

Mr Thierry Breton European Commissioner for Internal Market Rue de la Loi 200 1049 Brussels Belgium

Brussels, 18 November 2021

Subject: Your attendance to the ASD General Assembly on 10 November

Dear Commissioner,

On behalf of all ASD Board and General Assembly members, I wish to thank you once again for joining us at the Hotel Renaissance on November 10th.

Our in-person exchange proved the value of having an open and forthright discussion on the multiple challenges our strategic industry faces at European and national level.

Thank you also for reiterating your strong commitment to the aerospace and defence industry represented by ASD. And let me say that we are very proud and happy to can consider you as "our Commissioner" and we saw a very powerful confirmation of your attitude from what you tweetted after our meeting. Thank you for the strong message on the very critical ESG issues.

On behalf of ASD, let me assure you of our willingness to further enhance our dialogue with you on important issues like EDF implementation, ESG and many others. Should you agree, ASD

and his team stand ready to liaise with your team on the shape this dialogue could take over the near future.

Yours sincerely.

AeréSpace and Defence Industries Association of Europe (ASD)