

The Ford logo is displayed in its classic white script font. The background of the entire slide is a dark blue, long-exposure photograph of a highway at night, with light trails from vehicles creating a sense of motion and depth.

Ford

Electrified Vehicles

Barclays

November 21, 2019



Creating Tomorrow Together

Our Belief

Freedom of movement drives human progress

Our Aspiration

To become the world's most trusted company

Customer-Centric & Passion For Product

Winning Portfolio

New Propulsion

**Autonomous
Technology**

Connected Services

Customer Experience

Create customer advocates by delivering owner and user experiences with honesty, expertise and care.

**Our Plan For
Value Creation**

Fitness

Operating Leverage
Build, Partner, Buy
Capital Efficiency
Strong Balance Sheet

Metrics

Free Cash Flow
Growth
EBIT and EBIT Margin
ROIC

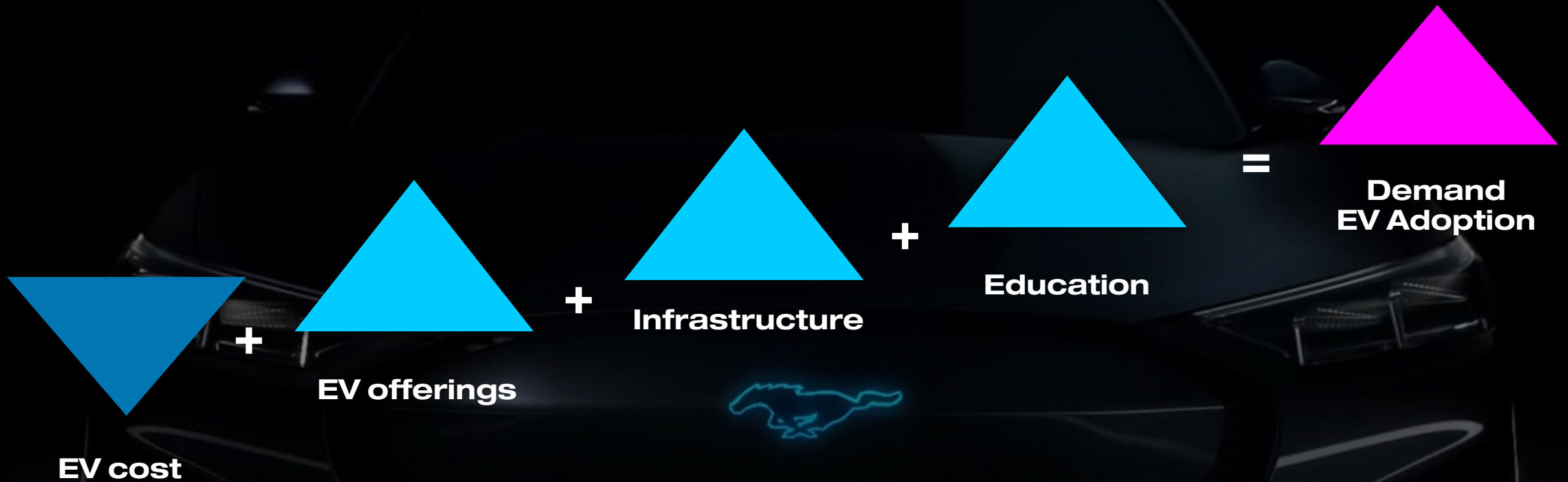
Our People

Culture & Trust

**We will invest at least \$11B
in EVs by 2022**

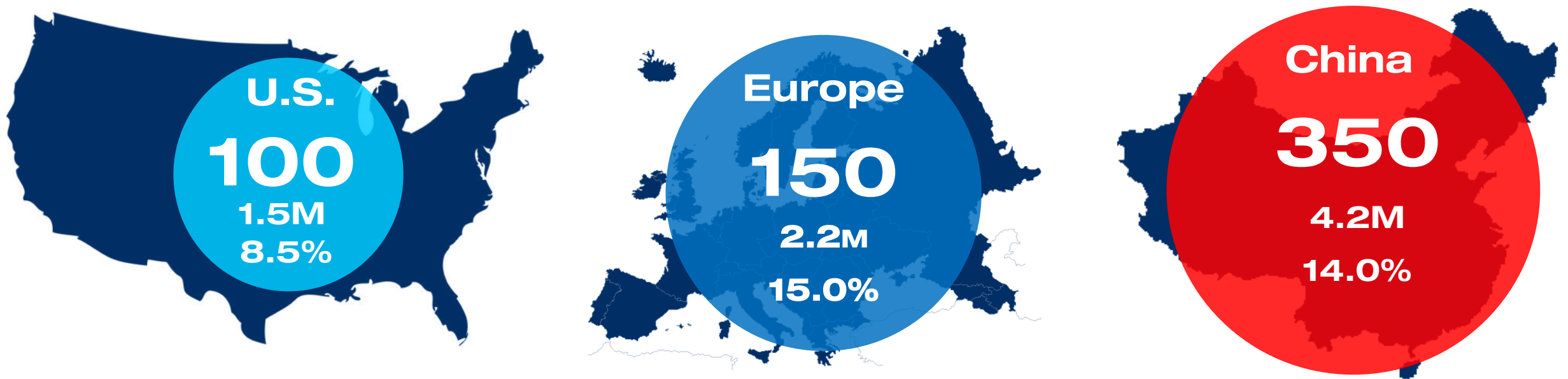


BEV adoption will increase as barriers come down



We will see tremendous BEV growth and an unprecedented level of design and marketing activity

Number of full battery electric competitive nameplates, total BEVs and percent of total vehicle industry volume by 2025



Our strategic approach focuses on building a foundation for long-term success in full battery electrics



Play To
Our Strengths

Build Iconic Brands,
Amplify Attributes

Leverage Scale
and Technology

Business Model
Innovation

An aerial photograph of a dark-colored car driving on a winding road covered in deep snow. The road is flanked by evergreen trees, some of which are heavily laden with snow. The scene is captured from a high angle, showing the car's path and the surrounding winter landscape. The lighting is soft, suggesting a low sun, which casts long shadows from the trees onto the snow.

**Exciting and capable
fully electric vehicles are
the key to success**

We are bringing our customers “gotta have it” new experiences



Connected Experiences



Over The Air (OTA)



