („authorized capital"). After using DM 6.95 million (€ 3.6 million), for the increase in capital on July 17, 1996, the remaining amount of DM 23.05 million (€ 11.8 million) may be drawn upon until April 17, 2001.

19. Personnel expenses

Personnel expenses consist of the following:

	2000 `000 €	1999 `000 €
Wages and salaries	51,877	41,532
Social security contributions	7,873	5,915
Expenses for pension schemes and other personnel expenses	4,662	4,031
Total	64,412	51,478

On an annual average the number of staff was as following:

	2000	1999
Marketing	65	56
Distribution	485	349
Product management/developement	172	158
Procurement/logistics/production	513	553
Central units	289	267
Total	1,524	1,383

20. Selling, general and administrative expenses

In addition to personnel expenses, advertising and selling costs, legal and consulting costs, rental / leasing expenses, travel costs, as well as expenses for trademarks, patents, and general expenses, are major items. The amount of T-€ 11,173 (previous year: T-€ 7,976) is attributed to rental / leasing expenses.

Other operating income includes releases of accruals, exchange gains, value adjustments no longer needed, payments received for receivables written down and other operating income. Most of the income is directly associated with selling, general and administrative expenses.

Broken down by fields of operation, the marketing expense totaled T-€ 67,016, or 14.5 % of sales revenue (previous year: T-€ 61,000 or 16.4 % including LOGOATHLETIC marketing expenses). In addition to cost of materials, the item also includes other cost types (e.g. personnel costs).

In 2000, total costs incurred in the field of product development and design totaled T-€ 18,178 or 3.9 % of sales (previous year: T-€ 15,167 or 4.1 %).

Consolidated Financial Statements

21. One-off charges / income

The item includes one-off charges and income, which were combined on a separate income statement item in order to improve transparency and comparability of the earnings power.

The respective income relates to a payment of compensation for the loss incurred through a contract termination by a well-known athlete. In accordance with the cancellation agreement, the parties are bound to secrecy regarding the terms of the agreement. In order to avoid legal disputes in the event of a breach of contract and associated disadvantages for PUMA, the amount of compensation is not disclosed. One-off expenses largely concern future expense surpluses resulting from existing contracts. One-off expenses also include costs incurred for a legal action in Canada associated with the termination of a contract concluded with a former distributor. An adequate contribution to the foundation "Remembrance, Responsibility and Future", is also included in this item.

22. Financial result

The financial result consists of the following:

	2000 `000 €	1999 `000 €
Other interest and similar income	2,190	1,434
Interest and similar expenses	3,789	3,297
Financial result	-1,599	-1,863

23. Taxes on income

	2000 `000 €	1999 `000 €
Current taxes on income		
Germany	2,951	2,272
Other countries	1,405	682
	4,356	**2,954**
Deferred taxes	3,609	3,043
	7,965	**5,997**

Current taxes in Germany relate almost exclusively to withholding tax on license income at PUMA AG.

Tax loss carry forwards relating to corporation tax total approximately € 83 million. Of the total amount, approximately € 46 million were recognized for capitalization of deferred taxes since realization with sufficient certainty may only be assumed to this extent. Owing to changes in the German corporate tax rate in 2000, a tax rate of 25 % for the German company (parent company) is used as an assessment basis for the first time.

Transition from income before taxes to income taxes disclosed:

	2000 `000 €	1999 `000 €
Earnings before tax	**25,537**	**14,393**
Theoretical tax expense		
Tax rate of the AG = 41.5 %	10,598	5,972
Differences from tax rates in other countries	-2,031	-1,591
Other tax effects:		
Intra-group write-off	-6,329	-5,507
Goodwill amortization	477	168
Effects of tax rate changes in Germany to deferrd taxes	3,680	0
Other non-deductible expenses and income as well as consolidation and other effects	1,570	6,955
Actual tax expense	**7,965**	**5,997**
Actual tax rate	31.2%	41.7%

24. Earnings per share

Earnings per share is determined in accordance with IAS 33 by dividing group earnings by the weighted number of shares outstanding. The number of shares (15,390,000) has remained since the previous year and complies with the weighted average. Earnings per share amounted to € 1.14 in comparison with € 0.62 in the previous year. In accordance with IAS 33, outstanding convertible bonds do not result in diluted earnings per share.

