

BEYOND THE BIG LEAVE

Detroit Three–UAW Labor Negotiations

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Automotive Labor
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Major Issues On The Table Last Fall

✓ Active Health Care

Restructuring
Pace/Membership/
Temps ?

✓ Retiree Health Care

Jobs Bank ✓

✓ Labor Costs

Flexibility ?



Old Union Proverb

“Never give away anything the workers already have . . . Give away what they don’t already have.”








That’s just what they did, Walter . . .

Five Big Changes in the Contract and many small ones . . .

1. Retiree Health Liability Will Be Retired in 2010.
2. 2nd Tier Wages/Benefits Will be Paid to new workers who do work that suppliers can do...Or any new worker at Ford...Up to 20% of the workforce*
3. Retiree Health Benefits eliminated for all future hires
4. Defined Pension eliminated for all future hires
5. Eventually, all plants will have competitive operating agreements with union locals. Eventually...




* Beyond just Ford

UAW Contract Economics

			
New Agreement Base Wages	\$28.12	\$28.05	\$28.13
	4 zeros on the base		
2nd Tier	\$14.00-\$16.23/hour	\$14.00-\$16.23/hour	\$14.20-\$15.34/hour
	Annual raises		
	Up to 22  non-core (~1%)	Up to 13  non-core (~1%)	20% of workforce
	Current workers are "red circled"		
COLA	\$0.05 Beginning Float	\$1.06 Beginning Float	\$0.10 Beginning Float
	\$0.68	\$0.00	\$0.66
Lump Sums	\$3K 2007, 3%-4%-3%		
	\$10,059	\$10,235	\$10,067
Total Economic Gains	\$13,056	\$10,235	\$12,904




Source: UAW Contract Summaries, CAR Research

UAW Contract Benefits

			
Traditional Active Health	Choice of plans, higher co-pays & deductibles		
2nd Tier Active Health	\$300/\$600 deductibles covered by a \$300/\$600 HSA		
	\$1,000/\$2,000 out-of-pocket cap		
Traditional Retiree Health	\$31.8B VEBA PLUS Pension Pass Through	\$8.8B VEBA PLUS Pension Pass Through	\$13.2B VEBA (5% inflation)
	VEBA operational in 2010		
2nd Tier Retiree Health	\$1/hour for every hour worked into 401(k)		
Traditional Pension	Basic pension rate increased		
	\$700/year lump sums		
2nd Tier Pension	6.4% wages in cash balance defined benefit retirement plan – 3 year vesting		

Source: UAW Contract Summaries, CAR Research

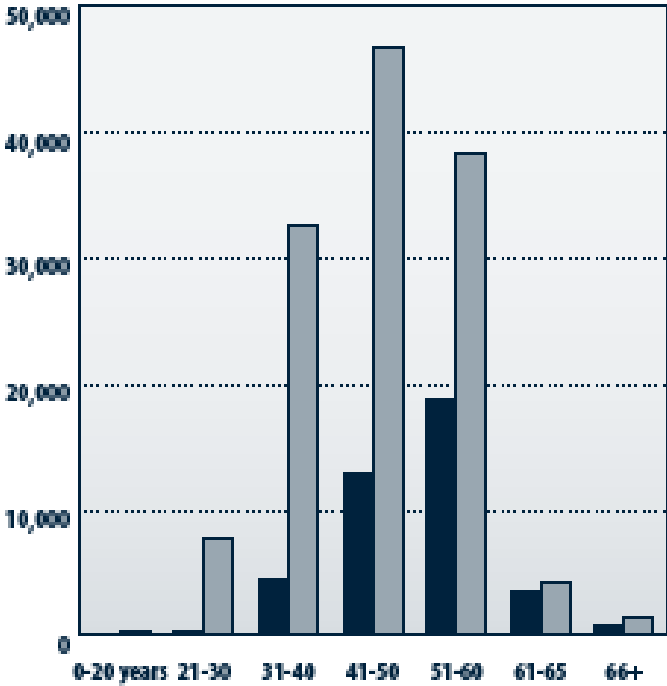
UAW Contract Job Security

			
Jobs Bank	2-year limit, 1 refusal within area hire, 4 in extended area (exception: only 2 at Linden, OK City & Rancho Cucamonga)	2-year limit, 4 refusals	2-year limit, 2 refusals
Temporary Workers	Made permanent	Not made permanent	Not made permanent
Product Guarantees	Extensive specific product commitments	Continue and/or expand production at 6 assembly, 4 stamping and 8 powertrain plants, reversed 4 closures	5 flexible body shops, general product commitments
Insourcing	3,000 jobs insourced	1,025 jobs insourced	1,500 jobs insourced
	3,100 jobs evaluated	1,100 jobs evaluated	1,700 jobs evaluated
Outsourcing	Moratorium on core and non-core jobs		Moratorium – except for outsourcing previously agreed to in COAs
	Exit All Housekeeping and Groundskeeping		
Employment Levels	1-for-1 attrition replacement covers 100% of membership except for market-related layoff and where plant has workers on protected status		
Plant Closing Exemptions	St. Louis SPO, Livonia Powertrain and Massena Powertrain	Newark Assy, Detroit Axle, Fontana PDC, Conner Ave Assy & Sterling Emissions	Twin Cities Assy, Cleveland Casting & Batavia Transmission

Source: UAW Contract Summaries, CAR Research

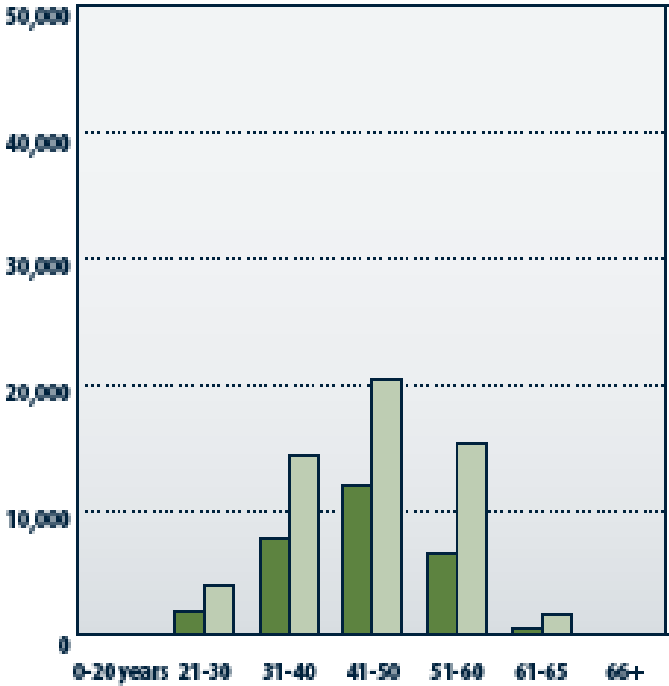
Detroit Three Distribution of U.S. Employees by Age, 2006

UNITED STATES Hourly



Trades Other

UNITED STATES Salaried



Engineers/Technical Other

The Tiers

	All-In Cost/Hour	Active Health	Post- Employment Benefits
1 st Tier	\$78.21 (including OPEB) \$60.00 (excluding OPEB)	Choice of Standard Health Insurance Plans	Traditional Pension VEBA for Retiree Health
Tier 1.5 or “New Traditionals”	\$47.00	Plan with \$300/600 Deductibles	Cash Balance Defined Benefit
2 nd Tier	\$25.65	Equivalent Flex Spending Account	401(k) for Retiree Health Care

Source: UAW Contract Summaries, Company Presentations, CAR Research

Detroit 3 U.S. Hourly Employment: 2011

	1st Tier \$61/Hour	1.5 Tier \$59/Hour	Non- Core/2nd Tier \$32/Hour
Chrysler	29,970	0	3,450
Ford	38,390	0	5,150
GM	38,320	6,880	23,000




Source: CAR Estimates, 1-08

How Big Are The Detroit Three VEBAs?