New Usable Spaces



Exportable Power

Amplifying attributes our customers love



Fun to Drive



Design



Quiet Powertrain



Low Ownership
Cost



No More Gas

Leveraging scale and technology



Dedicated
Flexible
Architectures



Battery
Scale



Insource Motors
and Gearboxes



Tech
Innovation

Adding alliances to bring more fully electric vehicles to global markets



Mahindra

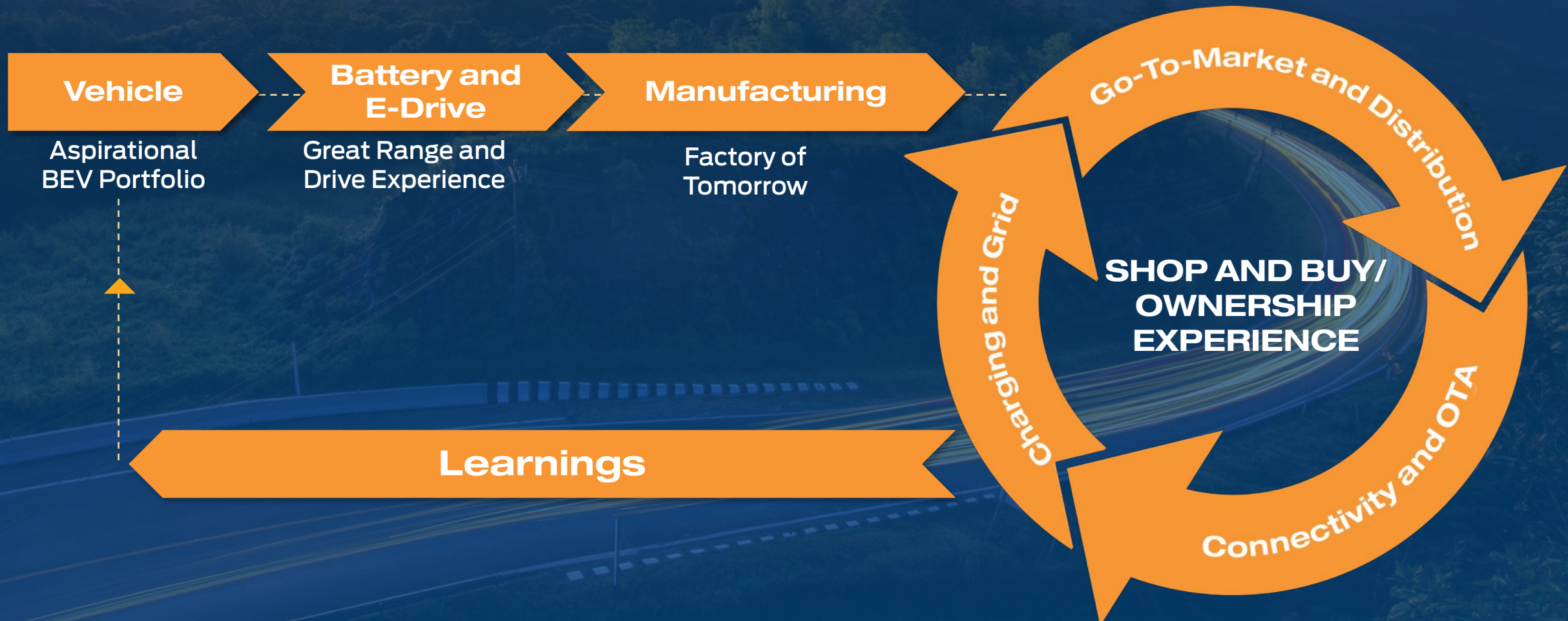


RIVIAN

Redesigning our business models across the value chain

VEHICLE

CUSTOMER JOURNEY



Mustang Mach-E customers are tech progressives who crave new, amplified products, services and experiences



**We're adding a new
steed to the stable**



Intuitive, adaptive, fast and connected



**Bold, capable, emotive
and dynamic**



Ample space for your gear



**Open and spacious
interior to share with
your tribe**





<https://youtu.be/vAM3EasAGt4>



**Targeting
0-60 MPH in mid
3 second range***

The rush is real.

Experience all the power, performance
and passion of a legendary pony GT

* See endnote 1

A dark-colored sedan is driving on a winding asphalt road that curves through a vast, mountainous landscape. The terrain is characterized by rolling hills and valleys covered in dry, golden-brown grass and sparse green shrubs. In the background, several layers of mountain ranges are visible, with the furthest peaks appearing hazy under a clear, bright blue sky. The car is positioned in the lower right quadrant of the frame, moving away from the viewer along the curve of the road. The overall scene conveys a sense of open space and long-distance travel.