Earnings per share before one-off expenses / income (€ 0.95) are determined from group earnings less the position „One-off expenses / income", and adjusted for the respective deferred taxes.

25. Dividend per share

The Board will propose a dividend of DM 0.20 (€ 0.10) per share for the 2000 financial year (unchanged in comparison with the previous year) at the Ordinary Shareholders' Meeting. Consequently, the distribution amount totals DM 3.1 million. (€ 1.6 million). The payments are made from untaxed equity; a tax credit is not associated with this.

26. Derivative financial instruments

The Company buys most of its products from suppliers in Asia that invoice in US dollars (USD). Sales, on the other hand, are largely invoiced in other currencies. In addition, the Company earns royalty income mainly in Japanese Yen (JPY) and USD. The resulting assets and liabilities are subject to exchange rate fluctuations from the date of origin up to realization.

Derivative and original hedging instruments are used to minimize the currency risk. Derivative transactions are concluded if hedging requirements result after netting existing foreign currency receivables and liabilities. On the balance sheet date, there were almost exclusively forward exchange contracts concluded with renowned international banks; the credit risk is therefore considered very low or unlikely. The contracts are exclusively used to hedge contracts concluded or expected to be concluded. On December 31, 2000 there were forward exchange contracts for the purchase of USD and DM and the sale of JPY and USD. In general, the term to maturity of currency derivatives is within a period of one year, with the exception of hedging instruments for the JPY.

The following derivative financial instruments existed as at the balance sheet date:

	Nominal amount 2000 `000 €	Nominal amount 1999 `000 €	**Market value 2000 `000 €**	Market value 1999 `000 €
Total forward exchange transactions	**137,719**	124,500	**-939**	614

The nominal amount is in accordance with the amounts of the respective forward exchange transactions agreed between the parties. The market value is the amount to which the respective financial instrument would be traded on the market between interested parties at the balance sheet date. The market value was reported under other financial assets or other liabilities pursuant to IAS 39, and offset against equity capital with neutral effects on profits in as much as the hedging transaction related to future transactions.

27. Segment reporting

Firstly, sales and gross profit are shown by the geographical region where sales are realized (according to customers' head office). Sales are also shown as they are allocated to the region where the head office of the respective group company is located. Inter-company sales are eliminated under Central units / Consolidation. The allocation of remaining segment information is also determined according to the respective group company's head office. The sum totals equal the amounts in the income statement or in the balance sheet, respectively.

Profit from operations (results of ordinary activities before one-off expenses / income) for the respective region were adjusted for intra-group settlements such as royalty and commission payments. The worldwide royalty income, largely realized by PUMA AG, as well as the cost of international product development is included under Central units / Consolidation. Regional allocation with respect to the sales business would not be reasonable.

Gross assets include segment assets used to generate the operating results of the respective segment. Non-operating assets including deferred tax assets and group assets which cannot be allocated are disclosed in the column: Central units / Consolidation.

Liabilities include the respective outside capital from the viewpoint of the companies allocated. Intra-group assets and liabilities are eliminated in the Central column.

Investments and depreciation include additions and depreciation of property, plant and equipment and of intangible assets for the current financial year.

Primary segment data

	Sales (total)		Internal sales		External sales with third parties		Gross profit		Sales by head office location	
Regions			by head office location of customers							
	2000 `000 €	1999 `000 €	2000 `000 €	1999 `000 €	2000 `000 €	1999 `000 €	2000 `000 €	1999 `000 €	2000 `000 €	1999 `000 €
Western Europe	278,558	241,026	-11,131	-13,834	267,427	227,192	113,566	97,920	301,233	259,419
Eastern Europe	29,304	21,903	-7,897	-5,365	21,407	16,538	4,154	4,408	11,846	8,637
Asia/Pacific Rim	46,277	38,780	-1,600	-689	44,677	38,091	17,957	15,449	53,812	43,111
America	121,195	85,985	-2,207	-1,201	118,988	84,784	38,138	22,258	118,381	82,631
Africa/Middle East	9,938	6,104	0	0	9,938	6,104	2,605	1,652	0	0
Central units/consolidation									-22,835	-21,089
	485,272	393,798	-22,835	-21,089	462,437	372,709	176,420	141,687	462,437	372,709