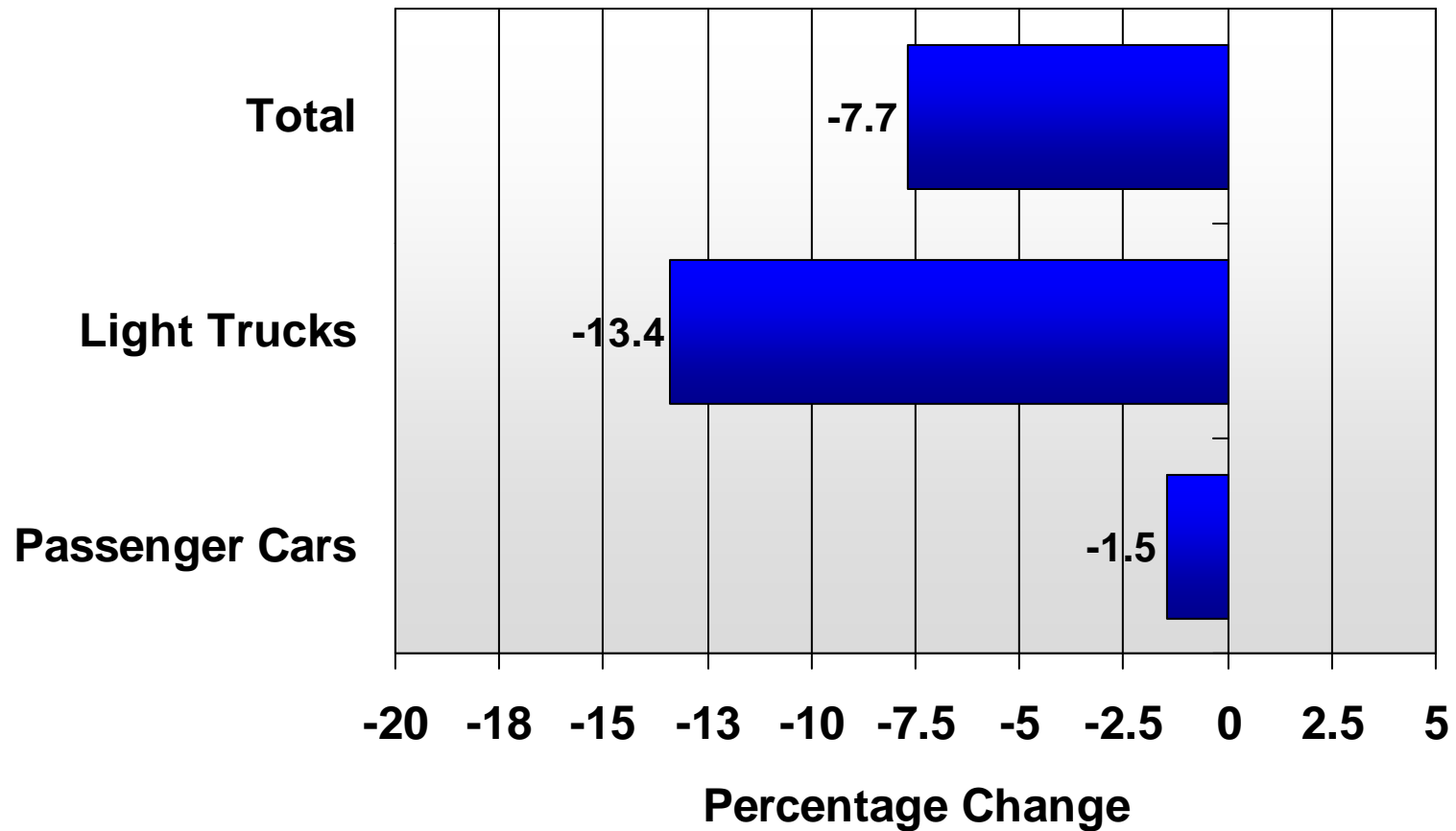
	GM	Ford	Chrysler	Total
Total VEBA	\$31.9 billion	\$13.6 billion	\$11 billion	\$56.5 billion
Retiree HC Liabilities	\$46.7 billion	\$23.7 billion	\$18.3 billion	\$88.7 billion
VEBA Funding/ Liabilities	68%	57%	60%	64%
Funding	Existing VEBA Convertible note COLA and wage diversion Cash Pension pass-through Contingent cash payments Retiree health care payments through 1/1/10	Existing VEBA Convertible note Second-lien note Cash Deferred payments Retiree health care payments through 1/1/10	Cash Debenture COLA diversion Warrant Pension pass-through Contingent cash payments Retiree health care payments through 1/1/10	

