
Ford

Ford National Dealer Meeting

Ford+

- Ford is betting on our dealers – we will change and win together
- Vibrant I.C.E. and commercial business, with EV bringing new customers to Ford
- Massive growth opportunities - Blue, Model e and Ford Pro
- New shopping, buying and ownership experience to beat legacy and new players
- Helping to create the most valuable franchise in the industry



Ford Blue



Ford Blue

- Building strong, direct relationships with our dealers
- Growing the business through iconic vehicles
- Attracting customers in new segments
- Creating differentiated brand experiences
- Delivering great quality

Remote Experiences

- Scale Pickup and Delivery
- Grow Mobile Service
- Dedicated teams to support dealers



Ford Blue Portfolio

- Trucks
- Iconic Vehicles
- Family of SUVs







Raptor Family

- Bronco Raptor
- Raptor R
- F-150 Raptor







Bronco Family



Maverick



Ranger and Ranger Raptor





Ford Pro



Ford Pro

- Market leader in commercial vehicles
- Accelerating growth in software and services – especially parts
- Maximizing uptime
- Transforming how commercial customers are served

One-stop-shop for solutions for commercial and government customers of all sizes

Accelerate productivity with the widest range of electric and gas vehicles, all connectivity-ready

Increase efficiency, improve uptime, and reduce total cost of ownership

Cloud-based platform offering always-on, integrated fleet intelligence solutions

Why Ford Pro Commands 40% Of The Truck and Van Commercial Market



Accelerating Growth In Service & Parts

Commercial Vehicle Centers

- Technicians are commercial vehicle experts
- Understand the importance of uptime
- 650+ CVCs - with 90% EV certified

Ford Pro Mobile Service

- Expected to grow to 1,200 by end of 2022
- **Goes to our customer's** business or worksite
- Services mixed fleet, not just Ford vehicles.
- Can attend to scheduled maintenance, brakes, batteries, tires

Over **87%** of fleet companies are **within 30 miles** of a Ford Commercial Vehicle Center




Software
Charging
Service
Financing
Vehicles
Ford
PRO™

Ford Model e



Ford Model e

- New standards developed after extensive listening tour of market and customer needs
- Model e dealer standards based on five customer experience pillars
- Designed to improve productivity and reduce cost

Pillar One - Training

- Specialized EV teams across sales and ownership
- EV University
- Ford Guest Experience