**Targeting over
300 mile range***

* See endnote 2

**Charging at home:
Up to 32 miles in
an hour***

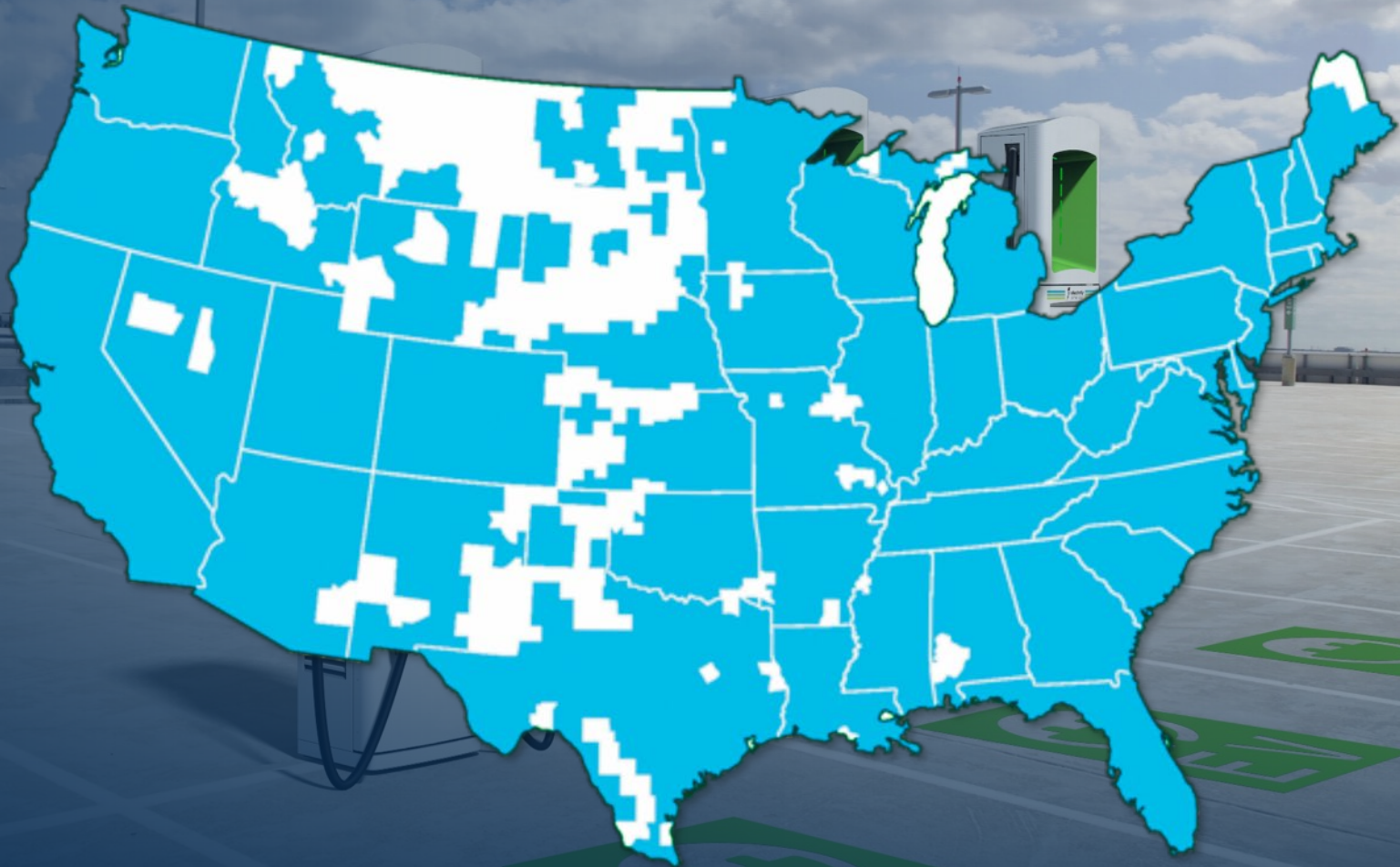


* See endnote 3