Source: 2007 UAW-Detroit Three VEBA MOUs

Change in North American UAW Cost/Vehicle 2007-2011

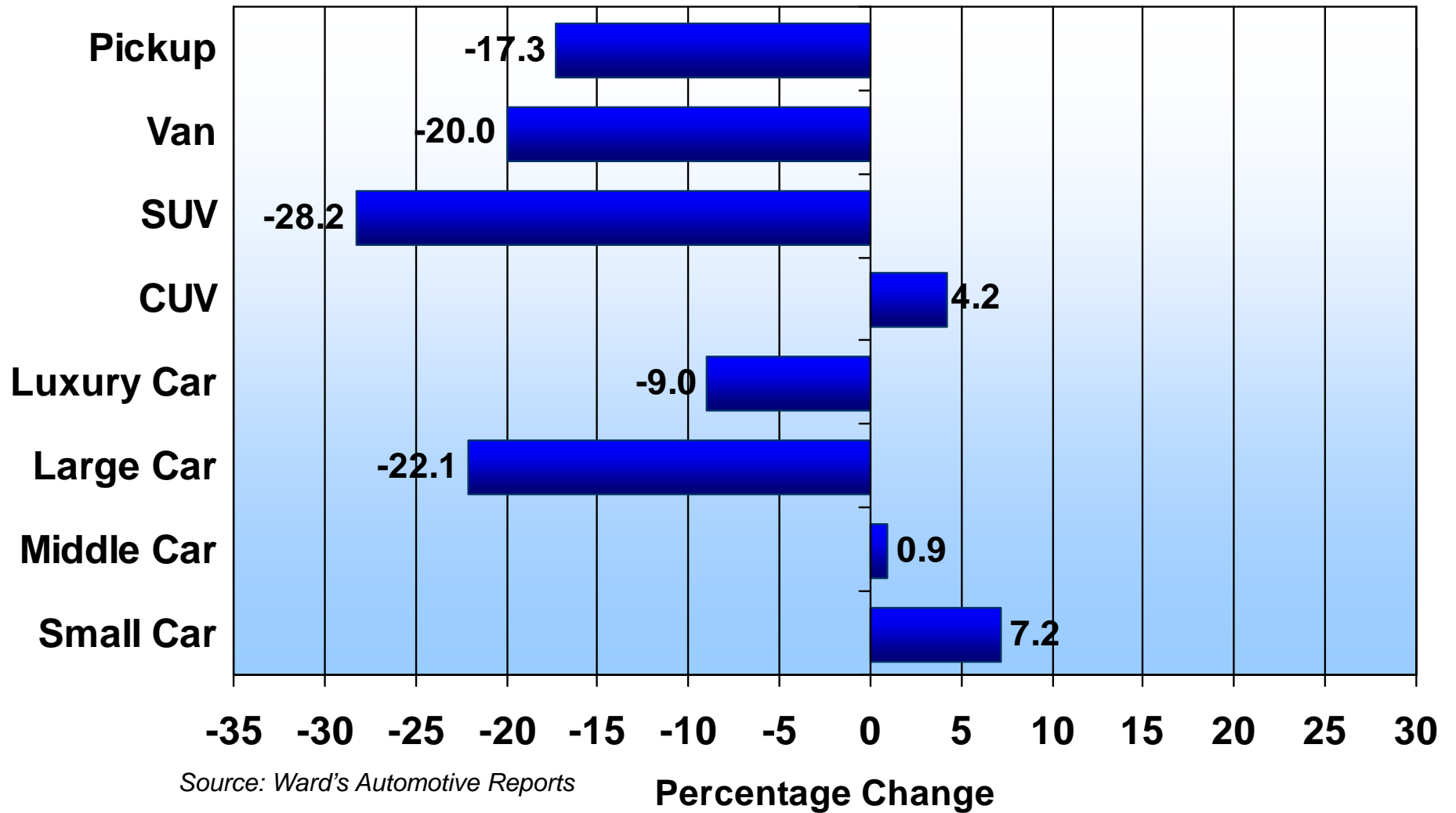
			
Starting Labor Cost	\$9.6B	\$6.5B	\$5.4B
Ending Labor Cost	\$8.0B	\$5.3B	\$4.4B
Change in Labor Cost	(\$1.6B)	(\$1.2B)	(\$1.0B)
Change in Per Vehicle Labor Cost (N.A. Basis)	(\$261)	(\$16)	\$4
Starting Retiree Health Cost	\$3.1B	\$1.1B	\$0.8B
Ending Retiree Health Cost	\$0.1B	\$0.1B	\$0.1B
Change in Retiree Health Cost	(\$3.0B)	(\$1.0B)	(\$0.7B)
Change in Per Vehicle Retiree Health Cost (N.A. Basis)	(\$732)	(\$344)	(\$273)
TOTAL CHANGE IN VEHICLE COST (N.A. BASIS)	(\$933)	(\$360)	(\$269)

