

The Ford logo is displayed in its classic script font, rendered in white. It is positioned on the left side of the slide, to the left of a vertical white line. The background of the slide is a dark blue gradient with light trails from a highway at night, suggesting motion and technology.

Ford

Connected Services

Deutsche Bank AutoTech Conference
December 10, 2019



Creating Tomorrow Together

Our Belief

Freedom of movement drives human progress

Our Aspiration

To become the world's most trusted company

Our Plan For Value Creation

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.

Fitness

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

Metrics

Free Cash Flow
Growth
EBIT and EBIT Margin
ROIC

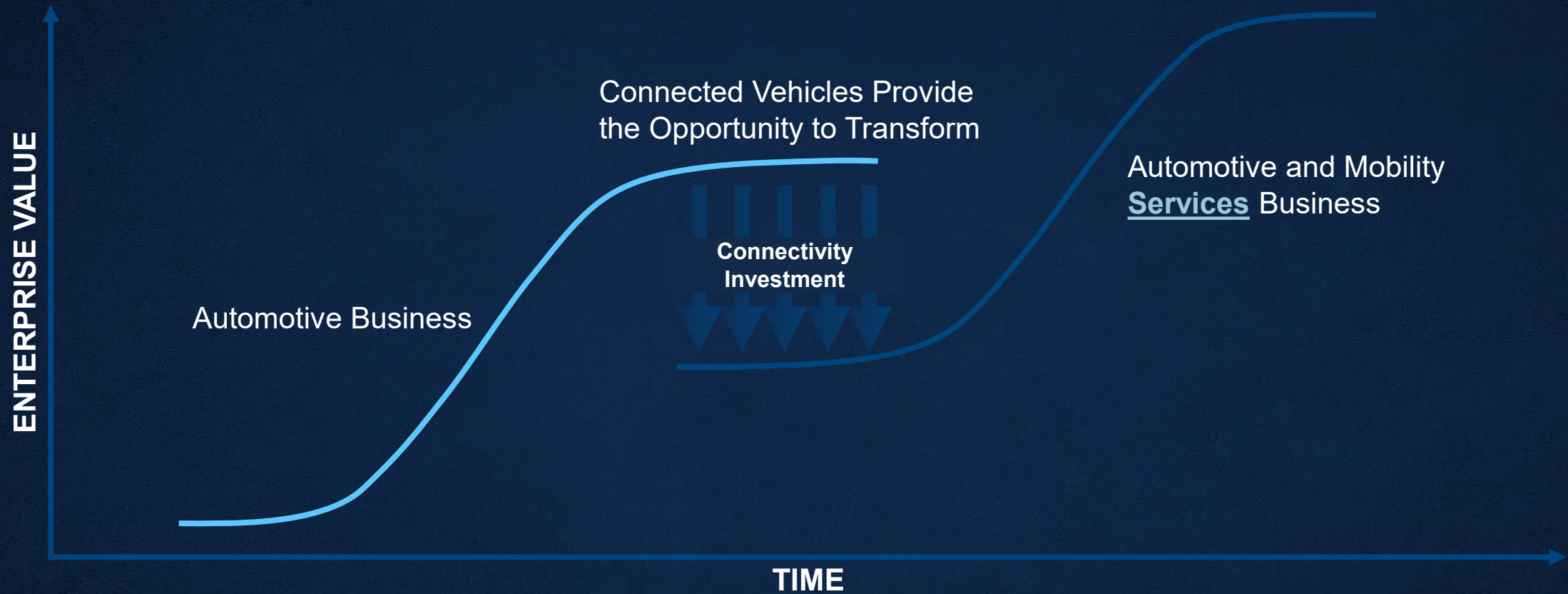
Our People

Culture & Trust



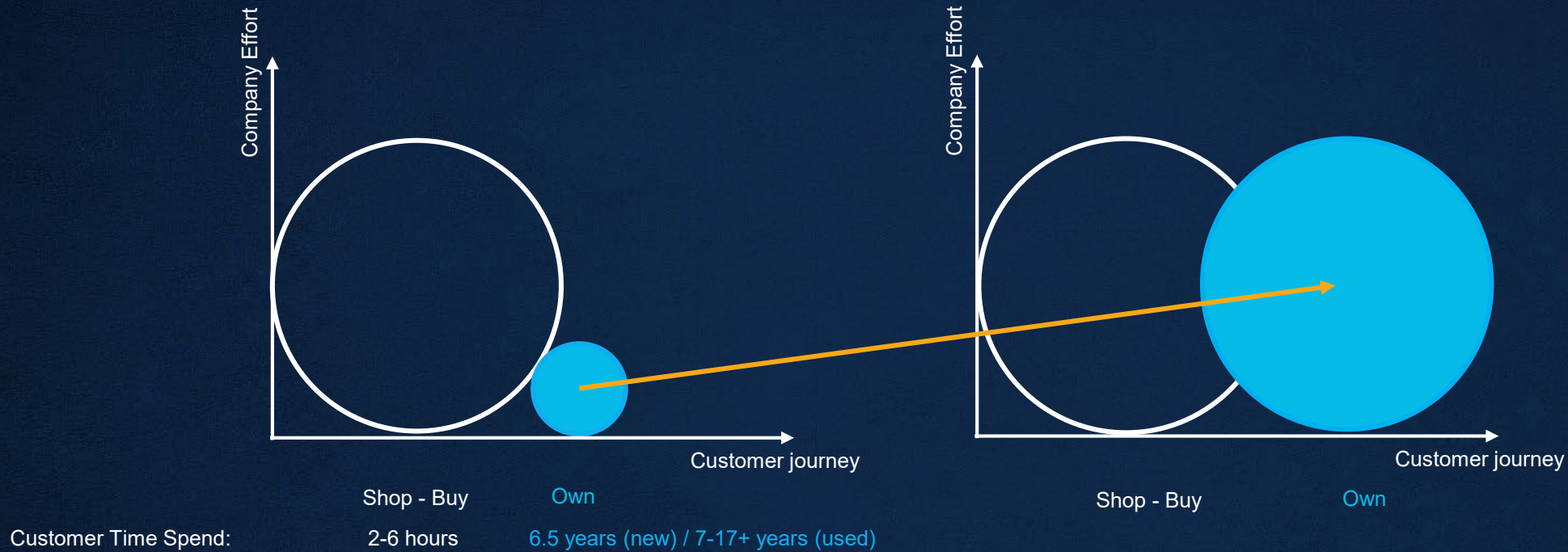
100% of Ford's new vehicles in the U.S. will be shipped with connectivity by end of 2019; global target of 90% by end of 2020