Access to the FordPass charging network with over 12,000 charging stations in North America

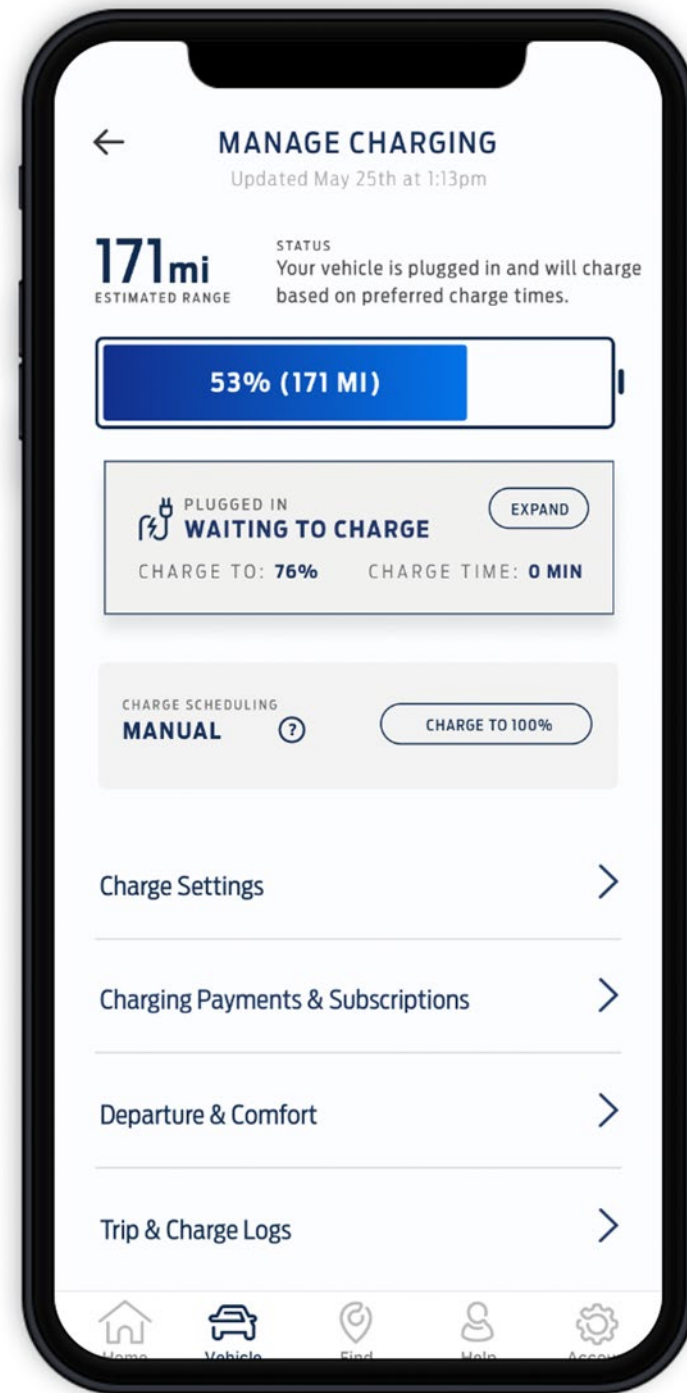
Ford's Mustang Mach-E SUV charges up to 47 miles in 10 minutes*

