



FORD FLEET

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Dear valued customer,

Today we have announced the return to work plan and key dates in which a phased North American restart of our production plants will begin. In effort to keep our customers informed, we have outlined the plan for you below:

- **Restart of North American Plants**
 - We have been closely monitoring the situation for the past eight weeks, and on Monday, **May 18**, we will resume most of our manufacturing operations in North America. We continue to assess public health conditions as well as supplier readiness and will adjust our production resumption plans accordingly.
 - Ford will also begin returning some team members whose jobs cannot be done remotely such as vehicle testing and design, to work beginning **May 18**, including approximately 12,000 personnel in North America
 - Ford parts distribution centers will resume full operations in North America on **May 11** to support Ford dealers in providing service to keep vehicles on the road
- **Keeping our Employees Safe**
 - We will be implementing a staggered approach to bring back approximately 12,000 “location dependent” employees who are not able to do their jobs remotely, encompassing functions including product development, IT, facilities management and more. The staggered approach allows Ford to effectively implement new safety protocols and provide proper personal protective equipment (PPE) for all employees as they return to work.
 - To guide the workforce with the new health and safety protocols, Ford has compiled a comprehensive Manufacturing Return to Work Playbook to help protect its workforce, assembled using best practices and input from experts around the world. We are providing a copy of Ford’s playbooks to ensure that suppliers and their employees are aware of Ford’s health and safety practices when onsite at Ford facilities or interacting with Ford teammembers. The playbooks were developed specifically for Ford and will change over time as expert recommendations, regulatory guidance and industry practices evolve. These playbooks are not legal or policy advice. You should not rely on the Ford playbooks as best practices for your own workplaces. You can view a copy of that playbook [here](#).
 - Company-provided face masks will be required for anyone working at a Ford site, in line with the company’s global protocols, while safety glasses or face shields will be required in some instances. By producing face masks and face shields, Ford is helping reduce demand on stretched supply chains for personal protection equipment also needed by medical services and other industries.

We are looking forward to getting our operations back up and running. Timing on a return to full production will be dependent on a number of factors, including customer demand and supplier readiness. We plan to adjust our production acceleration post restart to match demand recovery and are expecting a more normal level of production across our business by the fourth quarter.

If you should have any questions, please contact your account manager or email CORONA19@FORD.COM. Thank you for your patience and continued support as we pull through this pandemic together. We will continue to provide regular updates as this fluid situation unfolds.

Stay safe and all the best,
Mark Buzzell