	Profit from operations		Gross assets (balance sheet total)		Liabilities		Investments		Depreciation	
Regions			nach Sitz der Gesellschaften							
	2000 `000 €	1999 `000 €	2000 `000 €	1999 `000 €	2000 `000 €	1999 `000 €	2000 `000 €	1999 `000 €	2000 `000 €	1999 `000 €
Western Europe	15,086	13,972	212,746	177,576	160,698	141,018	4,437	5,158	4,243	2,509
Eastern Europe	-301	-498	7,718	5,371	7,939	5,796	512	194	118	53
Asia/Pacific Rim	3,822	3,159	25,384	22,190	20,600	16,790	1,355	1,284	821	777
America	3,732	-3,208	59,883	49,233	62,942	59,148	3,128	3,194	1,579	1,187
Africa/Middle East	191	113	0	0	0	0	0	0	0	0
Central units/consolidation	4,606	11,121	5,758	12,230	-71,954	-68,323	0	0	7	406
	27,136	24,659	311,489	266,600	180,225	154,429	9,432	9,830	6,768	4,932

Breakdown of sales and gross profit by product categories

	Sales (total)		Internal sales		External sales with third parties		Gross profit in %	
	2000 `000 €	1999 `000 €	2000 `000 €	1999 `000 €	2000 `000 €	1999 `000 €	2000	1999
Footwear	282,863	223,742	-11,958	-14,720	270,905	209,022	38.9%	37.6%
Apparel	173,444	144,722	-9,900	-5,770	163,544	138,952	36.7%	37.8%
Accessories	28,965	25,334	-977	-599	27,988	24,735	39.5%	42.6%
	485,272	393,798	-22,835	-21,089	462,437	372,709	38.2%	38.0%

28. Disclosures on the cash flow statement

The cash flow statement has been prepared in accordance with IAS 7 (revised), using the indirect method, and broken down by cash flows from operating, investing and financing activities. The cash flow from operating activities is derived from results before taxes on income and adjusted for non-cash income and expense items.

In the 2000 financial year, the cash flow increased from T-€ 29,366 to T-€ 33,902. Cash from operating activities, including cash flow, as well as the change in short-term balance sheet items amounts to T-€ 16,268 (previous year: T-€ 12,764). Cash flows attributable to investing and financing activities were reclassified accordingly.

Cash used for investing activities amounted to T-€ 7,133 (previous year: T-€ 11,969) and largely relates to fixed asset investments. In addition, this item includes payments received from the disposal of fixed assets and interest received. Cash used for investing activities could be fully financed from the cash received from operating activities.

Taking cash used for financing activities (T-€ 2,117), and currency-related changes in financial resources into account, the increase in financial resources amounts to T-€ 7,369 (previous year: T-€ 9). Cash and cash equivalents on December 31, 2000 amounted to T-€ 42,862 (previous year: T-€ 35,493), and include cash and sight deposits; there are no restraints on disposal.

29. Contingencies

	2000 `000 €	1999 `000 €
Discounted bills of exchange	108	298
Guarantees and warranties	2,188	935

30. Other financial commitments

The Company's other financial commitments relate to license, promotion and advertising contracts. In addition, the Company leases and rents offices, warehouses, facilities and automobiles. The remaining term of the lease contract for the logistics center in Germany (operative leasing) is 10 years, the terms of all other rental and lease contracts are between 1 and 5 years.

	Dec. 31, 2000 `000 €	Dec. 31, 1999 `000 €
From license, promotion and advertising contracts:		
2001 (2000)	10,134	11,681
2002 - 2005 (2001 - 2004)	14,620	17,767
From rental and leasing contracts:		
2001 (2000)	9,946	7,973
2002 - 2005 (2001 - 2004)	27,807	21,741
as from 2006 (as from 2005)	7,360	9,112

31. Transactions with affiliated companies or persons

There were no transactions with affiliated companies or persons in the 2000 financial year.

