



World Headquarters

One American Road
Dearborn, MI 48126-2798 USA

October 5, 2017

Greenpeace USA
702 H Street NW, Suite 300
Washington, DC 20001

Environment America
600 Pennsylvania Ave SE, Suite 400
Washington, DC 20003

Public Citizen
215 Pennsylvania Avenue SE
Washington, DC 20003

Safe Climate Campaign
1825 Connecticut Avenue NW
Washington, DC 20009

Sierra Club
50 F Street NW, 8th Floor
Washington, DC 20001

U.S. PIRG
600 Pennsylvania Ave SE
Washington, DC 20003

Dear NGO Leaders:

Thank you for your recent letter to Jim Hackett regarding your interest in understanding Ford's commitment to addressing climate change. We value the open dialogue we have with NGOs on this important issue. We know climate change is real, and we will continue to work with you and leaders around the world in support of ambitious global greenhouse gas reduction targets.

We are committed to continued reductions in emissions from our vehicles and factories around the world, and every day we work toward this goal. While we remain deeply committed to improving fuel economy across our traditional vehicle lines, we also know there is an important opportunity to further reduce CO2 emissions as we move into a world of smart vehicles and smart environments, including car sharing, dynamic shuttles and other mobility solutions. If implemented the right way, these new mobility solutions will make a significant positive impact on the environment by taking vehicles off of roads while also improving people's lives by providing them with safe, accessible and affordable transportation. We are excited to work with like-minded partners to bring these smarter solutions to cities around the world.

For years, Ford has held a unique position in supporting *all* stakeholders working together to further reduce greenhouse gas emissions while staying true to our heritage - building affordable transportation for all. And we especially appreciate the recent comments by California's Mary Nichols about how we can work together with the Administration to advance our shared goal for environmental progress.

Under Bill Ford and Jim Hackett's leadership, we are placing an even greater emphasis on our electrified vehicle strategy. To speed up design and development of battery electric vehicles, we created "Team Edison," a dedicated EV team that will bring together technology, product development and advanced manufacturing to ensure we create winning battery-electric vehicles for customers around the world.

We also have committed to reducing our internal combustion engine capital expenditures by one-third and redeploying that capital into electrification, on top of our previously announced \$4.5 billion investment.

As we work to bring even more electric and low carbon vehicles to the market, our hope is that we can continue to work together to use the power of our collective voice to encourage consumers to consider these fuel-efficient choices.

I want to assure each of you that we share the same goal of reducing greenhouse gas emissions. Contributing to a better world has always been a core value for Ford, and our commitment to sustainability is a key part of who we are. We have made progress, and there is more to do.

We hope we can continue to work together as we address this critical issue.

Sincerely,

A handwritten signature in cursive script that reads "Kim Pittel".

Kimberly L. Pittel
Group Vice President
Sustainability, Environment & Safety Engineering