Segment Breakdown - U.S. LV Sales YOY % Change YTD Through April: 2008 vs. 2007

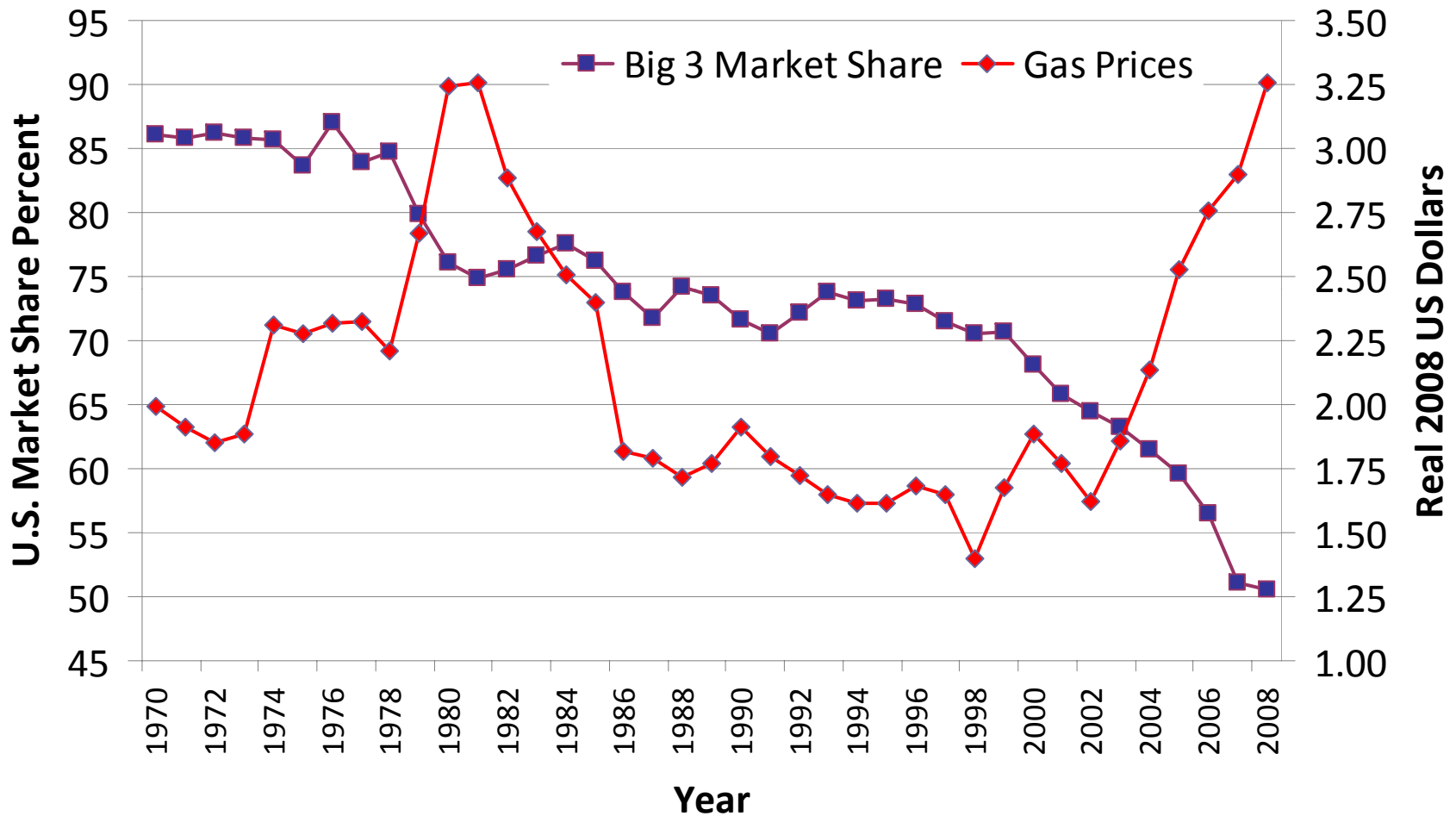


Source: Automotive News

Segment Breakdown - U.S. LV Sales YOY % Change Through April: 2008



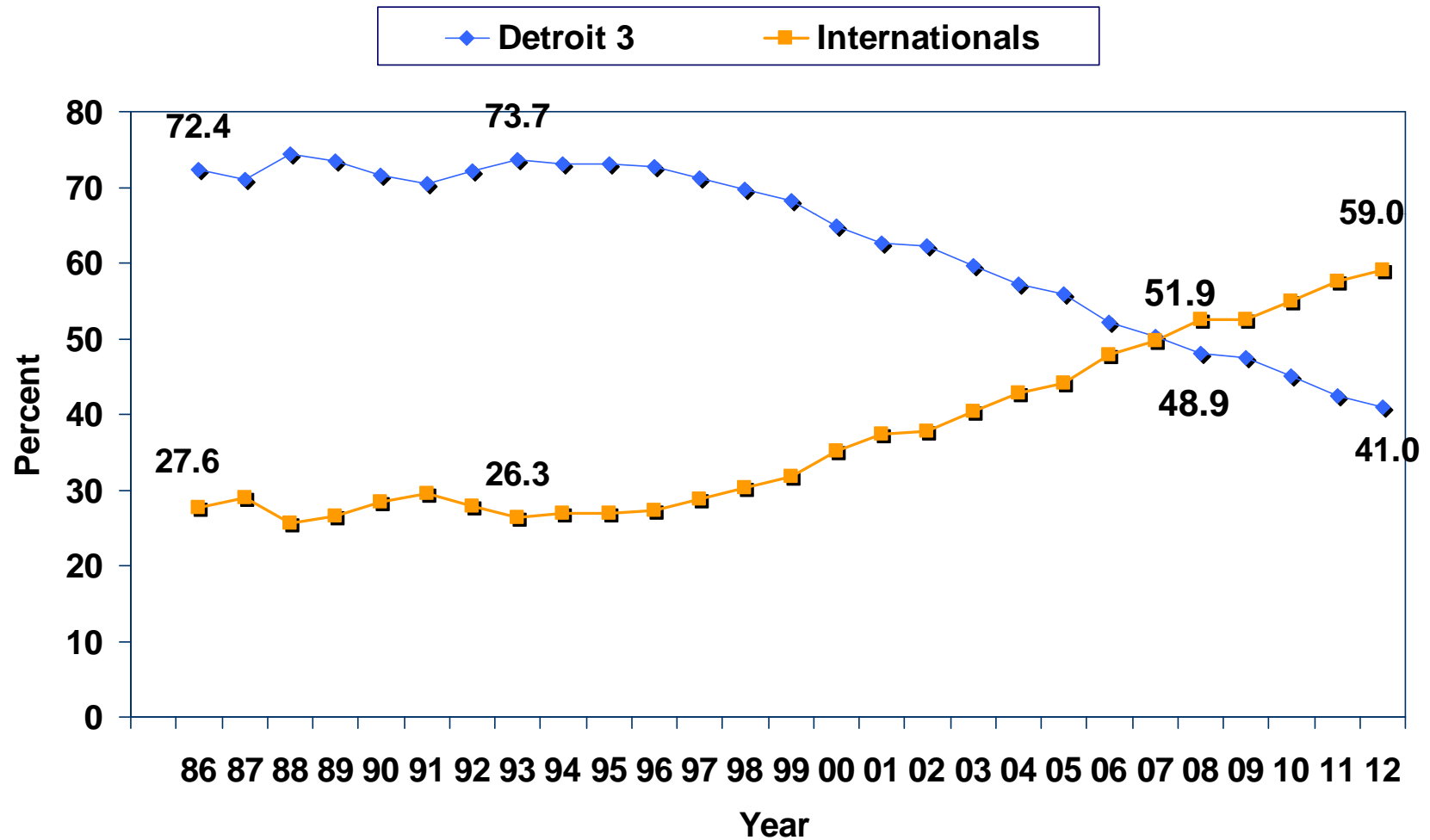
U.S. Detroit 3 Market Share and Historical Price of Gas in Real 2008 Dollars



Sources: Energy Information Administration (EIA) April 2008 Monthly Energy Review; Bureau of Labor Statistics CPI Data; EIA Annual Energy Review 2006, Automotive News Market Data Books '96, '98, '03, '06-'08

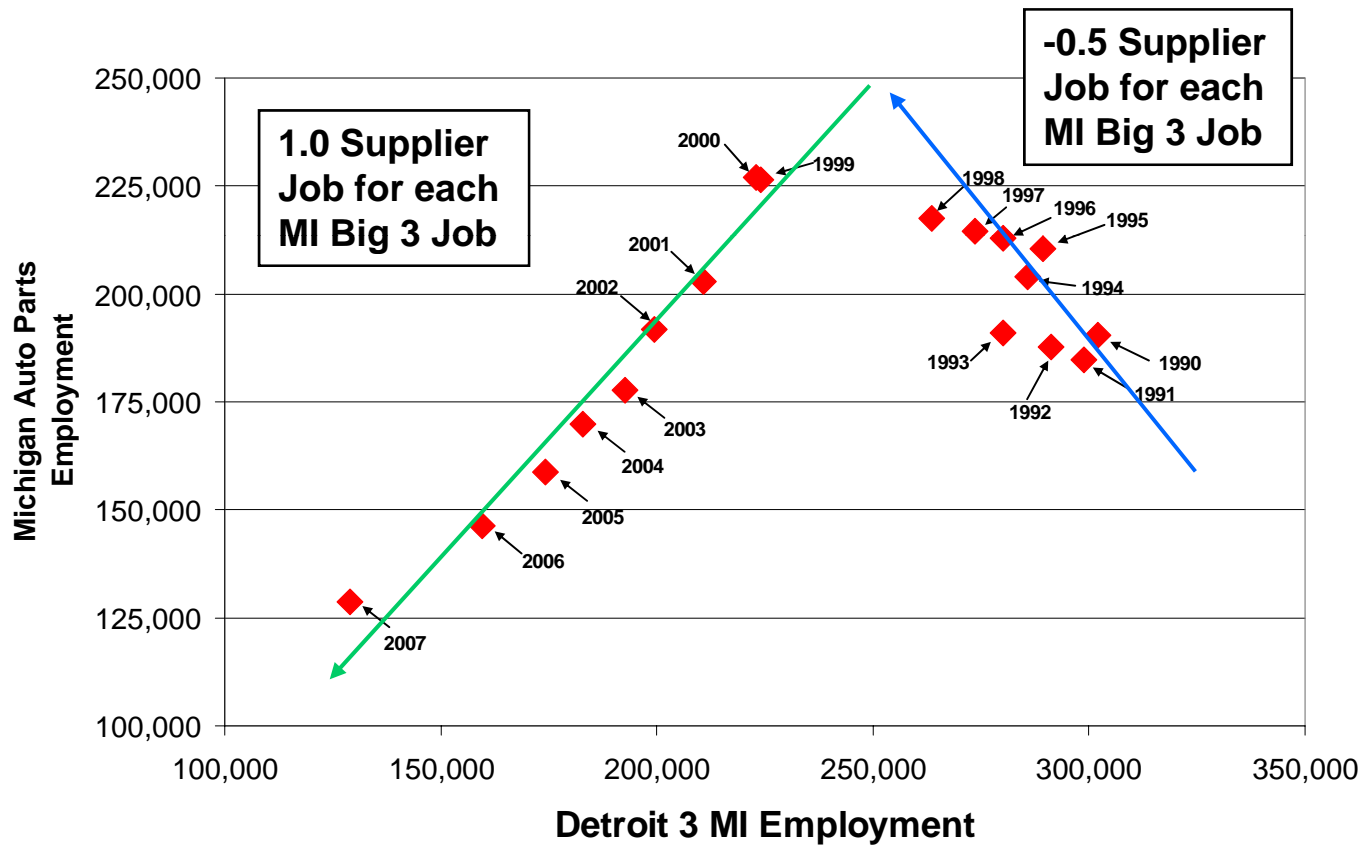
U.S. Market Share Forecast Through 2011

(Sales of Detroit 3 N. American “owned” production)



