



[REDACTED]  
Oakland, CA  
[REDACTED]

April 8, 2020

William Clay Ford Jr.  
Executive Chairman  
Ford Motor Company  
P.O. Box 6248  
Dearborn, MI 48126

Re: 2018 Ford Escape No.1FMCU9J95J [REDACTED]

Dear Executive Chairman Ford:

As my attached letter last year to Jim Hackett reveals, I am a retired lawyer (Yale Law School), owing 12,000 shares now of Ford stock, and if the tire problems described in that letter were all that was involved here, I would not write. But having represented Boards in my law practice, I thought my experience with my Ford vehicle was so negative, so negatively persistent, the Board should know about it and hopefully respond, perhaps by the Audit Committee. I paid top dollar for my Ford Escape with all its safety features, and received a substandard car, as you will see. There simply was no quality control.

I. Continental Wins the Blowout Competition, 5 to 0.

As the attached letter states, with Ford's standard Continental tires on my vehicle, I had 5 blowouts, mostly on local streets with approximately 10,800 miles of use. Each flat required a wait for the tow truck, and then the delays and inconvenience of having the tire replaced. On March 14, 2019 I made an arrangement with Walnut Creek Ford to purchase 4 new Michelin tires for \$853.00 which I have had on my Escape since then, almost 13 months without a tire incident, now at 20,500 or so miles in the same driving circumstances. The only written communication I received from Ford was a letter dated March 20, 2019 attached, which stresses my tires were not covered by warranty, something of no concern to me, but importantly said my "comments would be sent to the appropriate department for review". Very interesting, because I never heard a single response from your company about why the Continental tires blew. And today we have the irrefutable evidence that Michelin tires performed as they should. I was ready to pass on this whole chapter, with the substantial inconvenience, until your car totally failed last month.

II. My Ford Escape Totally Fails on Saturday March 28.

After the tire incidents cooled down, I had only one other serious incident, namely in December of last year, the electronics in the car would not shut down, causing the battery to run out and requiring AAA to visit to recharge the battery. Walnut Creek Ford serviced the vehicle and advised how I could remedy the situation manually if I had to, something an [REDACTED] year old retired lawyer is not comfortable with. Then catastrophe struck: On Saturday March 28, on a short trip for groceries, a light came on my panel stating the vehicle was over-heated, and went into limp mode, and asked me to stop. I pulled over on what was usually a busy street and was eventually towed to Walnut Creek Ford where two weeks later I picked up my car with a new engine. Because I chose not to rent a car, I was without a car for two weeks.

III-

Action Requested.

I did not receive what I bargained for, but here I write as a shareholder reflecting that this situation was negative for both Ford and me. I ask you to forward this letter on to your Audit Committee to refer to the appropriate quality control personnel for a considered response. The five Continental tire failures are of particular concern as they raise an important safety issue, one that I do not take to Federal Government but to you. I think I deserve a considered response, which is more than warranted.



[REDACTED]  
Oakland, CA [REDACTED]

February 7, 2019

James Hackett  
President and Chief Executive Officer  
Ford Motor Company  
P.O. Box 6248  
Dearborn, MI 48126

Dear President Hackett:

I am a retired lawyer, and own 10,000 shares of Ford. I have been a very long-standing holder of Ford stock, and apologize for this interruption of the important and time-consuming work you are doing to ensure the future of Ford. However, a management and customer service issue has occurred that I must raise and seek your assistance.

I have leased or owned Ford vehicles for at least 20 years, and in late 2017 I turned in my trusty Ford Explorer for a new Ford Escape at Walnut Creek Ford, expressing loyalty to Ford that I thought I should do as a Ford shareholder. I paid top dollar and turned in my Explorer in excellent condition because the new Escape had safety features of importance. I was pleased because I would be serviced in the future by Walnut Creek Ford which had serviced my Ford vehicles for many years. Unfortunately, my Escape has been a great disappointment, particularly because I have suffered 5 blown tires because of sidewall blowouts on the streets nearby.

