



Blanquefort the 20 February 2017

Dear Mr. Farley,

In our role as Ford Bordeaux Transmission Plant Union Leaders, we would like to share with you, by means of this letter, our concerns about the future of our plant and the complete uncertainty we have been experiencing for more than 10 months.

On behalf of all employees, we wish to invite Linda Cash to visit her Bordeaux plant on 8th March. We are sure that people at Bordeaux will be very happy to show her their motivation and competence, with respect and professionalism. This visit would be the opportunity for Mrs Cash to witness first hand our commitment and attachment to the Ford Oval, which has been the reason for the success of our plant over the past 43 years.

However, during the meeting on the 9th February 2017 with Ford of Europe representatives, opportunities for the future have been shared with us. The launch of the 6F15 and the continuation of the 6F35 transmission on the current assembly line with low investment (Flex line) has been identified as a new opportunity for Bordeaux. 6F35/6F15 flex line is an enhancement of the existing project, but no new project has been added since the meeting in July 2016. We already know that this is not sufficient to provide a future for all the work force in our plant and to make Ford Bordeaux Transmission Plant a major contributor to the success of Ford of Europe in the coming years. The way, this project was explained, is not sufficient. We are missing lots of details such as labor per project, investment, volume and identification of the assembly plants to be supplied by Bordeaux. There are no additional projects identified which were supposed to reinforce Ford Bordeaux's cycle plan as your team committed and no announcement for a new major activity.

Growth of the European Market for automatic transmissions over the next 5 years and beyond, is a major incentive to go further and build up a long-term strategic plan with Ford Bordeaux Transmission Plant. Therefore, we really want the next follow up committee on 9th March 2017 to be much more detailed and concrete concerning each proposal (volume by region, RTO, customer plant).

As you can imagine, trust between Ford of Europe and the Bordeaux team is very low. There is no evidence that our future has been seriously addressed, the last example is that we found out that Chelny Assy Plant (Russia) will be supplied with 6F35 transmissions delivered from the Van Dyke Transmission Plant beginning this year, instead of supplying them from Bordeaux plant. We have the commitment from our senior management to reconsider this decision quickly but so far with no result.

A significant and positive sign to the Bordeaux team would be to name one of our Managers (Gerd Inden for example) as leader to search out opportunities for our plant. This person would work with the local team to demonstrate the competitiveness of our plant for each project. He could also be responsible to work on the next Front Cover upgrade II, to find a strategic partnership for the DCT and identify major additional transmission projects (8F, 9F, HF).

Once more, please be assured that we are dedicated to find a solution to continue being part of the Ford Motor Company family. The recent social event was a way for us to show our disappointment regarding the situation of the plant. We want to be part of the solution on your side to define a future for the Bordeaux Transmission Plant and Go Further with the Ford Motor Company.