Source: CAR, Automotive News 2008 Market Data Book table using J.D. Power February 2008 U.S. Sales Forecast

Detroit Three MI Employment vs. MI Automotive Parts Manufacturing Employment 1990 - 2007



Source: Bureau of Labor Statistics, Company Surveys, CAR Research

North American Light Vehicle Production Forecast: 2008-2011

- Prior to the UAW-Detroit Three Agreement
 - U.S. +3%
 - Canada +12%
 - Mexico +23%
 - After the UAW-Detroit Three Agreement
 - U.S. +5%
 - Canada +12%
 - Mexico +34%
-

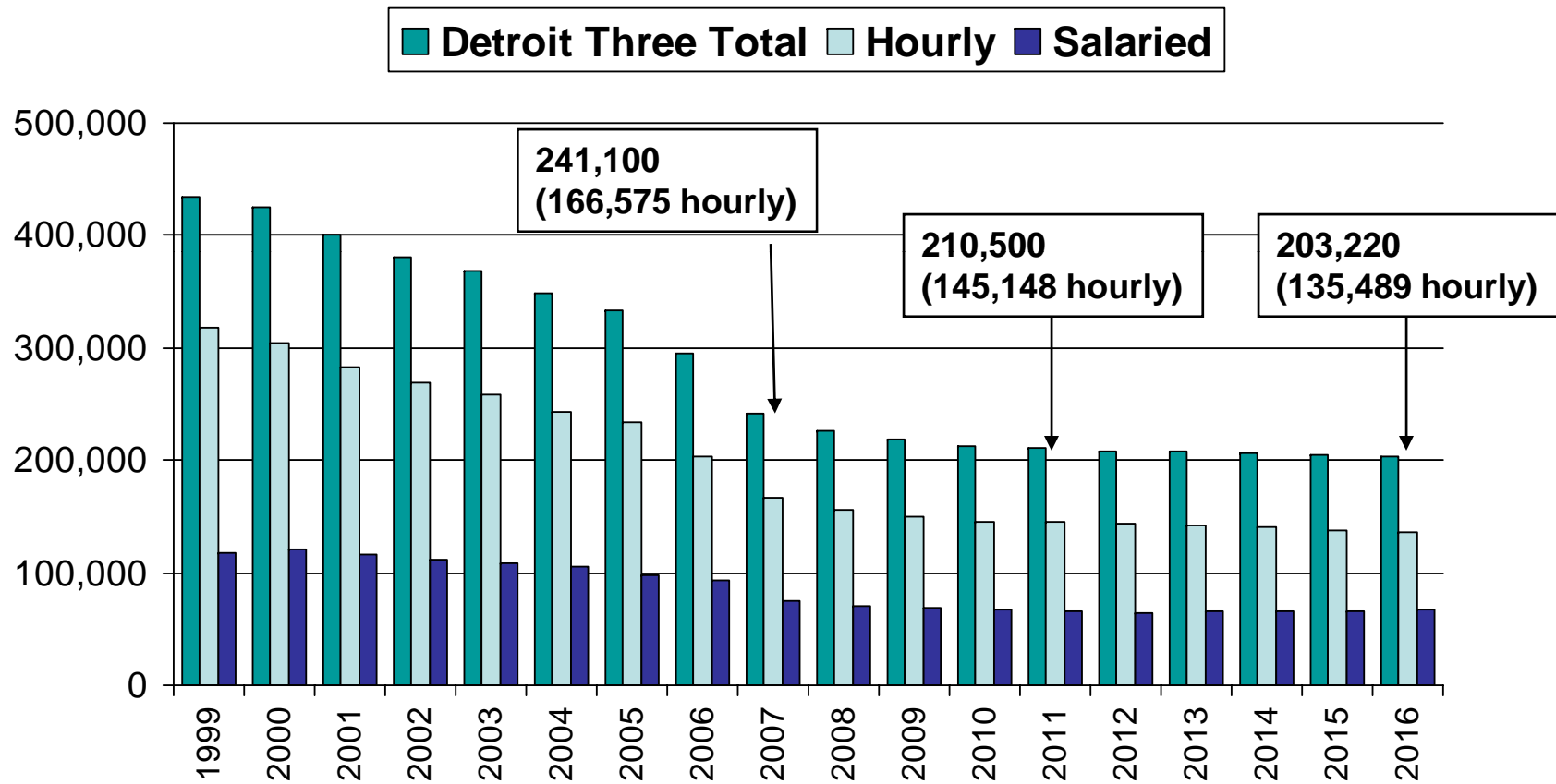
Automotive News

Mexico's auto unions agree to cut wages

From \$4.50/hour to...
\$1.50/hour for “second-tier”

Leveling Off

Detroit Three U.S. Employment, 1999-2016



Source: Company surveys and Center for Automotive Research estimates

Central Conclusions of CAR's Beyond the Big Leave Study

- Considerable hiring in the U.S. and Michigan automotive industries by 2016 (replacement hiring)
 - 77,000 in the U.S.
 - 46,000 in Michigan
- Overall, Detroit Three employment will fall by about 38,000
- Total U.S. automaker employment will remain constant around 355,000

Evolution of the 2007 UAW-Detroit Three Agreements

- UAW “deal” is changing in local negotiations (“non-core” becomes a flat percent to preserve seniority structure)
- Product guarantees were primarily given on trucks, SUVs, medium and large cars – lower labor costs may not be sufficient to support market shift to smaller vehicles
- Current market conditions (and falling Detroit 3 share and production) makes it difficult to determine what the UAW will get in exchange for the deal they made...
- Remember, an agreement has to be ratified.

The Future Under the 2007 UAW-Detroit Three Agreements

- The Agreements reduce or eliminate labor cost gap with Toyota N.A.
- UAW will be larger than it otherwise would have been
- Wages will fall everywhere in the U.S. auto industry (including at Toyota)
- GM is the only company with the supporting demographics to take advantage of the 2nd Tier (and Tier 1.5) labor deal, but market forces may delay these savings
- Buyout costs will continue to rise, but buyouts must end lest they become S.O.P. (or lawsuits arise over incentive-free retirements)

Bonus Material: UAW Product Matrices

- Contract language, as always, is subject to interpretation
- Product plans in this agreement are stronger than any third-party forecast
- UAW will hold the company's feet to the fire if they "bounce the check" on these product commitments
- Softening market changes everything

LEGEND

Current
Will Be Allocated
Demand & Business Case Dependent
In Danger of Closing
Closed