■ Blue is where we have you covered**



* See endnote 4 ** See endnote 5

Monitor charging progress of your BEV anywhere



Our dealers are an advantage*

- 1 95 percent of service handled by 3,000+ dealers**
- 2 9,500+ trained EV technicians today**
- 3 22 parts depot locations deliver 95 percent of parts next day**
- 4 2,000+ dealers will be certified to work on EV high voltage systems at launch**
- 5 1,200+ certified collision locations**

Easy to reserve

2021 MUSTANG MACH-E

RESERVE NOW KEEP ME INFORMED

THE FUTURE OF EXHILARATION.

Welcome to the Stable: All-Electric Mustang Mach-E

First Edition AWD shown – [see more info](#)

Ext Range, RWD	GT Perf. Pkg.	Ext Range, RWD	RESERVE NOW
300 mi Range ⓘ	Mid 3-sec ⓘ	47mi in 10min ⓘ	
EPA-Est. Target	0-60 Target	Est. Avg.	

RESERVATIONS EXPLAINED ⓘ

Easy to reserve


< MUSTANG MACH-E

SELECT YOUR MODEL

RESERVE >

>

ONLY A LIMITED NUMBER AVAILABLE




FIRST EDITION

Est. MSRP Starting At \$59,900**
Available Late 2020 / Limited Quantity
Special Edition Vehicle

— PREMIUM Features Plus —

- 19" Aluminum Wheels
- Handsfree, Foot Activated Liftgate
- Panoramic Fixed-Glass Roof
- Red Painted Brake Callipers
- Brushed Aluminum Pedal Covers
- *First Edition* Scuff Plates
- Heated First Row Seats
- Heated Steering Wheel

SELECT >




SELECT

Est. MSRP Starting At \$43,895**
Available Early 2021
Packages Available Spring 2020

— KEY FEATURES —

- 19" Aluminum Wheels
- Next Generation Sync with Connected Navigation
- Phone as a Key
- 10.2" Digital Cluster & 15.5" Touch Screen
- Ford Co-Pilot360™ 2.0 • Co-Pilot 360™ Assist 2.0
- LED Lights and Sequential Rear Turn Signals

SELECT >




PREMIUM

Est. MSRP Starting At \$50,600**
Available Late 2020
Equipped For Premium Experience

— SELECT Features Plus —

- 19" Aluminum Wheels
- Handsfree, Foot Activated Liftgate
- Panoramic Fixed-Glass Roof
- Heated First Row Seats
- Heated Steering Wheel
- Memory Driver Seats/Mirror, Power Folding Mirrors
- Active Park Assist 2.0
- 360 Degree Camera

SELECT >




CALIFORNIA RT.1 EDITION

Est. MSRP Starting At \$52,400**
Available Early 2021
Uniquely Equipped For Max Range

— SELECT Features Plus —

- 18" Aluminum Wheels with Aero Inserts
- Unique California Route 1 Badging
- Panoramic Fixed-Glass Roof
- Memory Driver Seats/Mirror, Power Folding Mirrors
- 360 Degree Camera
- Active Park Assist 2.0

