



Jim Farley
Chief Operating Officer

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All-Electric Mustang Mach-E

Priorities: “Fix, Accelerate, Grow” Initiatives



FIX

Launch | Quality | Cost | Sales & Marketing

ACCELERATE

Connectivity | Commercial Vehicle Business | Customer Service (FCSD)

GROW

Affordable Vehicle Portfolio | BEV Commercial Vehicle |
Autonomous Vehicles

Intense Focus On Delivering Improvements Across The Enterprise

Fix: Four Priority Areas Defined And Detailed



**WARRANTY &
QUALITY**

**Improve customer
experience and
address cost**



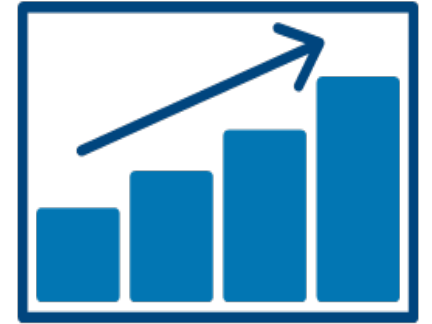
**LAUNCH
PERFORMANCE**

**Deliver operational
excellence**



COST

**Reduce material,
logistics and labor
costs**



**SALES &
MARKETING**

**Drive demand
creation and
yield management**

Accelerate: Connectivity

**Vehicles
Connected**

Connectivity
across vehicle
portfolio

**Internal
Value
Creation**

Reduced costs
including warranty,
material and
logistics

**Customer
Experience**

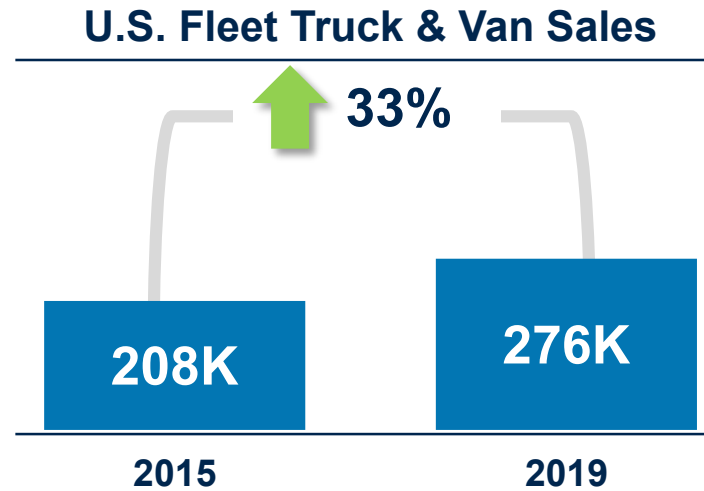
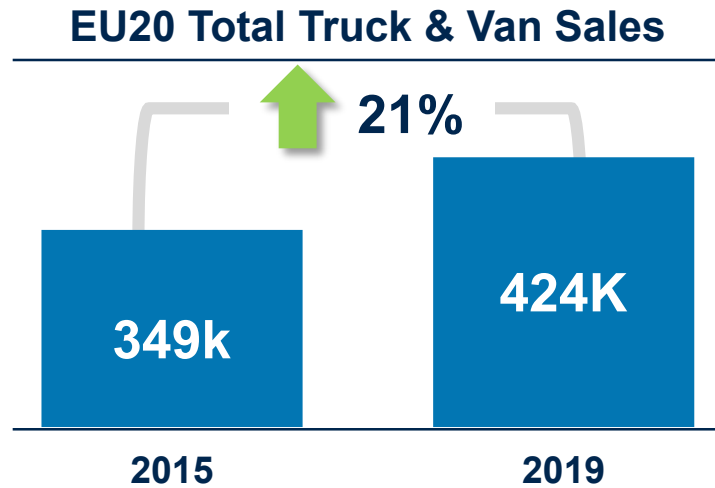
**Expanded
services and
upgrades** improve
experience over the
life of the vehicle