32. Disclosures on Supervisory Board and Board of Management

	2000 `000 €	1999 `000 €
Remuneration of Superviesory Board	102	87
Remuneration of Board of Management	2,087	1,703
Pension commitments to former board members	2,353	2,333

Remuneration of the Board of Management includes, in addition to current remuneration, compensation with respect to private pension plans. No other pension commitments, vis à vis active board members, exist. Pension commitments to former board members are carried as a liability within pension accruals.

33. Management Incentive Plan

In 1996, PUMA introduced a Management Incentive Plan for the Board of Management, senior executives, and other senior staff of PUMA AG and its subsidiaries.

The issuance of convertible bonds gives participants the opportunity to acquire PUMA shares at a defined amount within a given period of time. These shares are financed on the basis of conditional capital. Please see Paragraph 18 of these Notes.

34. Annual financial statements

The annual financial statements were prepared by the Board of Management and submitted to the Supervisory Board for examination. The Supervisory Board will examine the annual financial statements at the Supervisory Board meeting to be held on March 8, 2001. After due examination, the annual financial statements will be approved.

Herzogenaurach, February 9, 2001

The Board of Management

Zeitz Gänsler Heyd

Consolidated Financial Statements

AUDITOR'S REPORT

We have audited the consolidated financial statements of PUMA Aktiengesellschaft Rudolf Dassler Sport, Herzogenaurach, consisting of the balance sheet, the income statement and the statement of changes in equity and cash flows as well as the notes to the financial statements for the business year from January 1 to December 31, 2000. The preparation and the content of these consolidated financial statements according to the International Accounting Standards of the IASC (IAS) are the responsibility of the Company's Board of Managing Directors. Our responsibility is to express an opinion, based on our audit, whether the consolidated financial statements are in accordance with IAS.

We conducted our audit of the consolidated financial statements in accordance with German auditing regulations and generally accepted standards for the audit of financial statements promulgated by the German Institut der Wirtschaftsprüfer in Deutschland (IDW). Those German audit standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatements. The evidence supporting the amounts and disclosures in the consolidated financial statements are examined on a test basis within the framework of the audit. The audit includes assessing the accounting principles used and significant estimates made by the Board of Managing Directors, as well as evaluating the overall presentation of the consolidated financial statements. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, based on our audit, the consolidated financial statements give a true and fair view of the net assets, financial position, results of operations and cash flows of the Group for the business year in accordance with IAS.

Our audit, which according to German auditing regulations also extends to the group management report for the business year from January 1 to December 31, 2000 as prepared by the Board of Managing Directors, has not led to any reservations. In our opinion, the group management report provides, on the whole, a suitable understanding of the Group's position and suitably presents the risks of future development. In addition we confirm that the consolidated financial statements and the group management report for the business year from January 1 to December 31, 2000 satisfy the conditions required for the Company's exemption from its duty to prepare consolidated financial statements and the group management report in accordance with German accounting law."

Frankfurt am Main, February 9, 2001

PRICEWATERHOUSECOOPERS
GmbH
Wirtschaftsprüfungsgesellschaft

Neugebauer Cuntz

German Public Accountant German Public Accountant

Report of the Supervisory Board

Dear Shareholders and Friends of the Company

During the 2000 financial year, the Supervisory Board performed the tasks required by law and by the corporate articles, and in so doing, monitored and advised company management. We held four general meetings on March 9, May 23, September 28 and November 20, 2000, at which time we discussed the situation of the company and its affiliates together with the Board of Management; we obtained information about the course of business and fundamental matters of corporate policy and conferred with the Board of Management on these affairs. We paid close attention to all matters on which decisions by the Board of Management required our approval. Futhermore, the personnel committee of the Supervisory Board consists of the chairman, Mr. Thore Ohlsson and Ms. Katharina Wojaczek.

Significant issues were discussed at the Supervisory Board meetings, on an individual as well as a group basis:

- Audit and Approval of the 1999 Annual Financial Statements
- Regular Business Development during the 2000 Financial Year
- Positioning of the PUMA Brand in an International Competitive Environment
- Strategic Orientation of the Group
- PUMA Concept Stores
- Corporate Planning for the Year 2001
- Stock Option Plan
- Repurchase of Shares, and
- Current Issues of Business Policy

The Board of Management has further developed and institutionalized the risk management system which was introduced in 1999 in order to comply with the requirements of the Law on Transparency and Control in Companies. The Supervisory Board has assured itself that the Board has adequately met its obligations in the field of market and procurement risks, financial risks including currency risks and risks arising from the organizational field; in his report, the auditor expresses the opinion that the monitoring system is suitable for the recognition and counteraction of developments which may impair the Company's development.

