A Look Into The New Ford Bronco

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Fireside Chat With Bank Of America Securities
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Winning Portfolio – Leveraging Ford's Strengths



Changing How We Work

Deep Customer Insight



- Human Centered Design / Design Thinking
- Well understood Franchise DNA

Playing to Win



- Enterprise view
- Strategy informed choices
- Capital allocation
- Product portfolio freshness

Working Together



- Empowered teams
- Agile decision making
- Pushing the edge
- Continuity over time

Owning the Now, Near and Far



Far — **Near** — **Now**

Product Creation → Product Definition → Product Execution → Product In Market

We Are Driving Improved Business Results Using New Operating Models End-to-End Along Product Lines

Migrating To A Product Line Management Focus

SUCCESSFUL BUSINESSES

F-Series		**#1** full-size pickup globally
Ranger		**#2** medium-size pickup globally
Transit		**#1** cargo van globally
Explorer		**#1** America's all-time best-selling SUV
Mustang		**#1** sports coupe globally
Bronco		**GAME ON!**

Based On Ford's Most Successful Vehicles, We Are Scaling The Product Line Management Focus Across Our Full Portfolio

Transforming Portfolio Freshness*

NEW FORD PASSENGER VEHICLE INTRODUCTIONS


Ranger


Explorer


Escape


Mach-E

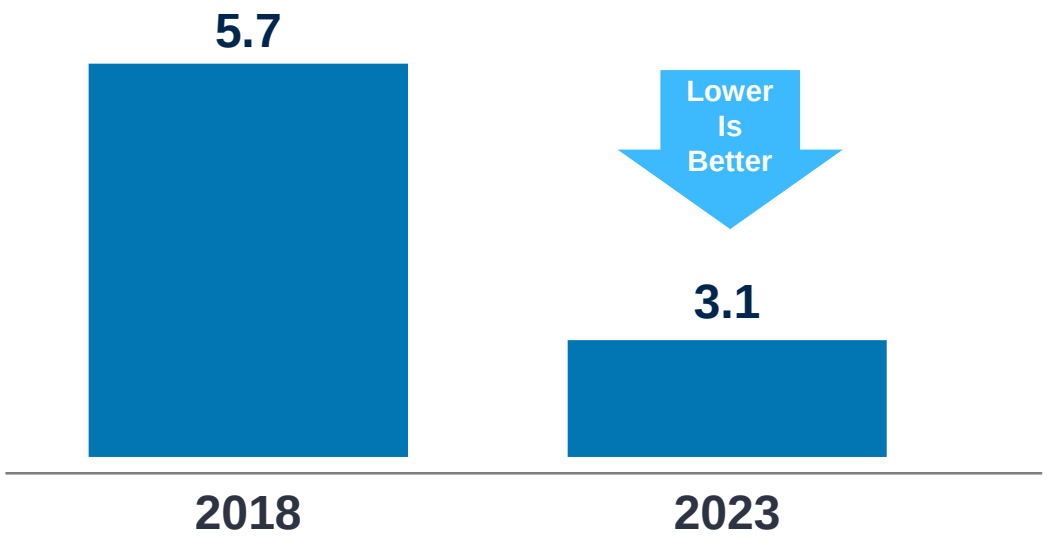

F-150


Bronco

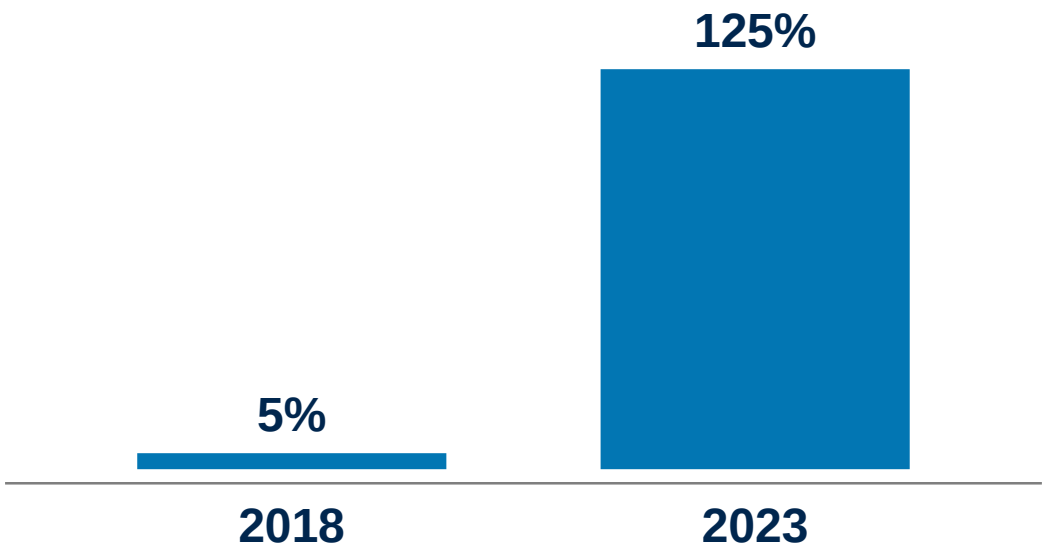

Bronco Sport


More to Come

Average Age of Portfolio (Years) (U.S.)



