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Ford Motor Company
The American Road
P. O. Box 1899
Dearborn, Michigan 48121-1899

March 5, 1986

Dear Prime Minister:

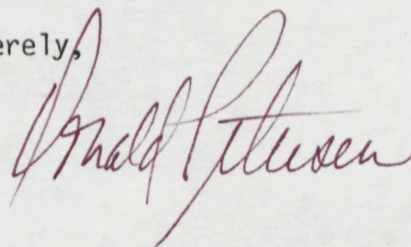
I am glad to have your letter of February 14 and grateful for the reassurance it contains. Neither I nor my predecessors have ever had any doubt about your own commitment to Ford Motor Company's various operations in Britain. We have also appreciated your understanding of the changing nature of our complex international business.

I have to say, however, that we would be a great deal less than thoughtful if we failed to recognize that our honest initiative in regard to Austin/Rover produced some quite hostile responses. They were of the kind we did not anticipate and still find hard to understand completely. Our British management, in particular, is very disturbed.

Certainly, now is not the time to do more than thank you most sincerely for your letter and for your personal attention to the matter. However, I am hopeful that you may agree that a useful purpose could be served, later in the year when I am in Britain, to talk about these matters with you or, if you wish, with your chosen ministers.

A more substantial understanding of these recent and, to us, disturbing developments, would be helpful as we come towards some important strategic decisions that face us.

Yours sincerely,



The Rt. Hon. Mrs. Margaret Thatcher
Prime Minister
10 Downing Street
London W1
England