

Westfalia-Automotive GmbH Postfach 2640 D-33354 Rheda-Wiedenbrück

SIARR S.A.S.  
Monsieur Didier Douziech  
Rue du Général De Gaulle  
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Your message	Our reference	Telephone	Date
	GF   WB	+49 5242 907 176	30 January 2015

Dear Mr Douziech,

We met each other in the beginning of December 2013, and I appointed you as General Manager effective from 6 December 2013 for our French subsidiary SIARR. Due to the unexpectedly prompt departure of the previous holder of the position, a replacement became necessary at very short notice.

This change and your nomination was, from the perspective of the Westfalia-group, linked with the explicit desire to implement a cooperative form of collaboration between parent company and subsidiary in all divisions and at all required levels. This was not possible under the previous management, even if urgently required in order to ensure a closer coordination in the divisions of Development, Quality, Production, Controlling and Sales etc. To reach this goal, it was necessary to overcome not only language barriers but, especially on the side of our French subsidiary SIARR, to establish a trusting team while also dividing up and delegating responsibilities. Within a very short period of time you were able in an outstanding manner to implement a solid basis for the team structure and for the trusting collaboration between subsidiary and parent company. In several individual conversations, you gave your employees the opportunity to adjust to the required changes. You were also highly competent in analysing your employees and, coordinating closely with me, implemented the necessary personnel measures.

Alongside these extensive cultural changes you achieved the best possible results given the underlying market conditions. At the same time the additional measures you initiated should not go unmentioned, for instance your initiative for inventory reduction and a highly successful measure for increasing the availability of our aftermarket towing hitch.

Following your decision to remain in your capacity as Interim Manager, we began the search together for a suitable, long-term oriented successor. During the introduction of your successor, Mr. Jean Chikly, on 8 and 9 January 2015 I was able to both see and feel on-site the great improvements introduced by you.

Of special note are the outstanding changes in production directed towards the 5S, the quality awareness and the reorganisation within the Production division. The team spirit could be both sensed and directly experienced in the cooperation between the highest levels of management at SIARR. Moreover, I was pleased by the intense collaboration that has occurred regularly between the German parent company and the French subsidiary. Further activity is necessary especially in this area. I am convinced that going forward, this will be realisable without any major problems due to the foundation you have prepared.


In the autumn of last year you were able to acquire the largest contract in SIARR's company history, in no small part due to the changes you initiated. I extend you my thanks also for this, and I am certain that your team sees this success as a motivation for the next large contract.

Dear Mr Douziech, I of course respect your decision to continue in your capacity as Interim Manager, even when I deeply regret your leaving the position of General Manager.

I thank you for your commitment, for your positive impact on the start of a new epoch in the company history of SIARR and for your cooperation with the Westfalia-group.

I wish you all the best in your future endeavours, both personal and professional.

Best wishes,  
WESTFALIA-Automotive GmbH

  
Dr.-Ing. Bernd Welzel  
CEO