GM Assembly

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->
Assembly	Wilmington	Wilmington	DE	KAPPA-based Pontiac Solstice, Saturn Sky, and Opel GT					Products consolidated to Bowling Green	
Assembly	Doraville	Doraville	GA	Chevy & Pontiac Minivans	CLOSED					
Assembly	Fort Wayne	Fort Wayne	IN	GMT900 Full Size Truck & LD Pick-up (Silverado and Sierra)					C3XX Full Size Truck & LD Pick-up (Redesigned Silverado and Sierra)	
Assembly	Fairfax	Fairfax	KS	Chevy Malibu & Saturn Aura			Epsilon Chevy Malibu			
						Global Epsilon Buick LaCrosse				
							Saturn Aura			
Assembly	Bowling Green	Bowling Green	KY	Chevy Corvette & Cadillac XLR					Corvette & Cadillac XLR Replacement	
									Next generation Kappa (Solstice & Sky)	
Assembly	Shreveport	Shreveport	LA	H3, H3T, Chevy Colorado & GMC Canyon					New H3, H3T	
									Chevrolet Colorado, GMC Canyon	
							H4			
Assembly	Detroit-Hamtramck	Detroit	MI	Buick Lucerne & Cadillac DTS						
						Global Delta MPV7				
							Global Delta Volt			
									Global Epsilon Chevy Malibu	

GM Assembly Con't

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->		
Assembly	Flint Truck (includes MD)	Flint	MI	GMT900 Full Size Truck & HD Commercial Cab					C3XX Full Size Truck & HD Commercial Cab			
				GMT880								
Assembly	Lansing Delta Township	Lansing	MI	GMC, Saturn & Buick Lambda							GMC, Saturn & Buick Lambda Replacement	
									Chevy Lambda and mid size CUV			
Assembly	Lansing Grand River	Lansing	MI	Cadillac CTS, STS & SRX								
						Cadillac CTS Wagon & Coupe						
								Zeta Cadillac DTS				
Assembly	Orion	Lake Orion	MI	Pontiac G6 --> "through product lifecycle 2011"					No future product identified			
Assembly	Pontiac East	Pontiac	MI	GMT900 Full Size, LD & HD Pick-up						CLOSED*		
Assembly	Wentzville	Wentzville	MO	Chevy & GMC Large Vans							Chevy & GMC Large Vans	
Assembly	Linden	Linden	NJ	CLOSED								
Assembly	Lordstown	Lordstown	OH	Chevy Delta Cobalt & Pontiac G5					Global Gamma 4 Door Notchback (Chevy Aveo)			
								Global Alpha (Cadillac BLS & Pontiac G6)				

GM Assembly Con't

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->
Assembly	Oklahoma City	Oklahoma City	OK	CLOSED						
Assembly	Spring Hill #2	Spring Hill	TN	Saturn VUE	Chevy Lambda (Chevy Traverse)					
					Theta Epsilon SUV					
					Chevy Lambda (Chevy and GMC Mid-size SUT&CUV)					
Assembly	Arlington	Arlington	TX	GMT 900 Full Size Truck & SUV				C3XX Full Size Truck & SUV		
Assembly	Janesville	Janesville	WI	GMT 900 Full Size Truck & SUV				C3XX Full Size Truck & SUV		

GM Engine

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->	
Engine	Flint #1 (Flint North)	Flint	MI	3800 Engine		CLOSURE IMPLIED					
							NEW ENGINE PLANT "geographically proximate"				
Engine	Flint #2 (Flint South)	Flint	MI	HFV6 Engine --> "beyond 2012"						Next Generation	
				I5 Engine							
				I6 Engine							
Engine	Livonia	Livonia	MI	PV8 Engine				CLOSED			
Engine	Romulus	Romulus	MI	G4 V8 Engine --> "beyond 2011"					V8 Replacement		
				4.3L V6							
Engine	Wixom	Wixom	MI	NOT MENTIONED IN AGREEMENT							
Engine	Tonawanda	Buffalo	NY	L850 Engine --> "beyond 2012"						L850 Engine	
				HVV6 --> "beyond 2012"							
				8.1L Engine							
				I4 Engine							
						UV8 Engine					
						HOV8 Engine					
Engine	Spring Hill	Spring Hill	TN	L850 Engine --> "beyond 2012"						L850 Upgrade	

GM Transmission/Stamping

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->
Transmission	Baltimore	White Marsh	MD	Allison 1000 & RWD Hybrid						Allison 1000 & RWD Hybrid
							RWD Gen II Hybrid			
Transmission	Warren	Warren	MI	6T70/75 --> "beyond 2011"					6T70/75	
				4T65						
Transmission	Ypsilanti (Willow Run)	Ypsilanti	MI	6L50/80/90					6L50/80/90	
				4T80						
				4L80						
Transmission	Toledo	Toledo	OH	6L50/80/90 --> "beyond 2012"						6L50/80/90 Replacement
				4L60			6T40/45			
							RWD Gen II Hybrid			
									RWD DCT for NG Corvette	
Stamping	Doraville	Doraville	GA	Adjacent assembly	CLOSED					
Stamping	Indianapolis Metal Center	Indianapolis	IN	Current product unless reallocated to another GM stamping facility. Decision to sell/close/retain December 2011						
Stamping	Marion Metal Center	Marion	IN	All core product scheduled unless reallocated to another GM stamping facility						

GM Stamping Con't

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->	
Stamping	Fairfax	Fairfax	KS	All core for adjacent assembly unless reallocated to another GM stamping facility							
Stamping	Shreveport Metal Center	Shreveport	LA	All core for adjacent assembly unless reallocated to another GM stamping facility							
Stamping	Flint Metal Center	Flint	MI	All core and non-core product scheduled unless reallocated to another GM stamping facility. National parties will explore opportunities for Flint seniority employees.							
Stamping	Grand Blanc Weld Tool Center	Grand Blanc	MI	NOT MENTIONED IN AGREEMENT							
Stamping	Grand Rapids Metal Center	Grand Rapids	MI	All core product scheduled unless reallocated to another GM stamping facility							
Stamping	Pontiac Metal Center	Pontiac	MI	All core product scheduled unless reallocated to another GM stamping facility							
Stamping	Lansing Regional Stamping	Lansing	MI	All core product scheduled unless reallocated to another GM stamping facility							
Stamping	Wentzville Metal Center	Wentzville	MO	All core for adjacent assembly unless reallocated to another GM stamping facility							
Stamping	Parma Metal Center	Parma	OH	All core and non-core scheduled unless reallocated to another GM stamping facility							
Stamping	Lordstown Metal Center	Lordstown	OH	All core for adjacent assembly unless reallocated to another GM stamping facility							

GM Stamping Con't

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->
Stamping	Mansfield Metal Center	Mansfield	OH	All core and non-core scheduled unless reallocated to another GM stamping facility						
Stamping	Pittsburgh	Pittsburgh	PA	Current work will continue until plant is sold. Will be closed if no buyer.						
Stamping	Spring Hill	Spring Hill	TN	All core for adjacent assembly unless reallocated to another GM stamping facility						

GM Other

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->			
Other	GMPT Bedford Foundry	Bedford	IN	Current Castings									
					6L50/80/90 and 6T70/75 Castings --> "beyond 2011"								
						6T40/45 Castings --> "beyond 2011"							
							Castings Replacement						
Other	Flint Components (Flint North)	Flint	MI	Components				CLOSURE IMPLIED					
Other	GMPT Bay City	Bay City	MI	Current Products					Next Generation				
Other	GMPT Saginaw Metal Casting Operation	Saginaw	MI	Current Castings --> "beyond 2011"					Castings Replacement				
				I-6 Block & Head									
					L850 Block Lost Foam --> "beyond 2009"		L850 Block Precision Sand --> "beyond 2012"						
							HFV6 Head Casting --> "beyond 2012"						
Other	GMPT Defiance Foundry	Defiance	OH	Current Castings									
					I-4 Head								
					HFV6 Block Casting --> "beyond 2012"								
							Castings Replacement						
Other	Parma Components	Parma	OH	Current Components				CLOSURE IMPLIED					
Other	GMPT Fredericksburg	Fredericksburg	VA	Transmission Components				Efforts to allocate future product through 2015					
				6-Speed Torque Converter --> "beyond 2011"									
Other	Massena	Massena	NY	Current Castings		CLOSED							

