

November 14, 2019

Mr. Jonathan E. Osgood
Secretary
Ford Motor Company
One American Road
Dearborn, MI 48126-2798

Dear Mr. Osgood:

The Unitarian Universalist Association, a shareholder of Ford Motor Company, is hereby submitting the enclosed resolution for consideration at the upcoming annual meeting. The resolution requests that the Board authorize the preparation of a report, to be updated annually, disclosing the company's lobbying activities and expenditures. The UUA is a co-lead filer of this proposal with the Office of the New York City Comptroller.



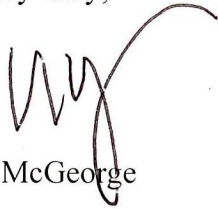
Andrew McGeorge, CFA
Treasurer and
Chief Financial Officer

The Unitarian Universalist Association ("UUA") is a faith community of more than 1000 self-governing congregations that brings to the world a vision of religious freedom, tolerance and social justice. With roots in the Jewish and Christian traditions, Unitarianism and Universalism have been forces in American spirituality from the time of the first Pilgrim and Puritan settlers. The UUA is also an investor with an endowment valued at approximately \$197 million, the earnings from which are an important source of revenue supporting our work in the world. The UUA takes its responsibility as an investor and shareowner very seriously. We view the shareholder resolution process as an opportunity to bear witness to our values at the same time that we enhance the long-term value of our investments.

We submit the enclosed resolution for inclusion in the proxy statement in accordance with Rule 14a-8 of the General Rules and Regulations of the Securities and Exchange Act of 1934 for consideration and action by the shareowners at the upcoming annual meeting. We have held at least \$2,000 in market value of the company's common stock for more than one year as of the filing date and will continue to hold at least the requisite number of shares for filing proxy resolutions through the stockholders' meeting.

Verification that we are beneficial owners of the requisite shares of Ford Motor Company is enclosed. If you have questions or wish to discuss the proposal, please contact Millicent Budhai representing the Office of the New York City Comptroller at (212) 669-2536 or mbudha@comptroller.nyc.gov or Timothy Brennan representing the UUA at (617) 620-0574 or tbrennan@uua.org.

Yours very truly,

A handwritten signature in dark ink, appearing to read 'Andrew McGeorge', with a large, sweeping flourish extending from the end of the signature.

Andrew McGeorge

Enclosure: Shareholder resolution
Proof of ownership

Whereas, we believe in full disclosure of Ford's direct and indirect lobbying activities and expenditures to assess whether Ford's lobbying is consistent with its expressed goals and in shareholders' best interests.

Resolved, the shareholders of Ford request the preparation of a report, updated annually, disclosing:

1. Company policy and procedures governing lobbying, both direct and indirect, and grassroots lobbying communications.
2. Payments by Ford used for (a) direct or indirect lobbying or (b) grassroots lobbying communications, in each case including the amount of the payment and the recipient.
3. Description of management's decision-making process and the Board's oversight for making payments described in section 2 above.

For purposes of this proposal, a "grassroots lobbying communication" is a communication directed to the general public that (a) refers to specific legislation or regulation, (b) reflects a view on the legislation or regulation and (c) encourages the recipient of the communication to take action with respect to the legislation or regulation. "Indirect lobbying" is lobbying engaged in by a trade association or other organization of which Ford is a member.

Both "direct and indirect lobbying" and "grassroots lobbying communications" include efforts at the local, state and federal levels.

The report shall be presented to the Audit Committee or other relevant oversight committees and posted on Ford's website.

Supporting Statement

Ford spent \$47,193,894 from 2010 – 2018 on federal lobbying. This does not include state lobbying expenditures, where Ford also lobbies but disclosure is uneven or absent. For example, Ford spent \$3,227,295 on lobbying in California from 2010 – 2018.

Ford sits on the board of the Chamber of Commerce, which has spent more than \$1.5 billion on lobbying since 1998, belongs to the Business Roundtable, which is lobbying to limit the ability of shareholders to file resolutions, and is a member of the Alliance of Automobile Manufacturers, which spent \$16,320,000 on lobbying for 2017 and 2018. Ford does not disclose its memberships in, or payments to, trade associations, or the amounts used for lobbying.

We are concerned that Ford's lack of disclosure presents reputational risks when its lobbying contradicts company public positions. For example, Ford claims it supports the Paris climate agreement, yet a 2019 InfluenceMap report identified Ford among the strongest opponents lobbying to undermine it.¹ As shareholders, we believe that companies should ensure there is alignment between their own positions and their lobbying, including through trade associations.

Investors participating in the Climate Action 100+ representing \$34 trillion in assets are asking companies to align their lobbying with the goals of the Paris Agreement. Ford uses the Global Reporting Initiative (GRI) for sustainability reporting yet fails to report "any differences between its lobbying positions and any stated policies, goals, or other public positions" under GRI Standard 415.

¹ <https://www.theguardian.com/environment/2019/oct/10/exclusive-carmakers-opponents-climate-action-us-europe-emissions>

We believe the reputational damage stemming from this misalignment between general policy positions and actual direct and indirect lobbying efforts harms long-term value creation by Ford. Thus, we urge Ford to expand its lobbying disclosure.