**Ford
Commercial
Solutions**

**New sticky
business
opportunities** for
fleet management
and other
commercial vehicle
applications

Accelerate: Ford Commercial Vehicles Business

EUROPE'S
BEST-SELLING
COMMERCIAL
VEHICLE BRAND
FOR
5 YEARS

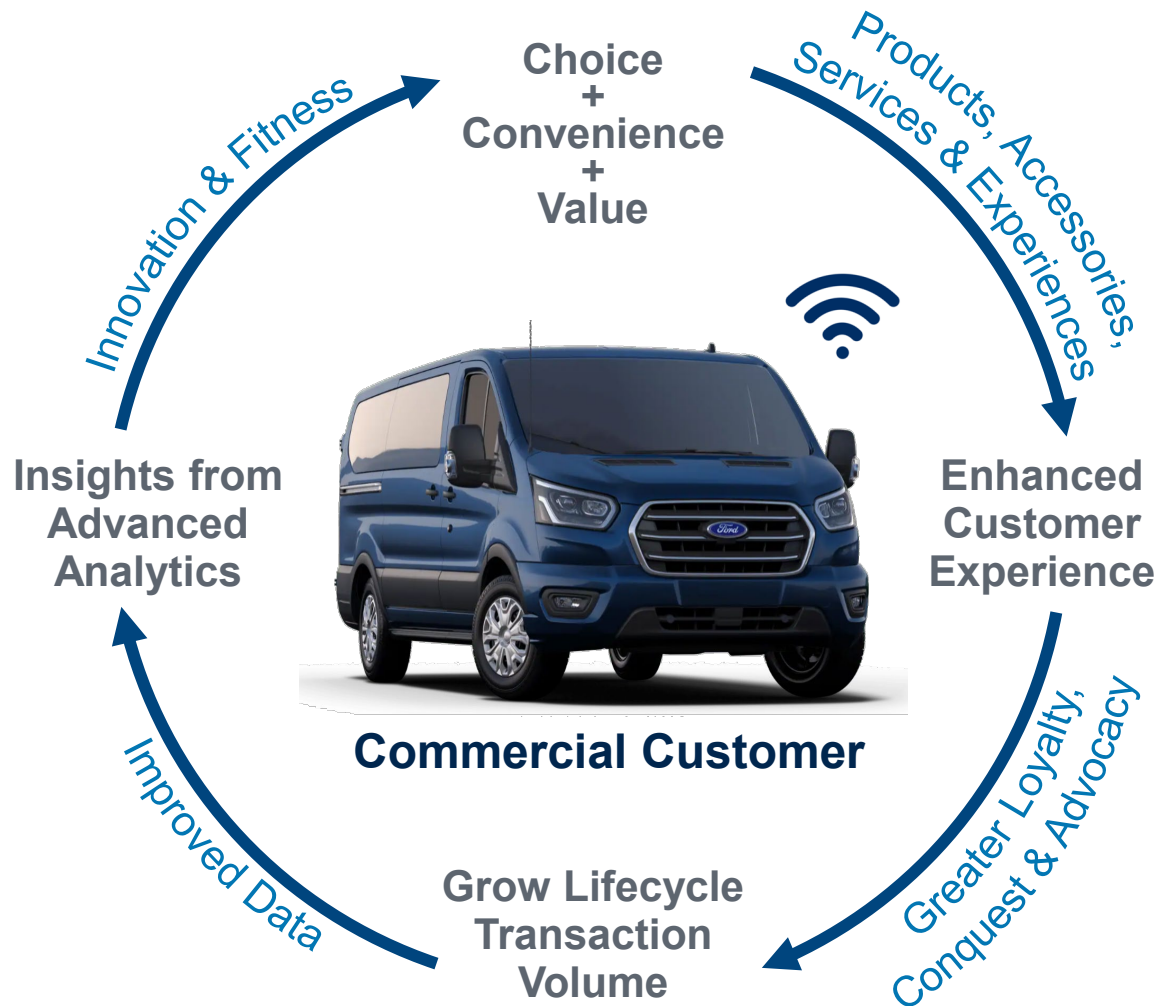


AMERICA'S
BEST-SELLING
LINE OF
COMMERCIAL
VEHICLES FOR
35 YEARS



Product Strengths Drive Commercial Vehicles Leadership;
Potential To Expand Business Opportunity / Addressable Market

Accelerate: Commercial Vehicles Business



- Focus on maximizing productivity for business customers – right tool for the right job
- Maximize vehicle uptime through dedicated Commercial Vehicle Service Centers
- Leverage advanced analytics to provide insights into vehicle usage – address customer pain points and lower total cost of ownership