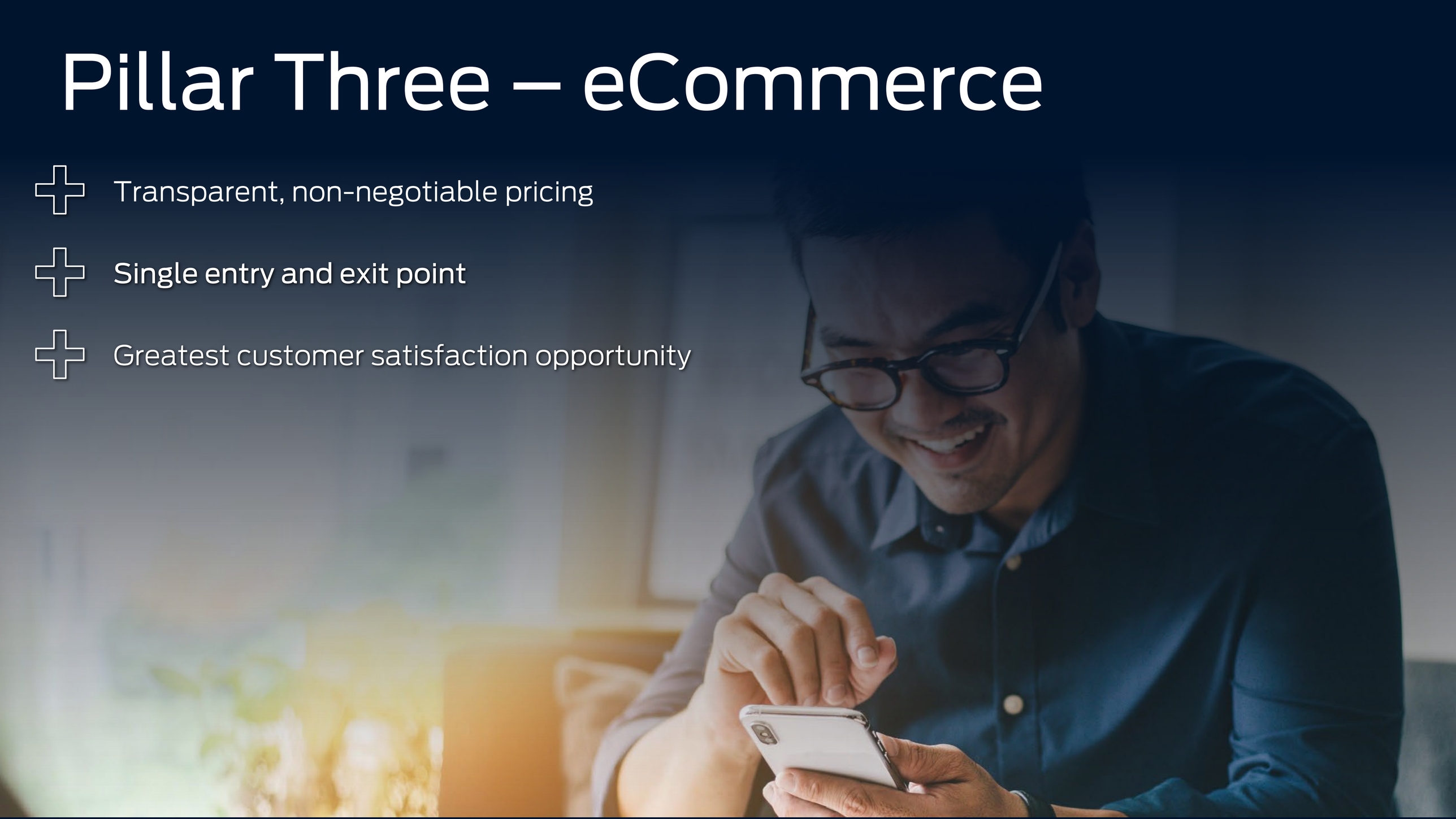
Pillar Two - Charging

- Back-of-house charging infrastructure to support sales, maintenance and care
- Public DC Fast Charger available on the Blue Oval Charge Network
- 96% of automotive customers live within 20 miles from a Ford dealership



Pillar Three – eCommerce

- Transparent, non-negotiable pricing
- Single entry and exit point
- Greatest customer satisfaction opportunity



