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Agenda

- The Ford Plan
- 2010 Highlights/2011 Outlook
- Delivering the Ford Plan/Technology and Experiences
- Connectivity as a Differentiating Experience
- What's in our Connected Future...



The Plan

The “ONE FORD” Story



ONE FORD ONE TEAM • ONE PLAN • ONE GOAL

ONE TEAM

People working together as a lean, global enterprise for automotive leadership, as measured by:

Customer, Employee, Dealer, Investor, Supplier, Union/Council, and Community Satisfaction

ONE PLAN

- Aggressively restructure to operate profitably at the current demand and changing model mix
- Accelerate development of new products our customers want and value
- Finance our plan and improve our balance sheet
- Work together effectively as one team

ONE GOAL

An exciting viable Ford delivering profitable growth for all

Expected Behaviors

Foster Functional and Technical Excellence

- Know and have a passion for our business and our customers
- Demonstrate and build functional and technical excellence
- Ensure process discipline
- Have a continuous improvement philosophy and practice

Own Working Together

- Believe in skilled and motivated people working together
- Include everyone; respect, listen to, help and appreciate others
- Build strong relationships; be a team player; develop ourselves and others
- Communicate clearly, concisely and candidly

Role Model Ford Values

- Show initiative, courage, integrity and good corporate citizenship
- Improve quality, safety and sustainability
- Have a can do, find a way attitude and emotional resilience
- Enjoy the journey and each other; have fun - never at others' expense

Deliver Results

- Deal positively with our business realities; develop compelling and comprehensive plans, while keeping an enterprise view
- Set high expectations and inspire others
- Make sound decisions using facts and data
- Hold ourselves and others responsible and accountable for delivering results and satisfying our customers

www.one.ford.com



The Plan

- Aggressively restructure to operate profitably at the current demand and changing model mix
- Accelerate development of new products our customers want and value...to deliver profitable growth for all
 - Serve all markets
 - Complete family of products
 - Best-In-Class – design, quality, green, safety, smart
- Finance our plan and improve our balance sheet
- Work together effectively as one team
 - Partner with all stakeholders and each other
 - Have Fun! Celebrate!



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2010 Highlights

- Overall, 2010 marked a pivotal year as Ford launched 24 new or redesigned vehicles in key markets around the world, including:
 - Redesigned Explorer (North American Truck of the Year)
 - New Fiesta,
 - Redesigned Edge and Lincoln MKS in North America
 - 2011 F150 lineup with completely new fuel-efficient engines
 - Redesigned C-MAX and new Grand C-MAX in Europe
 - New Figo in India (Indian Car of the Year)
 - New Ford Focus Launched Globally
- The company also announced more than \$9 billion in global investments for future growth, including \$4.5 billion in North and South America, \$2.9 billion in Europe and \$1.7 billion in Asia Pacific Africa.



2011 Business Environment

- Global economic growth projected to provide a solid foundation for a growing automotive industry
- Strong growth in emerging markets – China, India, Brazil, Turkey
- Economic and volume recovery underway in the U.S.
- Economic growth in Europe hampered by debt crisis
- Low interest rate policies in U.S. and Europe supportive of sales gains
- Commodity and other raw material cost trends are being affected by solid global economic growth
- Suppliers are being challenged as growing global demand is exceeding supplier installed capacity (primarily powertrain components)

We expect continued improvement in 2011, driven primarily by our growing product strength, a gradual strengthening global economy and an unrelenting focus on improving the competitiveness of all of our operations – Alan Mulally



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2nd Element of the “One Ford” Plan

- “Accelerate development of new products customers want and value” is achieved through the following:
 - A balanced portfolio of products facilitated by using Ford’s world class small and medium size vehicles available in other regions
 - Product excellence through leadership in fuel economy, quality, safety, and leading edge “comfort and convenience” technology
 - Reduction in the number of vehicle platforms, engines, transmissions, and customer offered complexity
 - Significant improvement in the profitability of small cars



Global Product Strategy

- **Bold, emotive exterior designs**
- **Great to drive**
 - Engaging driving dynamics
 - Comfort and convenience of a second home on wheels
- **Fuel economy as a reason to buy**
- **Innovative, class-leading technologies**
- **Exceptional value**

**Ford is developing new products
customers want and value.**



Consumer Trends

Consumer Electronics Association Survey: Tech Wish List

1. Voice activated wireless communications (61%)
2. Local information displayed on dashboard (58%)
3. Connections for digital media players (56%)

"The average driver spends 101 minutes per day on the road."

