



February 27, 2008

**TO: ALL EMPLOYEES**

I want to take this opportunity to make you aware of – and express the company’s great appreciation for – the tremendous work that is being done at the NRV plant despite the strike.

There are about 300 people working at NRV every day, including all of our non-bargaining unit people and a number of bargaining unit people who have returned to work. As of this week, we also have several volunteers from the North American truck organization assisting.

Only a few days after the strike began, NRV staff set to work on incomplete “float” trucks, and succeeded in transferring more than 180 trucks in nine days.

Last week, the staff began to train non-assembly people in assembly methods, and turned their attention to trucks that had been on the line when the strike began. The spirit in the plant was excellent, and thanks to everyone’s hard work the team succeeded in completing 46 vehicles by the end of the week. Experienced managers from the Quality department are inspecting each unit to validate quality prior to shipment.

The plant has an ambitious goal of ramping up to about 24 units per day over the next few weeks, and they will continue to do everything they can to increase production as much as possible, as soon as possible.

While we hope that the parties can agree on dates to return to the table soon, and that we can resolve our issues, we are continuing to explore all the options available to allow us to return to full production without the UAW if the strike wears on.

I know that all of you join me in applauding the NRV team’s efforts, and in wishing them continued success as they conduct this important work under very difficult circumstances.

A handwritten signature in black ink, appearing to read "Per Carlsson". The signature is fluid and cursive, with a long horizontal stroke at the end.

Per Carlsson