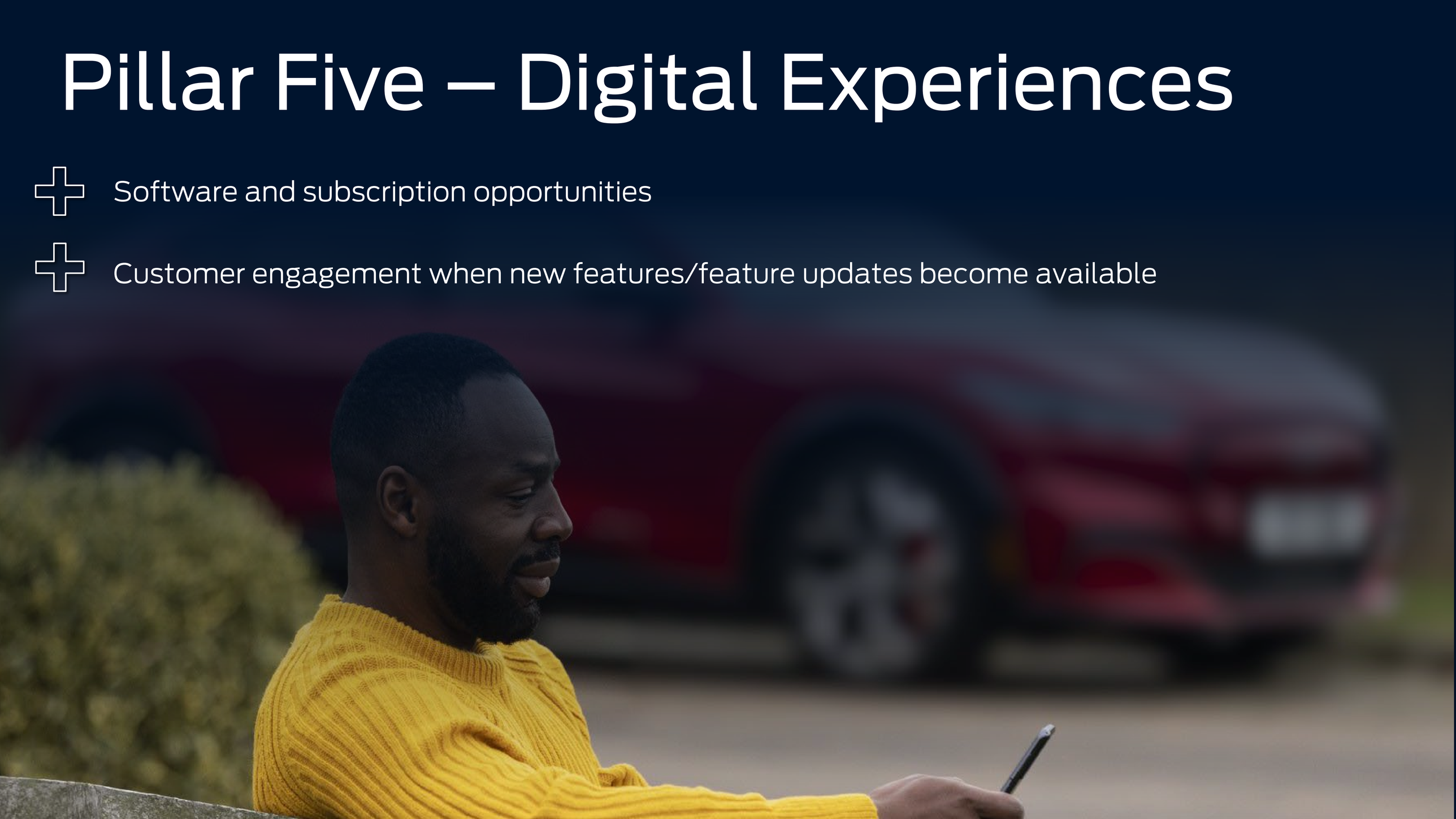
Pillar Four – Physical Experiences

- Remote Delivery offered to all Model e customers
- Pick up and Delivery offered with a loaner to all Model e customers



Pillar Five – Digital Experiences

- Software and subscription opportunities
- Customer engagement when new features/feature updates become available



Ford Model e – Enrollment

Every Ford dealer has the option to enroll. Enrollment designed to support dealers with different levels of EV adoption in their market:

- Two enrollment periods: 2024 and 2027
- Two enrollment options: Certified and Certified Elite

Certified:

- Repair and maintenance capabilities
- One Public DC fast charger available on the Blue Oval Charge Network
- No stock on ground with BTO only to serve loyal customers
- No presence on Ford.com for Model e
- Estimated $500k initial investment with approximately 90% to cover charging infrastructure

Certified Elite:

- Repair and maintenance capabilities
- Two Public DC fast chargers available on the Blue Oval Charge Network
- Sales capabilities with demo units and limited stock on ground
- Access to rapid replenishment from Ford
- Presence on Ford.com with non-negotiable pricing
- Estimated $1m - $1.2m investment with approximately 90% to cover charging infrastructure

Ford Model e – Productivity

- Extensive listening tour of dealers to understand their customers and markets to develop this program

- Model e is addressing the cost advantage per transaction of its competitors (estimated at $2,000/unit) with a path toward a more efficient selling model using:
  - E-commerce and digital
  - Reducing ground stock
  - Rapid replenishment pilot
  - Reduced product complexity
  - Tightly managed marketing investments
  - Evolving dealer margins

- Focusing dealer productivity on customer experience to create an industry-leading shop, buy and ownership experience to attract incremental customers to Ford and drive growth

