

PRESS SHOW

**BILL FORD**

Good afternoon.

Welcome to Detroit and the North American International Auto Show. The Detroit show is always about seeing old friends and marking new beginnings. It signals another new year in this competitive, and compelling industry.

This year, it feels like something even more. A new future is dawning for our industry and a new spirit is moving this city.

I have spent my life here in Detroit. I've seen the highs and lows. Just 10 years ago, our city, our industry, and our company were fighting to stay alive. But today, Detroit is America's comeback city.

There's a renaissance unfolding here and it's wonderful to be a part of it. Our auto industry is healthy and vibrant. Every day we're proving the doubters wrong; who said we couldn't compete in the future.

No one owns the future. It is open for business and waiting to be created. But I believe Ford is uniquely positioned to shape it.

Why?

Well, we were the original transportation disrupter. Our employees are tough, resilient and have reinvented our company many times over 114 years.

Last month we announced that we are basing our autonomous and electric vehicle teams in a 110-year-old former factory in Detroit's Corktown, a neighborhood settled by Irish immigrants, who came in search of new opportunities all the way from County Cork, Ireland. Just as my family did.

Our heritage and our future are intertwined.

Ford was founded on the idea that the freedom of movement is fundamental to human progress. And it remains our guiding principle. And even with our industry in the midst of revolutionary change, Ford will absolutely stay focused on people and helping them improve their lives.

And that's why when you get into a Mustang or an F-150 you know it is not only a great vehicle... it also is a great experience... the sum total of generations of human ingenuity and hard work.

It's what sets Ford apart.

So today it's not only about exciting cars and big ideas, it is also about the passion and commitment of our people. They invest so much of themselves in their work and the products that they help to create. And I hope you'll see this come to life today.

Ford is a family company. And we see each generation of Ford people building the future for the next. And that's what gets us going every day.

We want to create a better tomorrow for all of us and to get there we're taking a fresh look at what's to come.

ROLL OPENING VIDEO

**JIM HACKETT**

Thank you.

Every day I come to work filled with great optimism but today, I'm particularly excited because this marks my first North American International Auto Show as CEO of Ford.

Over the years, I've been coming here as an attendee. And what was always striking to me was that the eyes of the world were on this show, waiting for the next breakthrough.

That's why this is a particularly exciting time. Vehicles are changing rapidly and becoming infinitely smarter. As a result, the cars we all love are poised to transform our world.

Cities will change because of the vehicles we make. Culture will evolve and shift. Businesses will grow and change.

In fact, I've been wondering how long it will be until auto shows look and feel a lot different; where our intelligent vehicles tell their own stories and directly demonstrate what they can do.

(Pause)

That transformation is already starting.

Last week at CES we shared more about our vision to become the world's most trusted mobility company by designing Smart Vehicles for a Smart World. We took you for a walk on The Living Street in the city of tomorrow to show how communities can be energized and revitalized by the development of new ways to connect and move.

I love where this is headed. Because this evolution is not about creating technology just for tech's sake or playing the game of feature creep that has defined this industry at times. This is about driving big, global change... on the human scale of cars and trucks.

A century ago, Henry Ford's Model T opened the highways to everyone who wanted to broaden their horizons and change their world.

Nearly all the important companies from that time have faded away. They've been disrupted by technology and change. Ford remains.

There are two reasons for that. First, we obsessively design and interpret technology in a human-centered way to meet people's evolving needs. The second reason Ford has endured boils down to one word. Passion.

For me, I feel that passion every time I head home in my Mustang GT 350. The unmistakable engine growl is so bold that my 2 beagles come running to the door when I'm still blocks away. The energy and power of that car expresses the passion that has always driven Ford.

It is a passion to build better lives. That will never change at Ford which is why we are not about to cede the future to anyone.

This passion doesn't just show up in our vehicles, you also see it in our efforts to develop Artificial Intelligence and a new transportation operating system. Just two more ways we are working to improve lives.

At Ford, you can feel this exciting, energizing focus in the hallways, in the factories, and in our people. It is everywhere.

That's why we wanted one of the team members who worked on our newest utility vehicle to help introduce it. Dozens of engineers, designers and technology leaders offered to do the honors and our challenge was to pick the one who would be able to handle the pressure of presenting here on the big stage for all of you.

(SHORT PAUSE)

So, we created a little test. Take a look

ROLL EDGE VIDEO

### **HAU THAI-TANG**

Thank you.

As you can see the hottest segment gets even hotter with the all-new Edge ST. This is our most advanced SUV ever, the first of a series on the way from the Ford Performance Group, and an all-new part of our Edge lineup.

