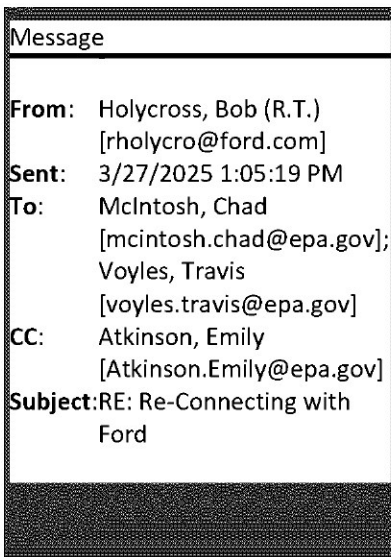




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Hi Chad,

Thank you! That is great to hear. I will certainly pass that on. We look forward to working with the EPA Team. Appreciate you making the connections for us.

Regards,

Bob Holycross (he/him/his)

VP, Chief Sustainability, Environment & Safety Officer
rholycro@ford.com

From: McIntosh, Chad <mcintosh.chad@epa.gov>
Sent: Thursday, March 27, 2025 7:02 AM
To: Holycross, Bob (R.T.) <rholycro@ford.com>; Voyles, Travis <voyles.travis@epa.gov>
Cc: Atkinson, Emily <Atkinson.Emily@epa.gov>
Subject: Re: Re-Connecting with Ford

Bob.
I was thrilled to shake hands with Bill Ford after his meeting with Administrator Zeldin. I am glad you were able to make that happen.
Although I am recused from Ford issues, you always have a friend here. Please give my highest regards to Mr. Ford and Mr. Croley.

Chad

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From: Holycross, Bob (R.T.) <rholycro@ford.com>
Sent: Monday, February 24, 2025 8:11 PM
To: McIntosh, Chad <mcintosh.chad@epa.gov>; Voyles, Travis <voyles.travis@epa.gov>
Cc: Atkinson, Emily <Atkinson.Emily@epa.gov>
Subject: RE: Re-Connecting with Ford

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Fully Understood. Thank you, Chad. Appreciate the quick introduction to Mr. Voyles.

Mr. Voyles, it's a pleasure to "e-meet" you. We are looking forward to working with the new Administration. Chad and I exchanged the notes below. Our Chief Policy Officer and GC, Steven Croley will be in D.C. the rest of this week and we were hoping to set up an introductory meeting (perhaps Wednesday or Thursday). Please let us know if this is possible. We would be happy to work with your assistant to schedule as well. Thank you.

Regards,

Bob Holycross (he/him/his)

VP, Chief Sustainability, Environment & Safety Officer
rholycro@ford.com

From: McIntosh, Chad <mcintosh.chad@epa.gov>

Sent: Monday, February 24, 2025 7:42 PM

To: Holycross, Bob (R.T.) <rholycro@ford.com>; Voyles, Travis <voyles.travis@epa.gov>

Cc: Atkinson, Emily <Atkinson.Emily@epa.gov>

Subject: RE: Re-Connecting with Ford

Bob,

Let me introduce you to Travis Voyles, Assistant Deputy Administrator. He will be happy to talk to you and Mr. Croley. Our ethics attorneys have asked me to recuse myself regarding Ford issues.

All the Best,

Chad McIntosh
Acting Deputy Administrator
U.S. Environmental Protection Agency
1200 Pennsylvania Avenue, NW
3412 WJC-North | Mail Code 1102
Washington, DC 20004
Tel. No. (202) 787-0580
mcintosh.chad@epa.gov

From: McIntosh, Chad

Sent: Monday, February 24, 2025 2:39 PM

To: 'Holycross, Bob (R.T.)' <rholycro@ford.com>

Cc: Atkinson, Emily <Atkinson.Emily@epa.gov>

Subject: RE: Re-Connecting with Ford

Greetings Bob, It has been forever. Busy is the word, definitely still in the startup mode. I copied Emily Atkinson to schedule a time. I look forward to catching up.

Chad McIntosh
Acting Deputy Administrator
U.S. Environmental Protection Agency
1200 Pennsylvania Avenue, NW
3412 WJC-North | Mail Code 1102
Washington, DC 20004
Tel. No. (202) 787-0580
mcintosh.chad@epa.gov

From: Holycross, Bob (R.T.) <rholycro@ford.com>
Sent: Monday, February 24, 2025 9:55 AM
To: McIntosh, Chad <mcintosh.chad@epa.gov>
Subject: Re-Connecting with Ford



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Hi Chad,

It's been a long time! I hope that you are doing well. I was hoping that we could connect and catch up. Let me know if I can give you a call or please feel free to call me. My number is Ex. 6 Personal Privacy (PP) Bill Ford is scheduling a meeting in March with Administrator Zeldin and my colleague, Steve Croley (Ford's Chief Policy Officer), is going to be in D.C. this week. I wanted to see about connecting you with him as well, so was hoping you and I could talk today if possible. We are looking forward to working with the new Administration. I'm sure it's a busy time! Look forward to connecting. Thanks, Chad.

Regards,

Bob Holycross (he/him/his)

VP, Chief Sustainability, Environment & Safety Officer
rholycro@ford.com