

CAR

CENTER FOR AUTOMOTIVE RESEARCH

The Honorable Jennifer M. Granholm
Governor
State of Michigan
Capitol Building
Lansing, Michigan 48909

Dear Governor Granholm:

On behalf of the Center for Automotive Research and the Michigan-based industry members of CAR's Affiliates Program, we wish to congratulate and thank you for your extraordinary leadership and support of the U.S. automotive industry during your distinguished tenure as Michigan's Governor. In the public and private sectors as well as the media, you have shown yourself to be a champion of Michigan's automotive industry and its employees. Given your clear enthusiasm for the automobile industry, your actions have had a direct impact on workers and communities throughout the state. Specifically,

- ☞ You advocated for securing support of the automotive industry, assisting both the Bush and Obama administrations and Congress to find a path for preserving jobs and bolstering the economy during a period of unprecedented economic chaos.
- ☞ You have provided vision by directing the State's investments to support the automotive industry and position Michigan to be the center of the next generation of automotive technology and advanced energy storage.
- ☞ You have shown continuing leadership as you worked to secure and grow Michigan's position as the world's center of automotive research, development and manufacturing.

Without your continued support, and those of your staff, Michigan would not be positioned to expand as the recovery takes hold and the automotive industry retools and invests in new technological horizons. We thank you for all that you have done to help secure Michigan's automotive future.

Sincerely,



David Cole
Chairman
Center for
Automotive
Research



Jay Baron
President & CEO
Center for
Automotive
Research



Alan Mulally
President & CEO
Ford Motor
Company



Sergio Marchionne
CEO
Chrysler Group



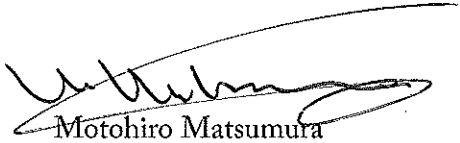
Ed Whitacre
Chairman & CEO
General Motors

CAR

CENTER FOR AUTOMOTIVE RESEARCH



Shigeki Terashi
President
Toyota Technical Center



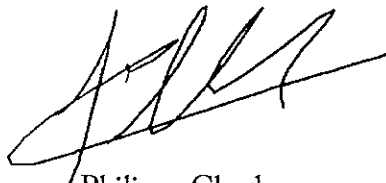
Motohiro Matsumura
President
Nissan Technical Center



Peter Frise
CEO & Scientific
Director
Auto21




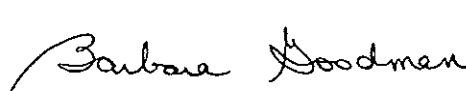
Carl Bass
President & CEO
Autodesk, Inc.



Philippe Charles
CEO
Dassault Systemes-Delmia



Dr. Walter Maisel
President & CEO
Kostal North America



Barbara Goodman
Director
Transportation Center
National Renewable
Energy Laboratory

Juergen Reers
Managing Partner
Roland Berger Strategy
Consultants



Richard D. Shainin
Executive Vice President
Shainin LLC