Grow: Battery Electric Vehicles



ICE | HYBRID | BEV  BEV



Charging
Infrastructure

Product
Range

F-SERIES /

MACH-E /

TRANSIT

Software
Service

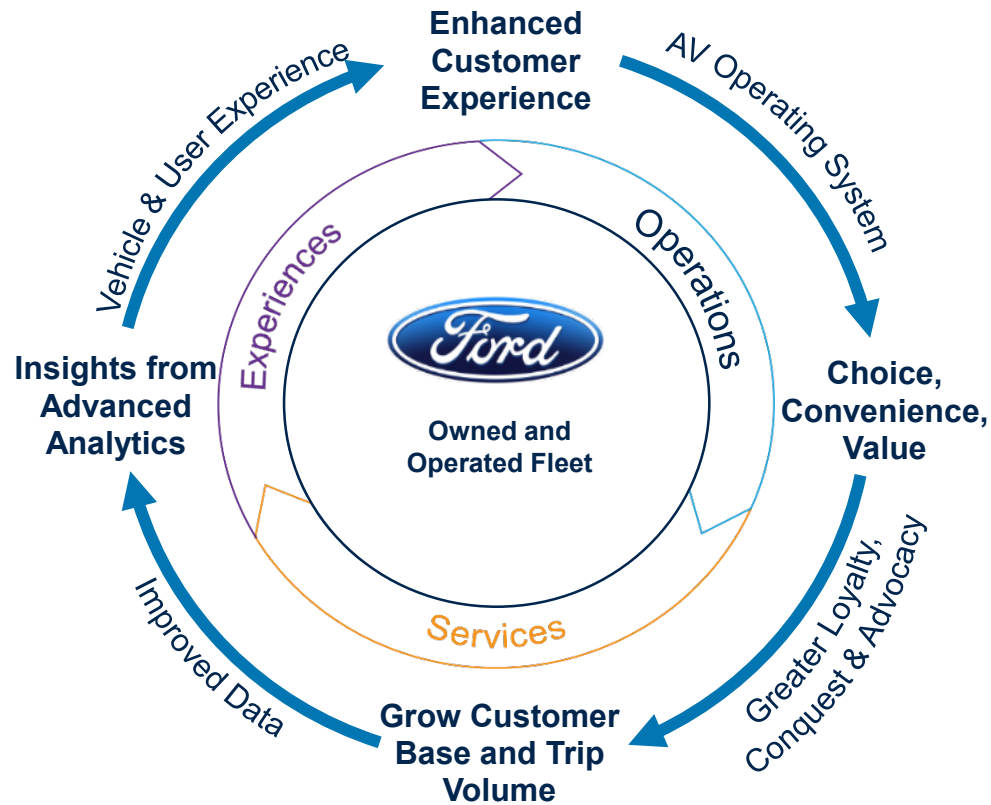


Partnerships



Grow: Our AV Business Overview And Points Of Differentiation

Business Model:



- The AV Business Overview looks at more than just the product
- The overall system and ecosystem is also reviewed as a means for developing a business based on operations, services and experiences

Global Redesign: Fix, Accelerate, Grow

North America



- “Return to 10” – margin target
- Product portfolio transformation underway – disciplined capital allocation focused on key products; 75% refresh completed by 2020
- Fitness actions improve execution and competitiveness over Plan

Europe



- Fundamental redesign and restructuring of European business
- Business focused on three distinct business groups – commercial vehicles, passenger vehicles (with full range of electrified options) and iconic imports
- Product compliance plan delivers 2020 - 2021 CO₂ targets

China



- Immediate focus on re-establishing solid business fundamentals and restoring confidence of our customers and dealers
- Dealer health and profitability key priority
- Launching 30+ new products by 2021; localization of key products underway

South America



- Business redesign underway – evaluating long-term strategy
- De-risked, more asset-light business model
- Closed São Bernardo, exited medium / heavy truck, discontinued unprofitable vehicle lines and reduced headcount by over 40%

International Markets Group



- Newest business unit focused on ~100 highest growth markets
- New JV with Mahindra in India; potential to leverage in other emerging markets
- Restructured Russia JV to focus on higher return commercial vehicles

✓ **North America profitable and driving improved business results**

✓ **Redesigning overseas operations to compete long-term**

Key Ford Alliances Deliver Strategic Benefits

VOLKSWAGEN

AKTIENGESELLSCHAFT

Mahindra
Rise.

 **RIVIAN**



Leading Positions

Leader in Light Commercial Vehicles, #2 in Medium Pickup Trucks

Scale in India with opportunity to leverage in emerging markets

Positions Ford as a 'partner of choice' for future opportunities; combines Ford's experience and Rivian's innovation

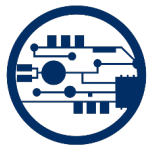


Scale Benefits

Shared investment, leading scale in areas of collaboration

Low cost engineering optimized for India and emerging markets, with lower investment

Shared investment and increased sourcing scale in select areas



Tech & Capability Access

Joint program increases funding for next-gen technology and product enhancements

Local teams with emerging market mindset, market appropriate engineering standards

Joint program enables access to technology and capabilities: connected vehicle, electrical architecture



Growth In Ventures

Collaborations in EV, AV; larger base for future services

Additional potential for collaboration in emerging market mobility solutions

Adds potential partners to AV discussions

Ford Alliances Deliver Strategic Benefits Targeted In Key Segments And Markets



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 global redesign and fitness actions;
- 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, and vehicles could be affected by cyber incidents;
- 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, 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 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;
- With a global footprint, Ford’s results could be adversely affected by economic, geopolitical, protectionist trade policies, or other events, including tariffs and Brexit;
- Industry sales volume in any of our 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;
- Fluctuations in commodity prices, foreign currency exchange rates, interest rates, and market value of our investments 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 could experience unusual or significant litigation, governmental investigations, or adverse publicity arising out of alleged defects in products, 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 that may change in the future;
- 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 consumer expectations for the safeguarding of 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, 2019, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