The first blowout occurred in early January 2018, five weeks after I purchased the Escape. The second occurred in early April 2018, at which time Walnut Creek Ford gave me a new Continental tire. Blowouts occurred again in September 2018 and in early January this year; I purchased new tires on each occasion. Then last Sunday, February 3, another blowout occurred, and I have just ordered another tire. Each of these blowouts came after an entry into the street where I live, or on a street nearby. On each occasion, it appeared that the side of the tire had cracked near the rim. In my some sixty years of driving I have experienced very few blowouts and almost always on rocky roads. After over a year, I have had five blown tires on City streets, and have driven just over 10,400 miles.

Today I visited Walnut Creek Ford and talked to Tim Lautze a Service Manager to try to find a solution to a time consuming, frustrating, and a negative Ford experience, calling and waiting for a Tow Truck to arrive to put on a spare(Ford has good spares) and then purchasing and installing a new tire. We discussed upgrading from the standard Continental tires to Michelin, costing some \$1,054 for four. I immediately said I would

pay for two, leaving two to be paid by WC Ford and Ford. He called an Eric Karanicas at Ford Customer Service who refused to proceed.

This is a waste of all of our time, as the profit on the two tires I would purchase would pay for another, leaving only one tire for Ford, in a situation where I did not receive what I paid top dollar for in the first place. And in the future, I will refuse to deal with WC Ford or Ford for service or a new vehicle, very short sighted indeed.

Jim, please have someone take care of this unfortunate situation. Thanks.

Very Truly Yours,

A solid black rectangular redaction box covering the signature area.

Cc: Tim Lautze, Walnut Creek Ford



March 20, 2019

[REDACTED]  
Oakland, CA [REDACTED]  
[REDACTED]  
[REDACTED]

Dear [REDACTED]

Thank you for contacting Ford Motor Company. We have received your letter regarding your 2018 Ford Escape and the tire concerns associated with it.

We appreciate the time you took to write to us and understand the circumstances that caused you to reach out. We understand your experience with your vehicle has not been up to par. Please note that your comments will be sent to the appropriate department for review. Per my research, tires are deemed normal wear and tear items and are not covered under warranty. Although we cannot make outbound calls, please feel free to contact our Customer Relationship Center if you would like any other assistance or have more questions. They can discuss with you any available options. We also recommend staying in contact the Service Manager at the dealership directly to review your immediate concerns.

You can reach our Customer Relationship Center at 1-800-392-3673, select option 1 for English. Our inbound phone team is available Monday – Friday 8am – 8pm EST. Hearing-impaired callers with access to a TDD may contact 1-800-232-5952. You can also chat with us Monday – Friday 8:30am – 10pm EST and the weekends 11am – 7pm EST. You will find our chat option on [www.owner.ford.com](http://www.owner.ford.com), scroll almost to the bottom of the page where you will find a blue banner with our LIVE CHAT feature.

Thank you for your feedback. We hope that this has not made your faith in the Ford brand waiver and hope that we can keep you as a loyal and valued customer.

Sincerely,

Ebonee  
Customer Service Representative  
Ford Motor Company



\$7.75

0509480517-02

PRIORITY MAIL 2-DAY®

0 Lb 2.40 Oz  
1006

EXPECTED DELIVERY DAY: 05/12/20

SHIP TO:  
WASHINGTON DC 20590

USPS TRACKING® NUMBER



95

PRIC  
MA

- Date of delivery
- USPS TRACKING® international desti
- Limited international ins
- Pick up available.\*
- Order supplies online.\*
- When used internationa declaration label may b
- Domestic only



DOT

5/14/2020 12:43:55 PM

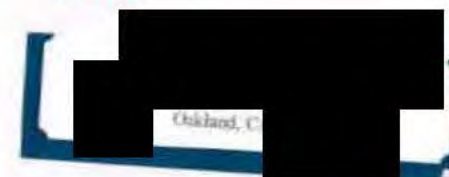
To: [Redacted] ation  
 Local [Redacted]  
 Cost Center: 4 West  
 Mail Point: NEC, NOA, NIA  
 External Carrier: DELIVERY CONFIRMATION  
 Sender:  
 Manufacturer:  
 Purchase Order:

Free Pickup, QR code.



PM/PICKUP

FROM:



FOR ODI

TO:

National Highway Traffic Safety Administration  
 1200 New Jersey Avenue SE  
 Washington DC, 20590

.W41306

This envelope is made from post-consumer waste. Please recycle again.

\* Domestic only. \* For Domestic shipments, the maximum weight is 70 lbs. For international shipments, the maximum weight is 4 lbs.