

Improving Ford Competitive Position and Profitability in Europe

RESET

Sustainably Profitable

Expand offerings
in profitable
growth segments

Improve or exit less
profitable vehicles

Reduce
structural costs

REDESIGN

3 Customer-Focused Business Groups



Commercial Vehicles

Grow leadership through tightly integrated offering of smart vehicles, services and partnerships



Passenger Vehicles

More targeted, emotive portfolio of European-built passenger vehicles



Imports

Niche portfolio of iconic vehicles that build on Ford brand heritage



Electrified vehicle offerings for all Ford models

More Efficient and Focused Business Model

- Improve or exit less profitable vehicle lines
- Address underperforming markets
- Strategic review of Russia joint venture
- Ceasing transmission production in Bordeaux, France
- Leveraging relationships, including potential Volkswagen alliance



Consultation with Union Partners