PUMA AG 's annual financial statements as prepared by the Board of Management, as well as the consolidated financial statements, the management report and the group management report, including the bookkeeping system, have been audited with an unqualified audit opinion by the auditors of PricewaterhouseCoopers Wirtschafts-prüfungsgesellschaft GmbH. These auditors were selected and agreed upon during the General Meeting on May 23, 2000, and commissioned by the Supervisory Board to audit the annual financial statements and the consolidated financial statements.

The annual financial statements, consolidated financial statements, management report, group management report, the proposal on the appropriation of earnings, and the auditor reports were all issued to the members of the Supervisory Board prior to the balance sheet meeting on March 8, 2001. The auditors who signed the audit report participated in the meeting, reported on all significant audit issues, and were available to answer questions. The Supervisory Board approved the audit of the financial statements as provided by the auditor.

The Supervisory Board examined the annual financial statements prepared by the Board of Management, the consolidated financial statements, the management report, and the group management report, as well as, the proposal on the appropriation of earnings. After an examination of the Supervisory Board, no causes for objection were found. The annual financial statements as of December 31, 2000 were approved by the Supervisory Board and are thus established. The Supervisory Board agrees with the Board of Management's proposal on the appropriation of earnings which provides for a dividend of DM 0.20 (€ 0.10) for each no-par value share.

The Supervisory Board wishes to express its gratitude and appreciation to the Board of Management, the management of the group companies, the elected employees' representatives and all staff members for their performance in the past financial year.

Herzogenaurach, March, 8, 2001

For the Supervisory Board

Werner Hofer

Chairman

The Company's Boards

Board of Management

Jochen Zeitz
Nuernberg, Germany
Chairman
(Marketing, Sales, Finance, Administration, Human Resources)

Member of other Supervisory Boards or similar boards:
- Deutschen Bank AG
- Falke KG
- Harley Davidson Europe

Martin Gänsler
Gersthofen, Germany
Deputy Cairman
(Research, Developement, Design and Sourcing)

Ulrich Heyd
Nuernberg, Germany
(Legal Affairs and Industrial Property Rights)

Supervisory Board

Werner Hofer (Chairman)
Hamburg, Germany
Lawyer

Member of other Supervisory Boards or similar boards:
- H&M Hennes & Mauritz AB
- Electrolux Deutschland GmbH (Chairman)
- Ispat Germany GmbH
- AEG Hausgeräte GmbH (Chairman)
- Ispat Hamburger Stahlwerke GmbH

Thore Ohlsson (Deputy Chariman)
Falsterbo, Schweden
President of Elimexo AB

Member of other Supervisory Boards or similar boards:
- Tretorn AB
- Quest Technologies AB (Chairman)
- SSRS Hotels
- Luvit AB
- Proventus AB
- Boss Media AB

Mikael Kamras
Stockholm, Schweden
President and Manager of Proventus AB

Member of other Supervisory Boards or similar boards:
- SSRS Holding AB (Chairman)
- Von Roll Holding AG
- Nesuah Zannex Ltd.
- Tretorn AB (Chairman)
- Microdrug AG

Arnon Milchan
Herzelia, Israel
Producer

Member of other Supervisory Boards or similar boards:
- Monarchy Enterprises Holdings B.V.
- Fox Kids Europe N.V.

David Matalon
Beverly Hills, USA
President and Manager of New Regency Productions, Inc.