(University of California)



Top Reasons Drivers Want Technology In Vehicles

1. For entertainment
2. To communicate with others
3. Others in the car have something to do
4. To help make the best use of my time
5. For safety reasons
6. To stay informed
7. To alleviate stress

(Source: Consumer Electronics Association)



Delivering the Brand Pillars ...



**Ticket
of Entry**

Basic Expectations

Surprise & Delight



**Opportunity to differentiate
through technology**



Democratization of Technology ...

- To deliver high value content for our customers
- To differentiate our products
- To define our brand and enhance our corporate reputation

Leverage our global volume and scale to deliver relevant and affordable features and technologies to millions of customers around the world.



Electronics has Been and is Still Growing in Autos

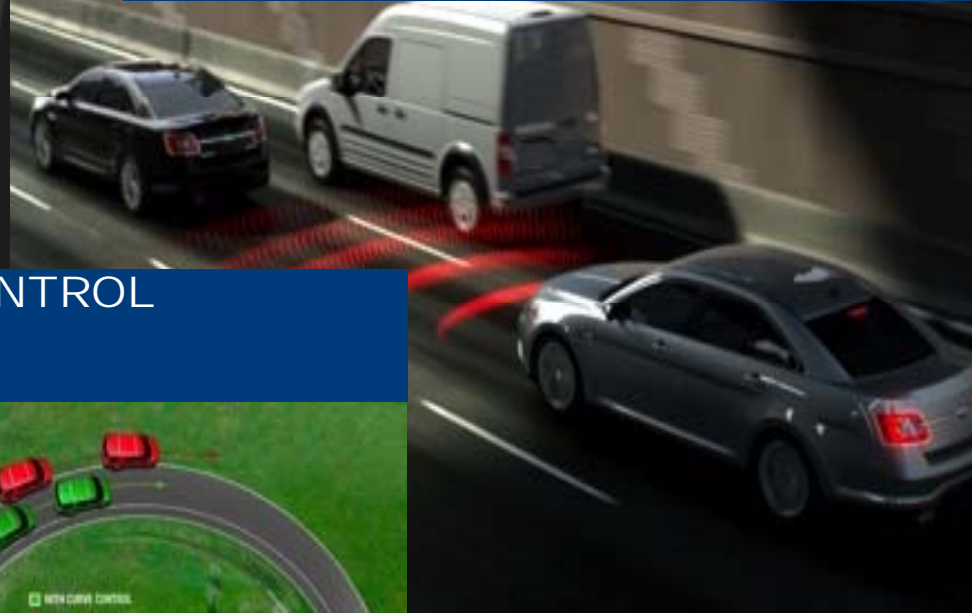
- In 2010, An estimated 30% to 45% of the vehicle value is electronics
- More than 10 Million lines of software code and growing
- More than 40 Electronic μ Controllers, over 60 on some luxury vehicles
- Every subsystem now has electronic controls
 - Powertrain (Engine, Transmission, Hybrid, Battery Electric, Plug-in etc.)
 - Chassis (Brakes, Steering, Roll Stability, etc.)
 - Body (Crash - Passive and in the future Active)
 - Body (Lighting, Windows, Locks)
 - Climate Control (Multi Zone, Instant Heat/Cool etc.)
 - Instrumentation
 - Entertainment (Multi-media, Navigation etc.)
- Vehicles now have Wireless Connections for:
 - Remote Entry/Start
 - Tire Pressure Monitoring
 - Bluetooth Phone and Media
 - WiFi