GM SPO

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->	
SPO	Fontana ACD	Fontana	CA	Retain warehousing work							
SPO	Los Angeles (Santa Fe Springs)	Los Angeles	CA	NOT MENTIONED IN AGREEMENT							
SPO	Rancho Cucamonga	Rancho Cucamonga	CA	Retain warehousing work							
SPO	Denver SPO	Denver	CO	Retain warehousing work							
SPO	Jacksonville	Jacksonville	FL	Retain warehousing work							
SPO	Chicago	Chicago	IL	Retain warehousing work							
SPO	Boston SPO	Boston	MA	Retain warehousing work							
SPO	Drayton Plains SPO	Drayton Plains	MI	Transfer to Flint, Lansing, Pontiac & Davison Rd.	CLOSED						
SPO	Grand Blanc (Service Parts HQ)	Grand Blanc	MI	NOT MENTIONED IN AGREEMENT							
SPO	Lansing SPO	Lansing	MI	Retain Current Work +							
SPO	Pontiac SPO	Pontiac	MI	Retain Current Work +							
SPO	SPO Flint	Swartz Creek	MI	Retain Current Work +							
SPO	Wayne SPO	Wayne	MI	NOT MENTIONED IN AGREEMENT							
SPO	Willow Run SPO (Belleville)	Willow Run	MI	Retain warehousing work							
SPO	Ypsilanti SPO	Ypsilanti	MI	Retain Current Work +							

GM SPO Con't

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->
SPO	Davison Road	Flint	MI	Retain Current Work +						
SPO	Minneapolis SPO	Minneapolis	MN	NOT MENTIONED IN AGREEMENT						
SPO	St. Louis Bulk Center	St. Louis	MO	Transfer to Ft. Worth	CLOSED					
SPO	Jackson SPO	Jackson	MS	Retain warehousing work						
SPO	Charlotte SPO	Charlotte	NC	Retain warehousing work						
SPO	Reno SPO	Reno	NV	Retain warehousing work						
SPO	Cincinnati SPO	Cincinnati	OH	Retain warehousing work						
SPO	Columbus ACD	Columbus	OH	Retain warehousing work						
SPO	Philadelphia	Philadelphia	PA	Retain warehousing work						
SPO	Memphis SPO	Memphis	TN	Retain warehousing work						
SPO	Spring Hill	Spring Hill	TN	NOT MENTIONED IN AGREEMENT						
SPO	Fort Worth SPO	Fort Worth	TX	Retain warehousing work						
SPO	Hudson WI SPO	Hudson	WI	Retain warehousing work						
SPO	Martinsburg SPO	Martinsburg	WV	Retain warehousing work						

Ford Assembly

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->		
Assembly	Atlanta	Hapeville	GA	CLOSED								
Assembly	Chicago	Chicago	IL	Taurus, Taurus X and Sable					New Taurus			
					Lincoln MKS							
					Ford Explorer							
Assembly	Kentucky Truck	Louisville	KY	F Series Super Duty			New F Series Super Duty					
Assembly	Louisville	Louisville	KY	Explorer Sport Trac				No product identified				
				Explorer				No product identified				
				Mercury Mountaineer			No product identified					
Assembly	Auto Alliance	Flat Rock	MI	Mazda 6		New Mazda 6						
				Mustang					New Mustang			
									Galaxie			
Assembly	Dearborn Truck	Dearborn	MI	Ford F Series		New F Series				New F Series		
				Ford F Series Super Crew		New Super Crew				New Super Crew		
				Lincoln Mark								
Assembly	Michigan Truck	Wayne	MI	Ford Expedition, Lincoln Navigator					New Models			
				Ford Expedition EL, Lincoln Navigator L								

Ford Assembly Con't

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->
Assembly	Wayne	Wayne	MI	Ford Focus	New Focus		No product identified			
Assembly	Wixom	Wixom	MI	CLOSED						
Assembly	Twin Cities	St. Paul	MN	Ford Ranger, Mazda B Series			CLOSED			
Assembly	Kansas City Assembly #1	Liberty	MO	Ford Escape, Mazda Tribune				New Escape, Tribune		
				Mercury Mariner						
								Lincoln Small CUV		
Assembly	Kansas City Assembly #2	Liberty	MO	Ford F Series, F Series SuperCrew		New F Series, F Series Super Crew			New Model	
Assembly	St. Louis	Hazelwood	MO	CLOSED						
Assembly	Ohio Assembly	Avon Lake	OH	Ford Econoline						
								Ford Transit		
Assembly	Norfolk	Norfolk	VA	Ford F Series	CLOSED					

Ford Engine

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->			
Engine	Dearborn Engine and Fuel Tank	Dearborn	MI	2.0L									
				2.3L									
Engine	Romeo	Romeo	MI	4.6L (16v, 24V,32V)									
					5.4L 16v								
				5.4L 32v									
					6.2L 16v								
Engine	Cleveland #1	Brook Park	OH	3.0L 24v									
					3.5L 24V Cyclone								
					3.5L 24v I-VCT					3.5L TI-VCT			
Engine	Cleveland #2	Brook Park	OH	4.0L 12v/3.0L 24v 99S/3.0L 24v AJ-OE/3.0L 24 v Duratech 3.0									
				3.0L 24v AJV6/ 2.1L 24v/ 2.5L 24v									
				2,5L 24v Duratech 2.5									
				3.7L 24v D37 I-VCT					TI-VCT				

Ford Engine/Transmission

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->				
Engine	Lima	Lima	OH	3.0L 12v										
				3.5L 24v Cyclone V6										
				3.5L D35 I-VCT							TI-VCT			
				3.5L 24v D35 GTDI-VCT										
													3.5L 24v D35 DI-VCT	
										3.7L 24v				
Transmission	Livonia	Livonia	MI	4R7SW										
				6R60W										
				6R80W										
Transmission	Van Dyke (Sterling Heights Transmission)	Sterling Heights	MI			6F-MD								
				6F50										
							6F55							
				FN4A-EL										
Transmission	Batavia #1	Batavia	OH	CD4E			CLOSED							
Transmission	Batavia #2	Batavia	OH	CFT30	CLOSED									
Transmission	Sharonville	Sharonville	OH						5R110W					
										6R140W				

Ford Stamping

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->
Stamping	Chicago Stamping	Chicago	IL	Current Products at Chicago Assembly					Future Products at Chicago Assembly	
Stamping	Dearborn Diversified Manufacturing Plant (Dearborn Frame)	Dearborn	MI	Will produce through current vehicle program lifecycle. Will produce F-150 components during the life of the agreement					No product identified	
Stamping	Dearborn Stamping	Dearborn	MI	Current Products at Dearborn Truck	Major stamping for new Dearborn Truck products including 2008 F-150					
Stamping	Dearborn Tool and Die	Dearborn	MI	Company to invest \$20 million in new 5-axis mills						
Stamping	Woodhaven Stamping	Woodhaven	MI	Products currently allocated will be produced through program lifecycle. Major stampings for new products in multiple assembly plants will be allocated						
Stamping	Buffalo Stamping	Buffalo	NY	Current allocated products	Major stampings for 2008 launch of the Flex and additional products will be allocated.					
Stamping	Maumee	Maumee	OH	CLOSED						
Stamping	Walton Hills Stamping	Walton Hills	OH	Current products from Ohio Assembly					Future products for Ohio Assembly	
Stamping	Wayne	Wayne	MI	Receive a New Flexible Body Shop					No product identified	