Ford+

- We must get more efficient in cost – production and sales
- Create the best shop, buy and own experience in the industry
- Attract new customers with revolutionary next-generation vehicles
- We will not be on the wrong side of what customers want
- This is a time of uncertainty, and we are setting ourselves up to thrive together




Ford

Cautionary Note On Forward-Looking Statements

Statements included or incorporated by reference herein may constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on expectations, forecasts, and assumptions by our management and involve a number of risks, uncertainties, and other factors that could cause actual results to differ materially from those stated, including, without limitation:

- Ford and Ford Credit's financial condition and results of operations have been and may continue to be adversely affected by public health issues, including epidemics or pandemics such as COVID-19;
- Ford is highly dependent on its suppliers to deliver components in accordance with Ford's production schedule, and a shortage of key components, such as semiconductors, or raw materials can disrupt Ford's production of vehicles;
- Ford's long-term competitiveness depends on the successful execution of Ford+;
- Ford's vehicles could be affected by defects that result in delays in new model launches, recall campaigns, or increased warranty costs;
- Ford may not realize the anticipated benefits of existing or pending strategic alliances, joint ventures, acquisitions, divestitures, or new business strategies;
- Operational systems, security systems, vehicles, and services could be affected by cyber incidents, ransomware attacks, and other disruptions;
- Ford's production, as well as Ford's suppliers' production, could be disrupted by labor issues, natural or man-made disasters, financial distress, production difficulties, capacity limitations, or other factors;
- Ford's ability to maintain a competitive cost structure could be affected by labor or other constraints;
- Ford's ability to attract and retain talented, diverse, and highly skilled employees is critical to its success and competitiveness;
- Ford's new and existing products, digital and physical services, and mobility services are subject to market acceptance and face significant competition from existing and new entrants in the automotive, mobility, and digital services industries;
- Ford's near-term results are dependent on sales of larger, more profitable vehicles, particularly in the United States;
- With a global footprint, Ford's results could be adversely affected by economic, geopolitical, protectionist trade policies, or other events, including tariffs;
- Industry sales volume in any of Ford's key markets can be volatile and could decline if there is a financial crisis, recession, or significant geopolitical event;
- Ford may face increased price competition or a reduction in demand for its products resulting from industry excess capacity, currency fluctuations, competitive actions, or other factors;
- Inflationary pressure and fluctuations in commodity prices, foreign currency exchange rates, interest rates, and market value of Ford or Ford Credit's investments, including marketable securities, can have a significant effect on results;
- Ford and Ford Credit's access to debt, securitization, or derivative markets around the world at competitive rates or in sufficient amounts could be affected by credit rating downgrades, market volatility, market disruption, regulatory requirements, or other factors;
- Ford's receipt of government incentives could be subject to reduction, termination, or clawback;
- Ford Credit could experience higher-than-expected credit losses, lower-than-anticipated residual values, or higher-than-expected return volumes for leased vehicles;
- Economic and demographic experience for pension and other postretirement benefit plans (e.g., discount rates or investment returns) could be worse than Ford has assumed;
- Pension and other postretirement liabilities could adversely affect Ford's liquidity and financial condition;
- Ford and Ford Credit could experience unusual or significant litigation, governmental investigations, or adverse publicity arising out of alleged defects in products, services, perceived environmental impacts, or otherwise;
- Ford may need to substantially modify its product plans to comply with safety, emissions, fuel economy, autonomous vehicle, and other regulations;
- Ford and Ford Credit could be affected by the continued development of more stringent privacy, data use, and data protection laws and regulations as well as consumers' heightened expectations to safeguard their personal information; and
- Ford Credit could be subject to new or increased credit regulations, consumer protection regulations, or other regulations.

We cannot be certain that any expectation, forecast, or assumption made in preparing forward-looking statements will prove accurate, or that any projection will be realized. It is to be expected that there may be differences between projected and actual results. Our forward-looking statements speak only as of the date of their initial issuance, and we do not undertake any obligation to update or revise publicly any forward-looking statement, whether as a result of new information, future events, or otherwise. For additional discussion, see "Item 1A. Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2021, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

SECRET