Company Overview

- Founded in 1903.
- Worldwide Automotive
- 164,000 employees worldwide
- 70 plants worldwide
- Executive Chairman William Clay Ford, Jr.
- President and CEO Alan Mulally

Sources:
Ford Motor Company 2010 Annual Report
Ford Sustainability Report 2010 /11
ONE FORD PLAN

ONE TEAM
People working together as a lean, global enterprise for automotive leadership, as measured by:

Customer, Employee, Dealer, Investor, Supplier, Union/Council, and Community Satisfaction

ONE PLAN
• Aggressively restructure to operate profitably at the current demand and changing model mix
• Accelerate development of new products our customers want and value
• Finance our plan and improve our balance sheet
• Work together effectively as one team

ONE GOAL
An exciting viable Ford delivering profitable growth for all

Expected Behaviors

Foster Functional and Technical Excellence
• Know and have a passion for our business and our customers
• Demonstrate and build functional and technical excellence
• Ensure process discipline
• Have a continuous improvement philosophy and practice

Own Working Together
• Believe in skilled and motivated people working together
• Include everyone; respect, listen to, help and appreciate others
• Build strong relationships; be a team player; develop ourselves and others
• Communicate clearly, concisely and candidly

Role Model Ford Values
• Show initiative, courage, integrity and good corporate citizenship
• Improve quality, safety and sustainability
• Have a can do, find a way attitude and emotional resilience
• Enjoy the journey and each other; have fun - never at others’ expense

Deliver Results
• Deal positively with our business realities; develop compelling and comprehensive plans, while keeping an enterprise view
• Set high expectations and inspire others
• Make sound decisions using facts and data
• Hold ourselves and others responsible and accountable for delivering results and satisfying our customers

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2011 Operating Results

- Revenue, $136.3 billion
- Net income $20.2 billion

2011 Sales (by automotive segment)

<table>
<thead>
<tr>
<th>(in thousands)</th>
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</thead>
<tbody>
<tr>
<td>Ford North America</td>
<td>2,698</td>
</tr>
<tr>
<td>Ford South America</td>
<td>461</td>
</tr>
<tr>
<td>Ford Europe</td>
<td>1,634</td>
</tr>
<tr>
<td>Ford Asia Pacific Africa</td>
<td>861</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>5,654</strong></td>
</tr>
</tbody>
</table>

Sources:
Ford Motor Company 2011 Annual Report
<table>
<thead>
<tr>
<th>Business Driver</th>
<th>IT Enabler</th>
<th>Annual Growth 07-11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Process Automation</td>
<td>Servers (Physical + Virtual)</td>
<td>20%</td>
</tr>
<tr>
<td>Enable Fewer Prototypes</td>
<td>Numerically Intensive Computing (EGF)</td>
<td>49%</td>
</tr>
<tr>
<td>Business Information Usage</td>
<td>Storage (TB)</td>
<td>40%</td>
</tr>
<tr>
<td>ONE Ford Integration</td>
<td>Network (Wide area network traffic, Gbps)</td>
<td>65%</td>
</tr>
<tr>
<td>ONE Ford Collaboration</td>
<td>Team Workspaces (SharePoint sites)</td>
<td>18%</td>
</tr>
<tr>
<td></td>
<td>Audio Conferencing (Minutes)</td>
<td>19%</td>
</tr>
<tr>
<td></td>
<td>Data Conferencing (WebEx Minutes)</td>
<td>194%</td>
</tr>
</tbody>
</table>

IT volumes have increased dramatically to provide greater business capability, improved collaboration and now growth.
# Global IT Update

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Ford IT Spend / % of Revenue</td>
<td>1.4%</td>
<td>1.1%</td>
<td>1.2%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Project Spend (New capability)</td>
<td>17%</td>
<td>30%</td>
<td>33%</td>
<td>75%</td>
</tr>
<tr>
<td>Global Integration Spend</td>
<td>&lt;30%</td>
<td>&gt;44%</td>
<td>55%</td>
<td>&gt;50%</td>
</tr>
<tr>
<td>Global Application Integration</td>
<td>&lt;20%</td>
<td>34%</td>
<td>37%</td>
<td>&gt;70%</td>
</tr>
<tr>
<td>IT Operating Cost</td>
<td></td>
<td></td>
<td></td>
<td>&gt;$400m</td>
</tr>
<tr>
<td>Low Cost Sourcing</td>
<td>&lt;12%</td>
<td>37%</td>
<td>38%</td>
<td>&gt;300%</td>
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<tr>
<td>GAO Comments / Audit</td>
<td>1.3</td>
<td>0.1</td>
<td>Maintain</td>
<td>&gt;90%</td>
</tr>
<tr>
<td>Pulse ESI</td>
<td>&lt;67%</td>
<td>73%</td>
<td>Improve</td>
<td>&gt;6%</td>
</tr>
</tbody>
</table>

