



Ford of Europe GmbH

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To: M. Alain Juppé, Maire de Bordeaux
M. Alain Rousset, Président du Conseil régional d'Aquitaine
M. Vincent Feltesse, Président de la Communauté Urbaine de Bordeaux
M. Philippe Madrelle, Président du Conseil Général de la Gironde

Gentlemen,

Thank you very much for your letter dated February 3rd. Although my time in Bordeaux was very limited during last week's visit, my team did check your calendars in advance for availability but found that a number of you were in Paris last Wednesday. I very much appreciate your offer to meet as we have done in prior occasions, and I fully agree we will need to work together to make the case to attract a major project to the Bordeaux plant.

As this was my first visit to the plant itself, I spent some time on the shop floor getting to understand the capability and physical layout of the facility. I was pleased to find a very competent facility as well as a very engaged workforce. The plant management team also took me through a business review and it is clear we will need to address the labor surplus to come, prior to the launch of new projects. I would also be prepared to review this with you as well so that you are aware of the outlook.

In the meeting with the Works Council last week I shared a number of key messages. First and foremost, Ford's commitment has not changed – we will provide employment to the workforce of FAI. To do so, our priority is to continue identifying work to be sourced to the plant and review how the announced and future projects may contribute to the viability of the facility. I also challenged the team to reflect on ways to become more competitive, as I am convinced this will be critical to the plant winning new business in the future.

As we make progress on this, there is no doubt that you, the respected local leaders, will have significant input in terms of the general direction ahead, as well as what the regional institutions can provide in terms of assistance to attract work that will require major investment. I look forward to the opportunity to discuss further and will ask my staff to check your diaries and ensure that we can meet on my next visit.

Sincerely,



K Macfarlane