BLIND SPOT INFORMATION SYSTEM



ADAPTIVE CRUISE CONTROL



CURVE CONTROL SYSTEM



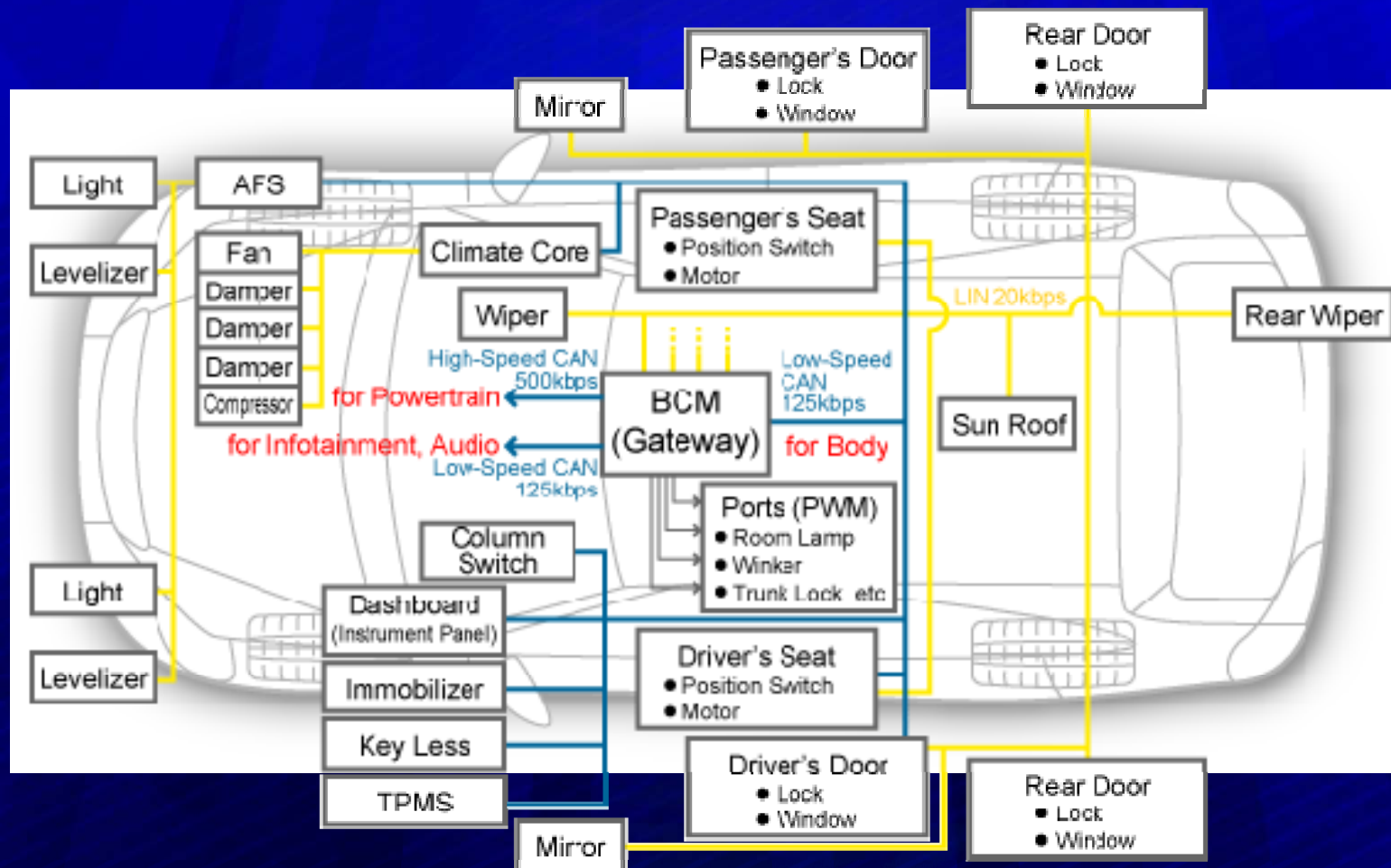
CROSS TRAFFIC ALERT



COLLISION WARNING WITH BRAKE SUPPORT



Electrical & Electronics on an Average Platform



The Automotive Electronics Industry



Technologies & Features

2012 Ford Focus



2012 Ford Focus: Driver Assistance & Active Safety



- Focus adds latest driver assistance and active safety technologies
- Focus will be an industry benchmark, even compared to premium products