Since 2005 we have significantly improved key IT operating metrics, while restructuring and investing more in ONE-Ford integration.
2013 Ford C-MAX Hybrid
Architecture Management

Solution Delivery Governance: Enterprise Architecture & Assurance
Governs the usage of Architecture and Technology Standards

Central (EAA)

Local EAAs
Local EAAs
Local EAAs

Technology Standards Governance: Technology Management Council
Governs the Architecture and Technology Standards

Technology Management Council (TMC)

Minors
Layers

Major
Layers

IT OCM

Architecture Advisory Council (AAC)

Metrics

AMPO

Education and Communication: Architecture Publications
Documents the current Strategies, Guides, Patterns, etc.

Architecture Managers

Authors

Peer Reviewers

AMPO

Enterprise Technology Strategy
Processes

The IT Operating Model

Enterprise Architecture is a key component to the IT Operating model.
Develop and launch the new global business facing functions, roles and processes to enable IT to strategically partner with the business and help shape the future.

**Processes**
- Portfolio Management
  - Envisioning
  - Strategy Formulation
  - Portfolio Planning
- Relationship Management

**Functions**
- Business Relationship Management
- IT Strategy and Planning
- Information Management
- Enterprise Architecture

The focus is on those processes and roles required to drive business systems integration for Ford.
The Portfolio Management Process enables IT to engage in shaping Business and IT Strategies aligned to the “One Ford Plan”.

- **Envisioning**
- **Strategy Formulation**
- **Portfolio Planning**

**High-Level Business Idea**

**Opportunities Aligned to Strategies**

**Approved Projects**
Organizational transparency enables business transformation

- Organization Models
- Business Strategies
- Current Landscapes

Business Information concepts define the language of the business

Business Capabilities

Value Streams

Information Assets

Systems

Capabilities define “what” a business does

- Prioritization/Planning
- Governance
- Standards/Roadmaps
- Projects

Systems define how a business gets things done, whether manual or automated

Value stream define how a business delivers end-to-end value for external, internal stakeholders

The industry has standardized on set of core models to base the language of IT on for conversation with business.
**Portfolio Management Process**
- Process for defining solution alternatives that meet business objectives
- Consists of Envisioning, Strategy Formulation, and Portfolio Planning
- Defines roles, responsibilities, and artifacts
- BRM is accountable for delivery
- Results in a set of prioritized projects for Solution Delivery

**Solution Definition Service**
- Scalable service to deliver Portfolio Management Process
- Engagement Model for BRM
- Common process, methods, tools, and artifacts to deliver service
- Scalable resource model
- EA/IM engaged to deliver Envisioning, Strategy Formulation, and Portfolio Planning

**Services provided by EA/IM**
- Defines Process
- Defines People
- Defines business capabilities
- Defines Technologies (Tools)
- Scalable
- Reusable within other services

**Ex. Information Management Service**
- Diagnose info root cause of business issue
- Develop Information Roadmap
- Assess value of information
- Shepherd creation of information standard
- Assess information quality and integration

**Ex. Capability**
- Domain Model
- Value Chain
# Enterprise Capability Model

## Level 1

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<tbody>
<tr>
<td>1.2 Planning Management</td>
<td>2.2 Vehicle Studio Management</td>
<td>3.2 Marketing Communications Management</td>
<td>4.2 Manufacturing Management</td>
<td>5.2 IT Deployment Management</td>
<td>6.2 Supplier Partner Management</td>
<td>7.2 Incentive Management</td>
<td>8.2 Customer Service Management</td>
<td>9.2 Product Lifecycle Management</td>
<td>10.2 Workforce Management</td>
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<td>1.3 Organizational Planning</td>
<td>2.3 Vehicle Engineering Management</td>
<td>3.3 Brand Marketing</td>
<td>4.3 IT Development Management</td>
<td></td>
<td>6.3 Business Service Partner Management</td>
<td>7.3 Sales Management</td>
<td></td>
<td>9.3 Product/Service Change Management</td>
<td>10.3 Information Technology Support</td>
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<tr>
<td></td>
<td>2.4 Design Prototype and Trial Management</td>
<td>3.4 Product/Service Marketing</td>
<td></td>
<td>5.3 IT Deployment Management</td>
<td>6.4 After-sales Partner Management</td>
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<td>10.4 Fixed Asset Management</td>
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<td>6.5 Regulatory Management</td>
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<td>10.5 Regulatory Management</td>
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<td>10.6 External Relationship Management</td>
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January 23, 2013

Ford Motor Company – Business Architecture
Example Capability Mapping

Applications Providing the above Capabilities ... Now (Jan/2012) and in the Future State (Jan/2017)