SELECT >



GT

Est. MSRP Starting At \$60,500**
Available Spring 2021
Packages Available Spring 2020

— KEY FEATURES —

- 20" Cast Aluminum Wheels
- Permanent-Electric Dual Motor All Wheel Drive
- Black Onyx, MikroB Insert and Copper Metallic Stitching
- B&O 10-Speaker Sound System
- Handsfree, Foot Activated Liftgate
- Memory Driver Seats/Mirror, Power Folding Mirrors

SELECT >



#electricanduntamed



Q & A

Endnotes

¹ mid 3 second range

Targeting 0-60 MPH in mid 3 second range

*Based on manufacturer calculation using computer engineering simulations. Your results may vary.

² 300 mile range

The all-new, Mustang inspired, fully electric performance utility vehicle has a targeted EPA-estimated range of 300 miles with an Extended range battery and RWD.

*Based on full charge. Targeted range applies to an available configuration. Actual range varies with conditions such as external elements, driving behaviors, vehicle maintenance, and lithium ion battery age. Final EPA-estimated ratings available in the 2020 calendar year.

³ Home overnight charging

If you want the confidence of a full charge every night, an available 48-amp Ford Connected Charge Station is your best option. Ford estimates that customers with the 48-amp charge station will be able to add an average range of 32 miles per charging hour which gives a full charge overnight.* (based on extended battery RWD)

*Range and charge time based on manufacturer computer engineering simulations and EPA-estimated range calculation methodology. The charging rate decreases as battery reaches full capacity. Your results may vary based on peak charging times and battery state of charge. Actual vehicle range varies with conditions such as external elements, driving behaviors, vehicle maintenance, and lithium-ion battery age.

⁴ Charging network map

A charger is less than 40 miles away, which accounts for 96 percent of all trips and fits the average daily commute of 32 miles.

⁵ DC fast Charging

The Mustang Mach-E is estimated to add an average of 47 miles of range in approximately 10 minutes while charging on a DC Fast Charging station with the Standard Range battery and RWD.*

*Range and charge time based on manufacturer computer engineering simulations and EPA-estimated range calculation methodology. The charging rate decreases as battery reaches full capacity. Your results may vary based on peak charging times and battery state of charge. Actual vehicle range varies with conditions such as external elements, driving behaviors, vehicle maintenance, and lithium-ion battery age.

⁶ Dealer Advantage

Statistics pertain to U.S. dealer network

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’s long-term competitiveness depends on the successful execution of fitness actions;
- Industry sales volume, particularly in the United States, Europe, or China, can be volatile and could decline if there is a financial crisis, recession, or significant geopolitical event;
- Ford’s new and existing products and mobility services are subject to market acceptance;
- Ford’s results are dependent on sales of larger, more profitable vehicles, particularly in the United States;
- Ford may face increased price competition resulting from industry excess capacity, currency fluctuations, or other factors;
- Fluctuations in commodity prices, foreign currency exchange rates, and interest rates can have a significant effect on results;
- With a global footprint, Ford’s results could be adversely affected by economic, geopolitical, protectionist trade policies, or other events, including Brexit;
- Ford’s production, as well as Ford’s suppliers’ production, could be disrupted by labor disputes, natural or man-made disasters, financial distress, production difficulties, or other factors;
- Ford’s ability to maintain a competitive cost structure could be affected by labor or other constraints;
- Pension and other postretirement liabilities could adversely affect Ford’s liquidity and financial condition;
- 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;
- Ford’s vehicles could be affected by defects that result in delays in new model launches, recall campaigns, or increased warranty costs;
- Ford may need to substantially modify its product plans to comply with safety, emissions, fuel economy, and other regulations that may change in the future;
- Ford could experience unusual or significant litigation, governmental investigations, or adverse publicity arising out of alleged defects in products, perceived environmental impacts, or otherwise;
- Ford’s receipt of government incentives could be subject to reduction, termination, or clawback;
- Operational systems, security systems, and vehicles could be affected by cyber incidents;
- 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 Credit could experience higher-than-expected credit losses, lower-than-anticipated residual values, or higher-than-expected return volumes for leased vehicles;
- Ford Credit could face increased competition from banks, financial institutions, or other third parties seeking to increase their share of financing Ford vehicles; and
- Ford Credit could be subject to new or increased credit regulations, consumer or data 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, 2018, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.