DRIVE SAFE

Features	Ford New Focus	Audi A3	BMW 1 Series	VOLVO C30	Astra	VW Golf	BMW 7 Series	Audi A8	Mercedes S-Class
▲ Optional ● Standard ■ C-Segment Leader									
Adaptive Cruise Control (ACC)	▲						▲	▲	▲ ●
ACC Stop and Go							▲	▲	▲
Auto High Beam	▲	▲	▲		▲	▲	▲	▲	▲
Advanced Front Light		▲	▲	▲	▲	▲	▲	▲	
Active Park Assist	▲	▲				▲			
Speed Limiter	▲								▲
Front/Rear Park Aid	▲	▲			▲	▲	▲	▲	▲
Hill Launch Assist	▲ ●	▲			▲ ●	▲ ●	▲ ●	▲ ●	▲ ●
Lane Keeping Aid	▲							▲	
Traffic Sign Recognition	▲				▲		▲	▲	
Blind Spot Information System	▲			▲			▲	▲	▲
Distance Alert									▲
Driver Alert	▲								▲ ●
Forward Alert/Collision Mit.	▲						▲	▲	▲
Lane Departure Warning	▲				▲		▲	▲	▲
Low Speed Safety System	▲								
Pedestrian Recognition								▲	
Emergency Brake Light	▲ ●	▲ ●	▲ ●	▲ ●	▲ ●		▲	▲ ●	
Tire Pressure Monitoring	▲ ●	▲			▲	▲	▲	▲ ●	▲ ●
Trailer Stability Control	▲	▲			▲			▲	
Number Features Standard	3	1	1	1	2	1	1	3	4
Number Features Optional	13	7	3	2	7	5	11	12	8

Buzz



Brought-In

- Leveraging existing delivery methods
- “Riding along” with Technology Changes (3G/4G/LTE...)
- Customer Choices and Preferences
- Seamless Home, Personal, Vehicle, Office



Built-In

- Human Machine Interface
- Voice Recognition
- Reconfigurable Displays
- Touch screen/Touch Sense
- Coach/Personal Assistant



Partnerships



+

Microsoft[®]

SYNC

Powered by **Microsoft[®]**



SYNC

Powered by **Microsoft**

MyFord Touch

Keeps you Connected



- SYNC debuted on a 2008 Ford Focus.
- Over 3 Million Sync Equipped Vehicles are now on the road
- SYNC and MyFord Touch continue to be a significant strategic product differentiators for Ford.
- Vehicles equipped with SYNC turn twice as fast on dealers' lots as those without.
- Upwards of 70% vehicles we sell are equipped with SYNC
- Exposure to SYNC doubles a person's purchase consideration of Ford.
- SYNC requires no monthly subscription fees.



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What's in our Connected Future....

more people

urbanization

congestion



What's in Our Connected Future....

urbanization



What's in Our Connected Future....



What's in Our Connected Future....



***TIME LOST, MORE
COST***



What's in Our Connected Future...

Congestion Costs San Francisco Drivers Annually

49 Hours

39 GALLONS

\$1,112

Texas Transportation Institute, (TTI) 2010 Urban Mobility Report



What's in Our Connected Future....

An aerial, top-down view of a city intersection. Several cars are visible on the roads. A blue car in the center of the intersection is surrounded by concentric, semi-transparent blue circles, representing sensor waves or communication signals. Other cars, including a red one and a white one, are also visible. The scene includes crosswalks, streetlights, and green spaces around the intersection.

Intelligent Vehicles

Cars that Talk to Each other



What's in Our Connected Future....



TECHNOLOGY
COULD HELP IN

81%

OF LIGHT VEHICLE CRASHES

Smart Intersections



What's in Our Connected Future....



**REDUCE
FUEL
CONSUMPTION**

FROM RELATED TRAFFIC

Caravans/Platooning



What's in Our Connected Future....

Find and Reserve Parking



Electronics Playing an Important Role in Automotive

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Thank You

