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Herzogenaurach, February 21st, 2010

Dear Mr. Avery and Mr. Lazala,

Thank you very much for your email dated 18.02.2011 with relation to the National Labor Committee's (NLC) report on PUMA's supplier Ocean Sky Apparel in El Salvador.

As a global brand, PUMA is aware of the challenges which a global sourcing structure brings about. We acknowledge that we have to take responsibility for all facets of the production process, and for all people involved in this process – whether they are directly employed by PUMA or not. This is evidently valid for Ocean Sky Apparel's employees.

PUMA started its production partnership with Ocean Sky Apparel in 2005. As part of our Corporate Responsibility program, the factory has been audited three times directly by PUMA with the aim to continuously improve its working and production conditions. During the most recent audit in June 2010, our auditor found some non-compliance issues with our standards, the most critical one being excessive working hours in one production department. The auditor agreed on a corrective action plan with the factory management to eradicate the practice and the factory assured us of a resolution.

Besides from this critical finding, it was observed that Ocean Sky Apparel actively works to improve the working conditions in the factory. They have their own Code of Conduct and a compliance team on-site, which implements and monitors not only the code but also their own compliance management systems. These compliance systems are externally monitored on a regular basis by international brands and also by national labor organizations. In addition,

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Ocean Sky Apparel is a participating supplier of the Fair Labor Association (FLA). Membership in the FLA increases transparency in the production process, as third party expert organizations carry out unannounced external audits to suppliers.

We received the NLC report in mid January 2011 and as an immediate response, together with all other parties involved, we agreed on conducting an external investigation led by the FLA. The investigation took place during the second week of February and it is expected that the investigation report will be available by the end of this week.

PUMA will analyze very carefully the non-compliances and independently of their nature, remediation measures are expected to be implemented. In a joint effort, the brands producing goods at Ocean Sky Apparel are coordinating their resources to ensure effective solutions for the employees take place.

We hope that we were able to answer the issues you addressed to your satisfaction. If you have any further questions, please do not hesitate to get in touch with us.

Yours sincerely,

Dr. Reiner Hengstmann

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