



QUALITY LEADERSHIP MESSAGE



Bill Ellis

UAW Executive Program Director
& Co-Chair National Quality Committee



Erhan Yengulalp

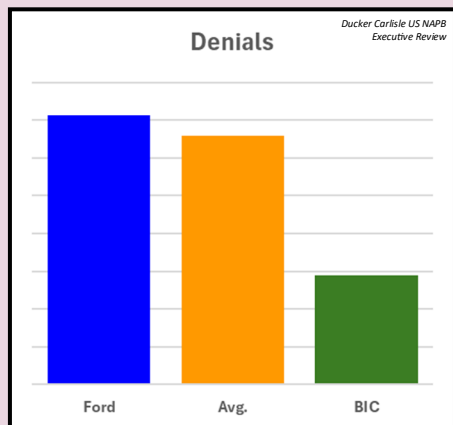
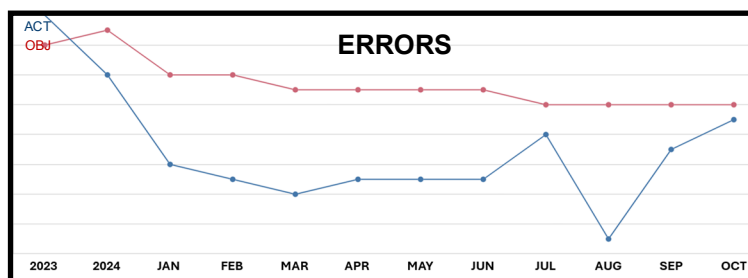
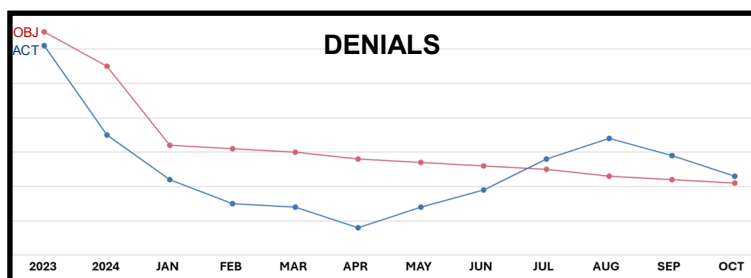
FORD Director
Distribution Logistics Americas-Dubai

PRINCIPLE 4: ENSURE PEOPLE HAVE THE NECESSARY SKILLS AND TOOLS TO DO THEIR JOBS

DRIVE TO BE #1 - IMPROVE EVERY DAY

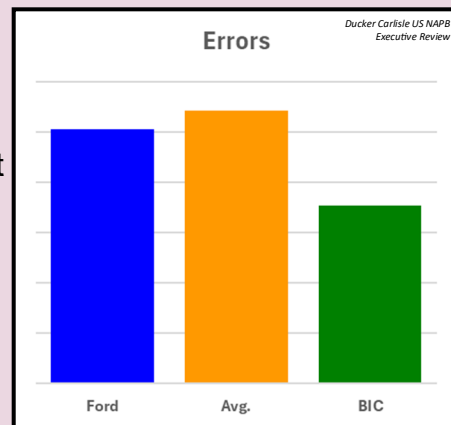
DECEMBER 2025

Errors and Denials have **improved significantly** month over month, and for 2025 we are close to best ever results. But, to compete for “**Best In Class**” we cannot afford to **make defects, take defects, nor pass them on**. Therefore, we need **YOUR** continued effort in executing the Quality Operating System (QOS), putting the customer first with the mindset of **THE RIGHT PART, ON TIME, EVERY TIME**.



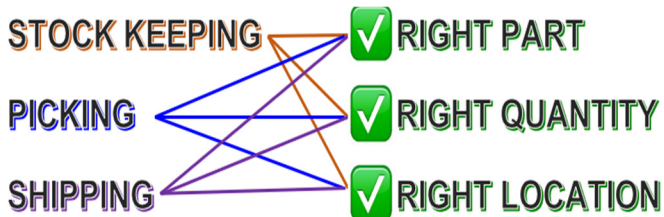
Ford's Total Customer perceived errors are the **second highest** compared to competitors. However, Ford US error rate is slightly below the competitor average but is slightly higher than comparable OEMs.

There is an opportunity to improve quality, specifically **focusing on damages, transportation, and floor denials**, to match competitor levels.



Given our customer's expectations for uncompromised quality, it is important that we ensure people have the necessary skills and tools to do their jobs.

PUTTING TRAINING & TOOLS INTO ACTION

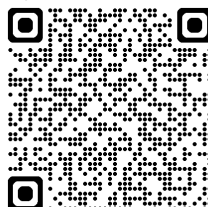


- Follow the DPA process
- Understand your Errors & Denials
- Eliminate waste
- Zero Error Mindset
- Escalate concerns
- Communicate Continuous Improvement opportunities

We are asking you to be the eyes and ears for all Ford customers. If something doesn't look right to you, or measure up to our quality standards, we urge you to question it immediately and follow the standard escalation processes to ensure timely resolution:

Quality Concern Resolution Process and Quality Hotline

Quality Concern Resolution Process & Form



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

TOGETHER WE HAVE THE KNOWLEDGE, VISION, AND THE TOOLS TO CONTINUE OUR IMPROVED QUALITY PERFORMANCE!