

QUALITY LEADERSHIP MESSAGE

PRINCIPLE 9: "THE CUSTOMER IS OUR SHARED CONCERN"

Over the past few years, our customers' **perception** of our quality has been based on issues associated with older models and customer inconveniencing:

- ◆ Multiple years of leadership in **recalls**
- ◆ Legacy **Powertrain durability issues**
- ◆ 20-21 MY **Launch instability**
- ◆ **Poor 3rd Party Rankings** (e.g., Consumer Report, J.D. Power)
- ◆ A constant drumbeat of **negative headlines**
- ◆ **Customer Disruption** from frequent service visits and long repair times



Bill Ellis

UAW Executive Program
Director & Co-Chair National
Quality Committee



Cynthia Perez Juarez

Ford Executive Program
Director & Co-Chair National
Quality Committee

"It's critical that we ALL understand our customers' requirements/concerns and how we individually can impact them."

QLI Principle #7 states that we **MUST** have **Effective Quality Leadership at ALL Levels**. I change, we change and only then will Quality change ... all levels of the organization must walk the talk."

Our current reality tells a new and different story:

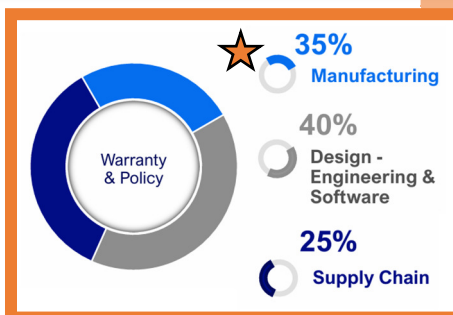
- ◆ >75% of customers impacted by recalls are from older model year vehicles
- ◆ For the first time in 16 years, **Ford is the gold standard for new vehicle quality in the U.S., ranked No. 1** for New-Vehicle Quality among mainstream brands in the J.D. Power 2026 U.S. Initial Quality Study . . . surpassing the industry's traditional quality leaders
 - ◇ Three of our most iconic vehicles topped their segments: **the Mustang, the F-150, and the F-Series Super Duty** . . . seven of Ford's ten tested models placed in their segment's top three
- ◆ **Industry Leading Launch Stability** . . . launching better quality than the outgoing counterparts
- ◆ In process of **developing "Bulletproof" Powertrains** that lead the industry for reliability

To Be the Industry Leader in Quality, We Must Continue to Deliver:

Zero Defects (0 MIS) on core products ◆ **Showroom Ready** products for dealers
Consistent, High Quality Manufacturing ◆ **Fast Resolution** of dealer quality concerns



NOTE:
The Quality Hotline should only be used if you are not satisfied with the **DOCUMENTED** results on the Quality Concern Resolution Process Form



By focusing on the **Manufacturing Sources** of our quality problems (**plant controllables**), we **WILL** deliver to the customer . . . **"PRECISION** in every touch: **ZERO GAPS . . . ZERO NOISE . . . ZERO DEFECTS"**

- ◆ Production System (FPS) and Quality Operating System (QOS) Adherence
- ◆ Process Stability
- ◆ Process Capability (*Control Plan Adherence - CCs/SCs*)

Our achievements are only made possible by years of teamwork and problem-solving across our Industrial System -- Design, Engineering, Supply Chain, and Manufacturing

We **MUST** continue to have a **RELENTLESS DAILY FOCUS ON QUALITY** . . . following **STANDARDS** . . . with a **ZERO DEFECT MINDSET**
"CHASE PERFECTION . . . DRIVE CONTINUOUS IMPROVEMENT . . . GET BETTER EVERY SINGLE DAY"