Connectivity moves the company to the next S-curve



INVESTMENT IN CONNECTED VEHICLES PROVIDES A PLATFORM FOR NEW SERVICES

Connectivity enables greater value across the ownership journey



CONNECTIVITY WILL ENABLE FORD TO ENGAGE CUSTOMERS OVER MANY YEARS

Connectivity is a significant value creation opportunity



4G/5G



Connected Experiences



Over-The-Air (OTA)



Ford Is Part Of Customer's Digital Life

Opportunity areas for connected vehicles

FITNESS



Internal

CUSTOMER EXPERIENCE



External

INCREMENTAL REVENUE



External

CONNECTIVITY IS A PLATFORM FOR CREATING VALUE

Opportunity areas for connected vehicles



Quality (OTA)

Engineering



Manufacturing



Feature Usage Data

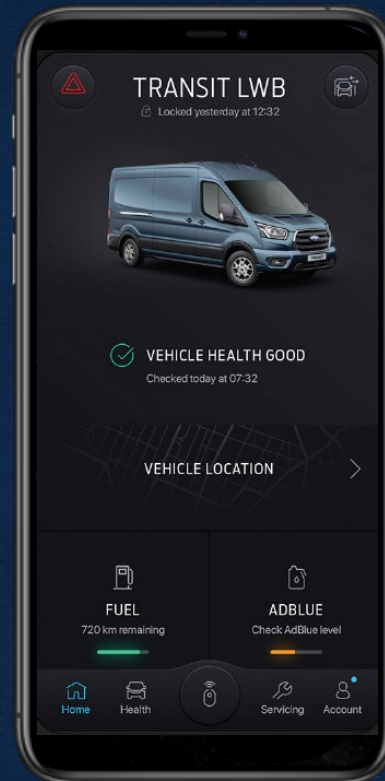
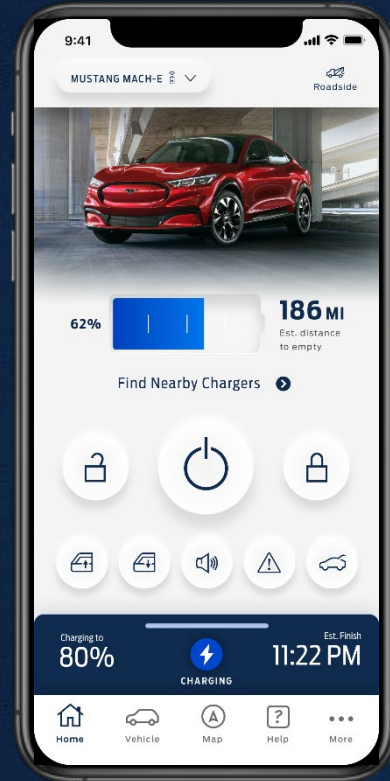
CONNECTIVITY ENABLES COST OPTIMIZATION AND QUALITY IMPROVEMENTS

Opportunity areas for connected vehicles

CUSTOMER
EXPERIENCE



External



SEAMLESS CONNECTED EXPERIENCES MAKE OWNERSHIP EFFORTLESS, AND
COMPLIMENTARY FEATURES SURPRISE AND DELIGHT CUSTOMERS

Opportunity areas for connected vehicles

INCREMENTAL
REVENUE



External



Subscription



User-based
Insurance



Vehicle APIs
(e.g., In-car Delivery)

CONNECTIVITY ENABLES NEW REVENUE STREAMS

Commercial vehicle services

100% Customer Uptime Aspiration

INCREMENTAL REVENUE



External

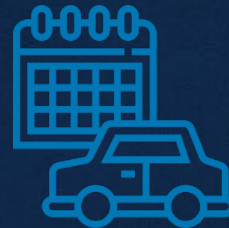


Smart Ownership

Vehicle and driver 'uptime' with integrated fleet management

Business Services

Software solutions integrate our vehicles into our customers' operations



COMMERCIAL SERVICES WILL CREATE A BROADER, SUSTAINED COMPETITIVE ADVANTAGE FOR OUR COMMERCIAL VEHICLE BUSINESS

Q&A



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.