Since it was introduced, Edge's success has been driven by the way it connects with customers and how it makes them feel.

ST is an exclamation mark, on the Edge line-up with a combination of head-turning design, smart technology and even more fun and sporty performance.

Positioned between Escape and Explorer, Edge ST expands our Always Unstoppable SUV family.

(SHORT PAUSE)

To tell you more about Edge ST, I'd like to introduce you to the team member who was best at handling pressure like a pro. She has been working on the new Edge program for two years - planning the thousands of tests that helped our team improve every single feature on the new Edge.

Ladies and gentlemen,

please welcome Edge team member, Diane Miller!

*(Lead applause)*

Congratulations Diane. Are you ready to do this?

**DIANE MILLER**

After riding with you? Piece of cake.

I have to admit I'm a bit of a car snob, so curb appeal matters to me. I love the wow factor that our designers gave the new Edge ST when it's coming at you, with signature monochromatic paint, unique LED lighting, and the subtle, but distinctive ST badging.

(QUICK PAUSE)

Plus, there's even more good stuff you *can't* see.

Ford Performance tuned the 2.7-liter EcoBoost engine to deliver 335 horsepower. Then, they combined all that power with a sport-tuned suspension and paddle shifters, giving the Edge ST a punch that drivers like Hau can really appreciate.

Inside, you immediately notice the unique ST design cues on the scuff plates and sport seats. Plus, our design team gave Edge a new interior with an all-new rotary shifter, that freed up space for things like storage and all-new wireless charging.

Drivers who hate unwanted road noise will appreciate that our acoustic engineers made the interior so quiet. And those who love their music, whether it's rock, country, classical or whatever, will appreciate the crisp, clear sound of the available B&O PLAY system.

Now, not everyone can handle a vehicle on the track like Hau, but anyone can be a smarter, safer driver with the advanced driver assist features that Edge offers, including Adaptive Cruise Control with Lane Centering, to help keep you in the middle of your lane and away from other

vehicles; Evasive Steering Assist to help you avoid obstacles by helping you steer if you aren't turning enough; and, when you've had an accident, Post-Collision Braking automatically kicks into help reduce the risk of a second collision.

Add it all up and Edge is the smartest, most advanced SUV we've ever created. And I should know because I planned over 3,000 individual tests to prove it!

(PAUSE)

What do you think, Hau? Did we hit all the high points?

**HAU THAI-TANG**

Thanks, Diane. I think you nailed it!

*(to audience)*

Let's hear it for Diane Miller and the all new Edge ST!

*(lead audience in applause)*

*(SHORT PAUSE)*

The new Edge lineup improves on our winning formula which continues attracting new, more affluent customers to the Ford brand.

Next up, we have a legendary nameplate that's built for individuals who love having the freedom to go where they want, when they want.

So grab the Ranger devices you found on your seat, because for the first time ever we're going to let YOU choose how we reveal the new Ford Ranger. When prompted, you'll have 4 seconds to quickly select option A or B.

Your choices will direct the action in this film. Here we go!

ROLL RANGER VIDEO

**RAJ NAIR**

Thank you.

Ladies and gentlemen, meet the Ford Ranger. All-new for North America and ready to help Ford take our *rightful place* in the midsize truck segment.

*(QUICK PAUSE)*

Sure, other companies have been dabbling here. But we're jumping back into the midsize segment from a different vantage point; a vantage point of dominating American trucks since 1977, before we even knew who Luke Skywalker's father was.

(PAUSE)

Ranger is an icon, with an emotional connection for millions including me.

Ranger was the first vehicle I worked on when I came to Ford in the late '80s. And one of my favorite Ford memories was working with the team on the global Ranger in Australia several years ago.

After our first drive of the prototypes, I knew then we had a world-class truck with great maneuverability and an ideal blend of capability and fuel economy.

Since Ranger went on sale in 2011, it's become the best-selling midsize pickup in Europe, South Africa and New Zealand.

And Ranger's sales jumped from Number 5 to Number 2 globally without even offering it in the world's largest truck market.

And now the time is right to bring it here, designed and engineered specifically for North American customers.

(PAUSE)

Now, on the all-new Ranger, the first glance tells you it's Built Ford Tough.

It has an athletic stance, available LED lighting, and a class-exclusive frame-mounted steel bumper, which is a big deal to truck fans.

And let's be clear - real trucks do NOT have fascias.

What really matters is what you can't see; like a fully boxed high-strength steel frame, that enables the best-in-class payload, excellent towing, and off-road durability that truck owners expect from Ford.