Cumulative % Refresh** (North America)



* Pre-COVID estimates
** 2017 Baseline

ICONIC NAMEPLATE resurrected after 24 years

Large addressable MARKET SIZE

Ford is #1 CROSS-SHOPPED BRAND for Jeep

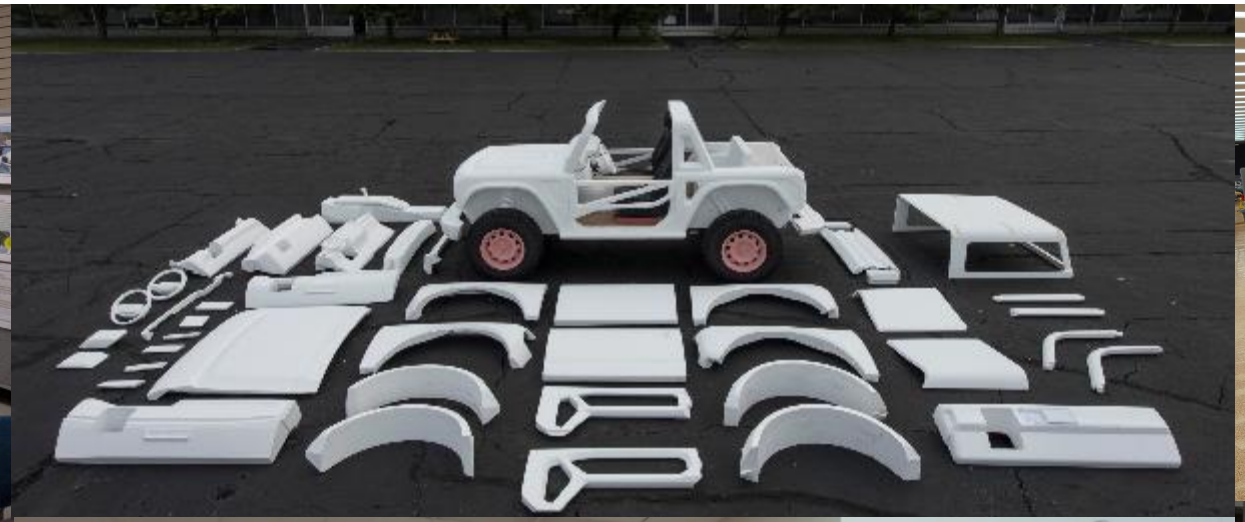
3 incremental RUGGED ADVENTURE VEHICLES




BRONCO
CUSTOMERS
WANT
CAPABILITY
CUSTOMIZATION
OPEN AIR
SIMPLICITY
MUST BE BRONCO

Human Centered Design Delivering Customer Wants

















Human Centered Design Approach To Engineering









Note: see slide 13 for related endnotes

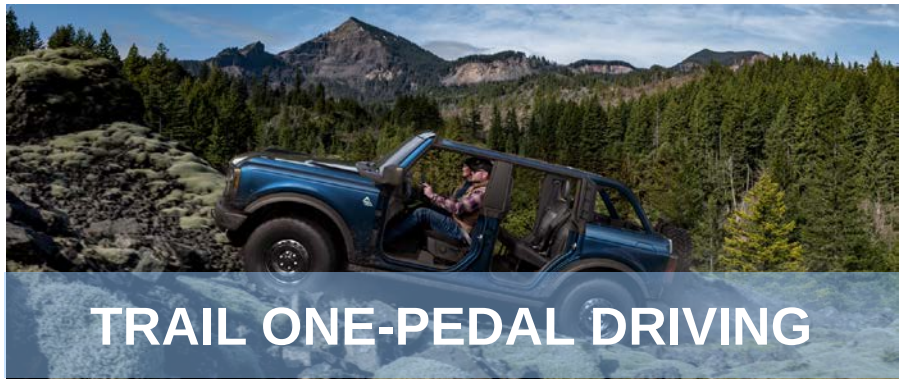
Customer Focused Technology And Connectivity













* G.O.A.T. Modes™ (Goes Over Any Type Of Terrain)

Note: see slide 13 for related endnotes

Allocating Capital To Win – Michigan Assembly Plant / Hermosillo Assembly Plant

LEGACY PRODUCTS



Focus



C-MAX



Lincoln MKZ



Fusion

IMPROVEMENT*

$1.5B+ EBIT

NEW PRODUCTS



Ranger
(2019 launch)



Bronco
(2021 launch)



Bronco Sport
(2020 launch)



Whitespace
(2021 launch)

* Michigan Assembly Plant improvement compares 2017 vs. 2021; Hermosillo Assembly Plant improvement compares 2018 vs. 2022



Q&A

Disclaimers And Cautionary Note On Forward-Looking Statements

DISCLAIMERS:

- Computer Generated Images Shown. Vehicle available Spring 2021. Images also include a prototype not representative of production vehicle. Static display on private property with aftermarket accessories not available for sale and preproduction
- Requires phone with active data service and compatible software. SYNC 3 and 4 do not control 3rd party products while in use. 3rd Parties are solely responsible for their respective functionality. Apple CarPlay is a trademark of Apple Inc. Android Auto is a trademark of Google LLC.
- Don't drive while distracted. Use voice-operated systems when possible, don't use handheld devices while driving. Some features may be locked out while the vehicle is in gear. Always consult the Owner's Manual before off-road driving, know your terrain and trail difficulty, and use appropriate safety gear. Requires the FordPass Performance App with Off-Road Navigation. FordPass App, compatible with select smartphone platforms, is available via a download. Message and data rates may apply.

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'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.