Ford Other

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->
Other	Rawsonville	Rawsonville	MI	Component production balances out in 2008 or by 2010. Trucking Service through 2011.					Future Work to be identified	
Other	Sterling Axle Plant	Sterling Heights	MI	Axle production continues to support vehicles in production					Future Work to be identified	
Other	Cleveland Casting	Brook Park	OH	Production phasing out			CLOSED			
Other	Woodhaven Forging	Woodhaven	MI	5.4L & 6.8L crankshaft Machining For Sale or Closure Implied					Sold or Closed	

Chrysler Assembly

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->
Assembly	Newark	Newark	DE	Dodge Durango, Chrysler Aspen			CLOSED			
Assembly	Belvidere	Belvidere	IL	Dodge Caliber/SRT, Jeep Patriot and Compass					No additional product identified	
Assembly	Conner Avenue	Detroit	MI	Dodge Viper		CLOSED				
Assembly	Jefferson North	Detroit	MI	Jeep Grand Cherokee, Commander			New Unibody vehicles			
Assembly	Sterling Heights	Sterling Heights	MI	Chrysler Sebring, Dodge Avenger						No additional product identified
Assembly	Warren Truck	Warren	MI	Dodge Ram, Dodge Dakota						
				Mitsubishi Raider						
					New Dodge Ram					
Assembly	St. Louis North	Fenton	MO	Dodge Ram	New Dodge Ram					
Assembly	St. Louis South	Fenton	MO	Chrysler Town and Country				Plant viability depends on market demand		
Assembly	Toledo North	Toledo	OH	UNDER LOCAL CONTRACT						
Assembly	Toledo Supplier Park (Chrysler Jeep)	Toledo	OH	UNDER LOCAL CONTRACT						

Chrysler Engine/Transmission/Stamping

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->		
Engine	Conner Avenue	Detroit	MI	NOT MENTIONED IN AGREEMENT								
Engine	GEMA Dundee	Dundee	MI	NOT MENTIONED IN AGREEMENT								
Engine	Mack Avenue I & II	Detroit	MI	4.7V8/3.7V6 Engines					No additional product identified			
Engine	Trenton	Trenton	MI	3.3V6, 3.8V6, 4.0V6								
					Phoenix Engine in New Trenton Plant							
Engine	Kenosha	Kenosha	WI	3.5V6, 2.7V6			New Aluminum Phoenix Engine					
Transmission	Indiana Transmission Plant I & II	Kokomo	IN	545RFE/68RFE/W5A580 Transmission					No additional product identified.			
Transmission	Kokomo Transmission (Kokomo #1)	Kokomo	IN	42RLE, 40/41TE, 40/41TES, 62TE Transmission			No additional product identified.					
					JV with Getrag to produce dual clutch transmission in Tipton, IN.							
Transmission	Syracuse	Syracuse	NY	NOT MENTIONED IN AGREEMENT								
Stamping	Sterling Stamping	Sterling Heights	MI	Continue production through current vehicle lifecycle unless allocated to another stamping facility.								
Stamping	Warren Stamping	Warren	MI	Continue production through current vehicle lifecycle unless allocated to another stamping facility.								
Stamping	Twinsburg Stamping	Twinsburg	OH	Continue production through current vehicle lifecycle unless allocated to another stamping facility.								

Chrysler Other

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->		
Other	Huntsville Electronics	Huntsville	AL	NOT MENTIONED IN AGREEMENT								
Other	Arizona Proving Grounds	Wittman	AZ	NOT MENTIONED IN AGREEMENT								
Other	Pacifica Advanced Product Design	Carlsbad	CA	NOT MENTIONED IN AGREEMENT								
Other	Kokomo Casting	Kokomo	IN	Continue aluminum parts thru product lifecycles			New Aluminum Phoenix Engine casting					
							Next generation replacement depends on demand & business case					
Other	Center Line Packaging	Center Line	MI	NOT MENTIONED IN AGREEMENT								
Other	Chelsea Proving Grounds	Chelsea	MI	NOT MENTIONED IN AGREEMENT								
Other	Detroit Axle	Detroit	MI	Continue thru the product lifecycle.								
							New axle launched for new Marysville Plant					
Other	Headquarters Tower	Auburn Hills	MI									
Other	Lynch Road Terminal(trans port)	Detroit	MI	Continue operation through the term of the agreement								

Chrysler Other/SPO Con't

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->
Other	Marysville Axle	Marysville	MI	NOT MENTIONED IN AGREEMENT						
Other	Marysville Coating	Marysvlle	MI	NOT MENTIONED IN AGREEMENT						
Other	Mt Elliott Tool and Die	Detroit	MI	Continue lean die strategy for major class A strategy dies						
Other	Service Contracts	Rochester Hills	MI							
Other	Service North America	Farmington Hills	MI							
Other	Toledo Machining	Toledo	OH	Reversal of closure. Torque converters and steering columns			All new Kronos Torque Converter			
Other	Parts Supply Office	Warren	MI	Continue operation						
SPO	Fontana PDC	Fontana	CA	Continue operation			CLOSED			
SPO	Los Angeles PDC	Ontario	CA	Continue operation						
SPO	San Francisco PDC	Lathrop	CA	Continue operation						
SPO	Denver PDC	Denver	CO	Continue operation						
SPO	Newark PDC	Newark	DE	Continue operation						
SPO	Orlando PDC	Orlando	FL	Continue operation						
SPO	Atlanta PDC	Morrow	GA	Continue operation						

Chrysler SPO Con't

Category	Plant	City	State	Product 2007	Product 2008	Product 2009	Product 2010	Product 2011	Product 2012	Product 2013 -->
SPO	Chicago PDC	Naperville	IL	Continue operation						
SPO	Boston PDC	Mansfield	MA	Continue operation						
SPO	Center Line National PDC	Center Line	MI	Continue operation						
SPO	Detroit PDC	New Boston	MI	Continue operation						
SPO	Marysville National PDC	Marysville	MI	Continue operation						
SPO	Sherwood National PDC	Warren	MI	Continue operation						
SPO	Warren National PDC	Warren	MI	Continue operation						
SPO	Minneapolis PDC	Minneapolis	MN	Continue operation						
SPO	St. Louis PDC	Hazelwood	MO	NOT MENTIONED IN AGREEMENT (IBT)						
SPO	New York PDC	Tappan	NY	Continue operation						
SPO	Cleveland PDC	Streetsboro	OH		CLOSED					
SPO	Portland PDC	Beaverton	OR	Continue operation						
SPO	Memphis PDC	Memphis	TN	Continue operation						
SPO	Dallas PDC	Carrollton	TX	Continue operation						
SPO	Milwaukee National PDC	Milwaukee	WI	Continue operation						