

MARY SUE COLEMAN  
PRESIDENT



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October 18, 2012

Patrik Nilsson, President  
Gregg Nebel, Head of Social and Environmental Affairs  
adidas America, Inc.  
5055 North Greeley Avenue  
Portland, Oregon 97217

Dear Mr. Nilsson and Mr. Nebel:

Thank you for your letter of September 27, 2012. I greatly appreciate your responses to the specific questions I posed in my letter of September 21, as well as your invitation to have a University of Michigan representative participate in the meeting on the proposed Provident Fund. While there are still issues to work through, we value adidas's good faith efforts and desire to engage in further conversation. We look forward to receiving the promised monthly updates on adidas's remediation and humanitarian efforts.

We have asked Prof. Sioban Harlow, who has just stepped down as chair of the President's Advisory Committee on Labor Standards and Human Rights, to participate in the meeting in Lausanne on October 23, and she has agreed. I will look forward to a report of that meeting. (I would also like to inform you that Prof. Harlow has been succeeded as chair of our Advisory Committee on Labor Standards and Human Rights by Prof. Allen Hicken.)

I also welcome the opportunity for you to visit the University of Michigan to continue discussion of steps to fully resolve the P.T. Kizone situation and to seek means to prevent similar situations in the future. We appreciate adidas's pursuit of socially conscious business practices. As you know, the University of Michigan is also strongly committed to ethical business practice. I was happy to learn that you have undertaken humanitarian aid, along with other efforts. Still, there remain workers and families in difficulty, and we will want to discuss whether the aid being offered is meeting the needs of displaced workers. I hope that we can find a more complete solution, and I look forward to our discussion.

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I would like to arrange your visit at a time when we might engage others here at U-M, so I would like to suggest that a person from your office be in touch with Ms. Lisa Connolly here in the President's Office, to coordinate calendars; Ms. Connolly may be reached at [limajeff@umich.edu](mailto:limajeff@umich.edu) or 1.734.615.6275.

Thank you again for your letter.

Sincerely,

A handwritten signature in black ink that reads "Mary Sue Coleman". The signature is written in a cursive, flowing style.

Mary Sue Coleman  
President

MSC/ar

cc: David Brandon, Donald R. Shepherd Director of Intercollegiate Athletics  
Allen Hicken, Chair, Advisory Committee on Labor Standards and  
Human Rights  
Sioban Harlow, Professor of Epidemiology, School of Public Health