Ranger is not only Built Ford Tough capable, it's adventure-ready with a 2.3-liter EcoBoost engine that allows us to target best-in-class torque.

Ranger's FX4 off-road package delivers an off-road tuned suspension with enough ground clearance to clear obstacles, frame-mounted skid plate, and an electric locking rear differential to improve traction.

There is also innovative technology like our Terrain Management System and new Trail Control that's like cruise control for off-road driving.

If your adventures involve towing, Ranger has a Blind Spot Information System with Trailer Coverage, that monitors for vehicles in blind spots, even on the side of the trailer.

And no matter where your adventures take you, SYNC Connect with WiFi hotspot allows passengers to stay connected with up to 10 mobile devices.

That's the all new Ranger.

It's smart, capable and it's the only mid-size pickup that's Built Ford Tough.

*(LEAD APPLAUSE)*

Of course, you know how I feel about building vehicles for passionate enthusiasts who want cars that turn heads ... this is what transforms every day drives into real adventures and it's what our next new car is all about ...

ROLL MUSTANG VIDEO

**MOLLY MCQUEEN**

Hi, I'm Molly McQueen, and Steve McQueen was my grandfather.

It was fifty years ago that his iconic film, Bullitt was released.

It's crazy, you talk to people about great car chase movies and it remains the gold standard.

Now, I might be a little biased but I think a lot of that has to do with the passion that my grandfather brought to driving.

You all know he loved cars and truthfully, he could have chosen any car in the world to put in that movie. But he chose the Mustang for two reasons.

First, it was incredibly important to him that it be a car that the average American could afford. And second, because it's bad ass.

It's the best of both worlds. I love that he wanted the car to be accessible to a lot of people. He wanted to give them an opportunity in real life to capture the thrill they saw on screen. That's why I am so excited to be here with you to unveil the all-new Mustang Bullitt.

This car does something that really channels the spirit of my grandfather. When I was younger, I remember finding a copy of the Bullitt script in a box at our house. It had all of his notes scribbled on it but what really caught my eye was the fact that he had crossed out line after line of his own dialogue.

Now, as an actor myself, I can tell you actors don't typically give themselves *less* to say. But he was smart enough and confident enough to strip away everything that was unnecessary. And what was left was thrilling.

The same is true of the 2019 Bullitt. It's a minimalist work of art that calls back the original '68. De-badged, with unique 19-inch wheels, a faux gas cap, and a manual transmission only, with a cue ball shift knob, just like my grandfather would have wanted.

The engineers even gave the V8 a signature exhaust note, and while they were at it, they made it even more powerful than a Mustang GT. It's fast, fun, and effortlessly cool.

You know, I never got to meet my grandfather. He died before I was born. But thanks to my mother's stories, he's always been part of my life. And I'd like to think that he's looking down on us now as he shifts into fourth.

And if you are looking down Steve, we've got a special treat for you, that I know you will like.

ROLL MOLLY AND SEAN VIDEO

Thank you, Sean, and thank you for bringing your car!

**JIM FARLEY**

(*Lead applause on Mustang,*)

Molly we're so thankful you could be with us today.

This is what Ford is all about. The people. The icons.

Droptop Mustang. Raptor. An orange Escort Mexico.

And can a Battery Electric stir the soul?

That's what we do at Ford. And now we plan to do even more of it by increasing our investment in electric vehicles to \$11 billion. And using this technology to give people more of what they love about our most popular vehicles, like enough capability to get the tools to the job site, and now to power the job site itself.

Or keep you running on game day even during a blackout.

(ROLL F-150 VIDEO)

Best of all? We're not stopping there with F-150.

(PAUSE)

We're thinking about the future of performance and what happens when this....

(PAUSE: Loud sound of Mustang V8 washes over the crowd)

... meets e-Racer-like acceleration and torque

(PAUSE: Loud sound of Formula E washes over crowd) ...

What does that *look* like?

It's too soon to show you but here's what our next Battery Electric is going to feel like.

(PAUSE TEASER VIDEO)

We can't wait! The beginning of a whole new world for customers and the best of Ford.

And now I'd like to welcome Jim Hackett back to the stage.

### **JIM HACKETT**

There you have it. Our passion, smarts, and people. And our vision for the future.

Thank you for helping us celebrate what makes our industry, and our company, so special today.

We are in the midst of an exciting, world-changing time and as you can see, Ford is leveraging all our capabilities and passion for an even more vibrant future.

So, please come up and experience the passion and vision of the blue oval.

Thank you.