Member of other Supervisory Boards or similar boards:
- Monarchy Enterprises Holdings B.V.
- Regency Entertainment USA
- Restless Records

Peter Chernin
Los Angeles, USA
President and Manager of News Corporation Ltd.,
New York, USA / Sidney, Australia

Member of other Supervisory Boards or similar boards:
- News Corporation Limited
- Monarchy Enterprises Holdings B.V.
- Fox Entertainment Group, Inc.
- E*Trade
- T.V. Guide

Inge Baumann (Employees' Representative)
Muenchsteinach, Germany
Worker

Katharina Wojaczek (Employees' Representative)
Aurachtal-Falkendorf, Germany
Works council chairperson

Horst Zyder (Employees' Representative)
Erlangen, Germany
Controller

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SELECTED FINANCIAL DATA (IAS)

`000 €	2000	1999	1998	1997	1996	1995[3)]	1994[3)]	1993[3)]
Sales - worldwide[1)]	831,075	714,918	647,435	662,465	594,022	577,172	554,228	541,327
Consolidated sales	462,437	372,709	302,512	279,730	250,463	211,454	199,539	209,995
- Footwear	270,905	209,022	202,513	193,784	176,167	154,362	143,469	141,860
- Apparel	163,544	138,952	85,802	73,078	64,385	50,326	49,885	59,757
- Accessories	27,988	24,735	14,197	12,868	9,911	6,767	6,186	8,378
Gross profit	176,420	141,687	108,247	102,318	94,030	79,018	69,496	62,795
- in % of net sales	*38.2%*	*38.0%*	*35.8%*	*36.6%*	*37.5%*	*37.4%*	*34.8%*	*29.9%*
License and commission income	28,919	23,932	24,518	25,851	25,497	26,020	27,099	21,448
- in % of net sales	*6.3%*	*6.4%*	*8.1%*	*9.2%*	*10.2%*	*12.3%*	*13.6%*	*10.2%*
Operating result	22,826	16,256	4,683	36,321	33,337	30,991	23,147	-26,207
- in % of net sales	*4.9%*	*4.4%*	*1.5%*	*13.0%*	*13.3%*	*14.7%*	*11.6%*	*-12.5%*
Financial result	-1,599	-1,863	-1,259	1,084	-174	-1,167	-2,673	-5,925
- in % of net sales	*-0.3%*	*-0.5%*	*-0.4%*	*0.4%*	*-0.1%*	*-0.6%*	*-1.3%*	*-2.8%*
Result before taxes on income[2)]	21,227	14,393	3,424	37,405	33,163	26,535	17,269	-35,358
- in % of net sales	*4.6%*	*3.9%*	*1.1%*	*13.4%*	*13.2%*	*12.5%*	*8.7%*	*-16.8%*
Consolidated profit	17,572	9,537	4,047	34,648	42,848	24,637	14,896	-36,886
- in % of net sales	*3.8%*	*2.6%*	*1.3%*	*12.4%*	*17.1%*	*11.7%*	*7.5%*	*-17.6%*
Earnings per share (in €)[2)]	1.14	0.62	0.26	2.25	1.98	1.76	1.06	-2.63
Balance sheet total	311,489	266,600	222,910	176,624	147,672	106,484	100,020	121,890
Inventories	95,002	85,089	63,395	58,427	41,907	36,945	33,257	44,011
Trade receivables	80,171	69,665	55,452	53,439	38,676	24,543	24,390	43,865
Net working capital	78,841	76,638	70,556	69,596	21,217	17,761	6,647	34,052
Cash and cash equivalents	42,862	35,493	35,484	35,420	42,140	21,039	15,899	1,868
Bank loans	38,058	34,366	27,659	13,379	7,638	17,891	15,085	52,613
Equity capital	131,264	112,171	97,658	96,651	61,633	-13,631	-38,143	-53,037
Subordinated shareholder loan					1,460	44,315	58,246	55,042
Order volume on Dec. 31	232,084	187,220	133,532	130,764	111,441	90,932	94,365	85,244
Number of staff on Dec. 31	1,522	1,424	1,145	1,078	807	745	703	714
Number of shares on Dec. 31 (in million)	15.390	15.390	15.390	15.390	15.390	14.000	14.000	14.000
Price of the PUMA share on Dec. 31	12.70	17.20	11.25	18.61	26.69	18.41	14.93	7.75

1) Including sales of licensees
2) adjusted for extraordinary income (1996), or special influences from restructuring respectively (1998)
3) the previous year's figures were adjusted to comply with IAS standards and may differ from previously published figures based on HGB .