

Enterprise Connectivity

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Drive Growth, Improve Execution, Speed Transformation

Turnaround Automotive

- Improve quality
- Reduce costs
- Accelerate restructuring of underperforming businesses
- Modernize and simplify

Growth Levers – Disrupt Ourselves

- Allocate more capital, resources and talent to strongest businesses and vehicle franchises
- Expand leading commercial vehicle business with a suite of software services that drive loyalty and recurring revenue streams
- Lead the electrification revolution by offering compelling, uniquely Ford fully electric vehicles at scale in areas of strength including Transit, F-Series, Mustang, SUVs and Lincoln
- Add more affordable vehicles to global lineup, including North America
- Stand up new customer-facing businesses enabled by Argo AI's world-class self driving system

Four Pillars Served By Enterprise Connectivity



Commercial Vehicles

Software products / services

Platforms to enable future capability

Data insights



Internal Value

Quality and data insights

Feature usage data

To serve others – Powertrain, Components, Manufacturing, Marketing, etc.



Retail Vehicles

Software products / services

Platforms to enable future capabilities

Data insights



Third Party Enablement

Externally monetizing data while protecting our trusted brand

Connectivity Is A Platform For Creating Value

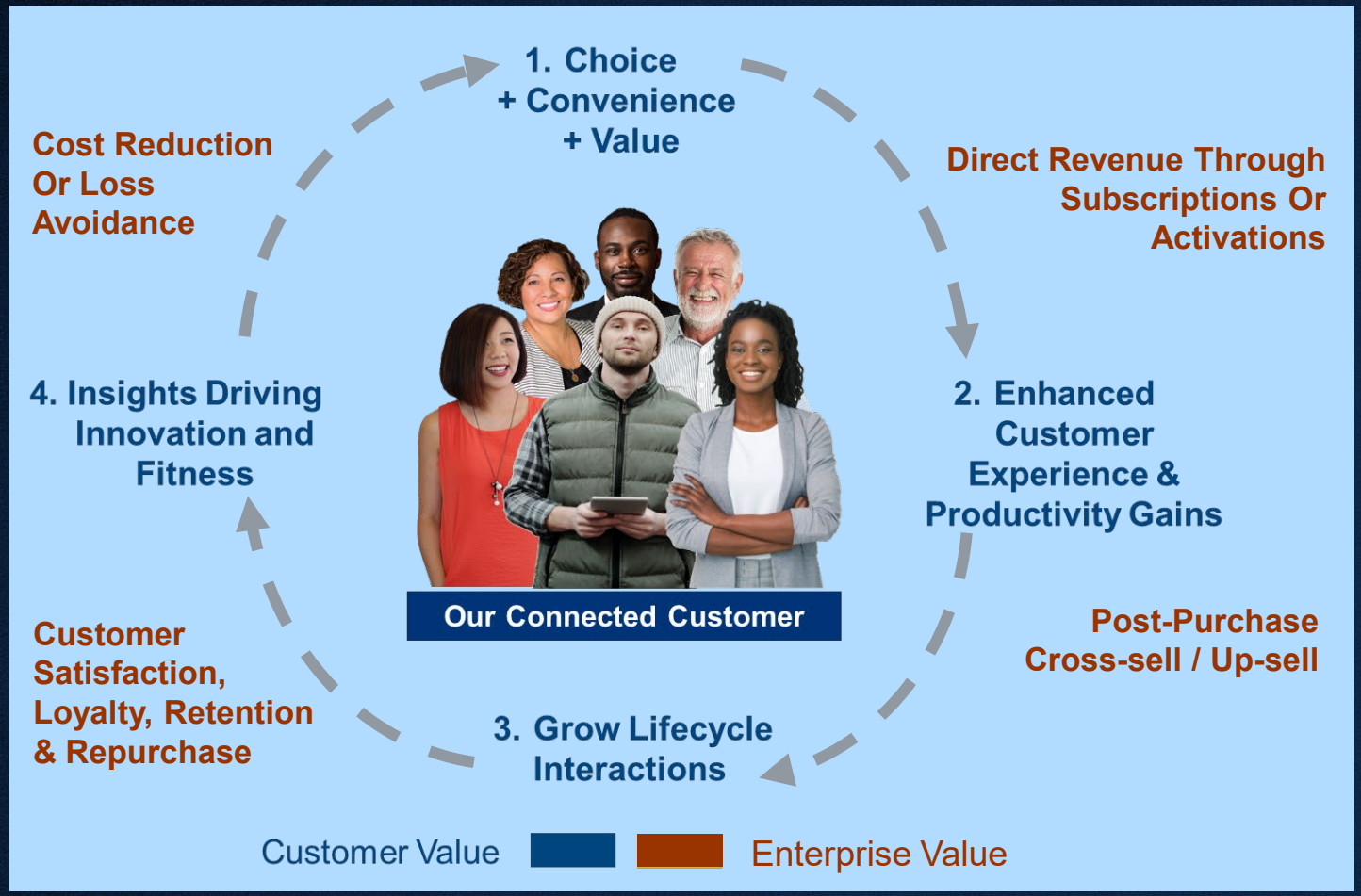
Increased Connectivity



100% of Ford's new vehicles in the U.S. are now connected

90% of our new vehicles globally will be connected by end of 2020

Our Connectivity Aspiration



Create lifetime value for our customers by delivering sticky connected experiences and solutions that are purposeful and differentiated with simplicity and ingenuity to generate sustainable returns for Ford

Equip The Enterprise To Derive Lifecycle Value From Connected Vehicles

Differentiated Tech Stack



Deliver differentiated customer experiences

Non-customer facing software (operating systems, middleware, services)

Electrical and electronic systems (computing, networking, sensing, actuating, wiring)

The Tech Stack Establishes A Platform That Enables Software For Commercial And Retail Products, Services And Experiences

Seamless Integration Of Products And Services Into The Customer's Digital Life

4G / 5G + Connected Experiences + Over-The-Air (OTA) = Integral Part Of Customer's Digital Life



New Commercial Business Services

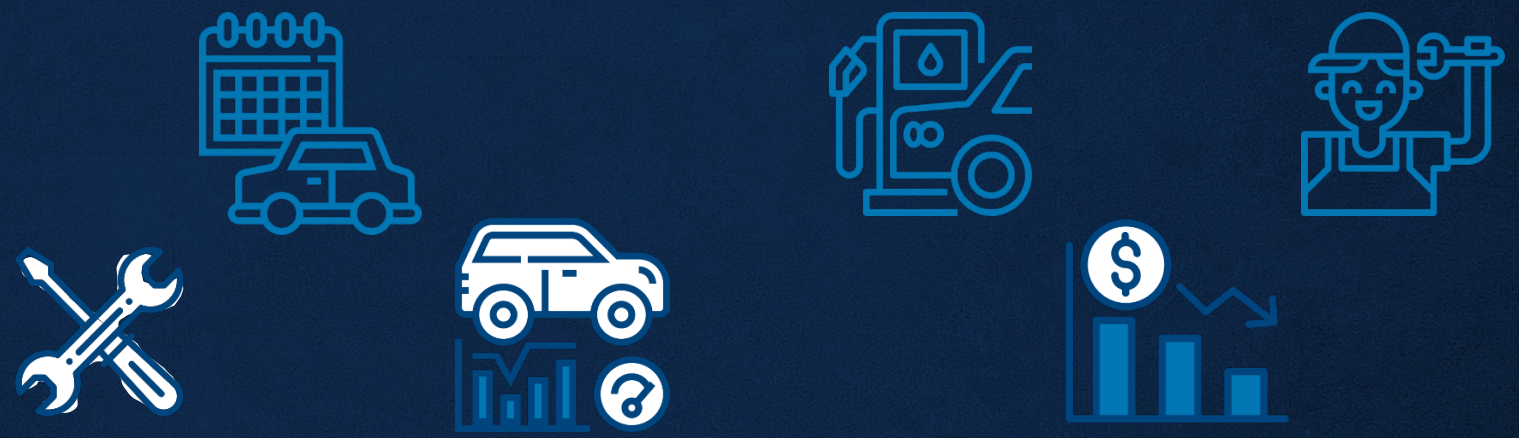
INCREMENTAL REVENUE

External

100% Customer Uptime Aspiration

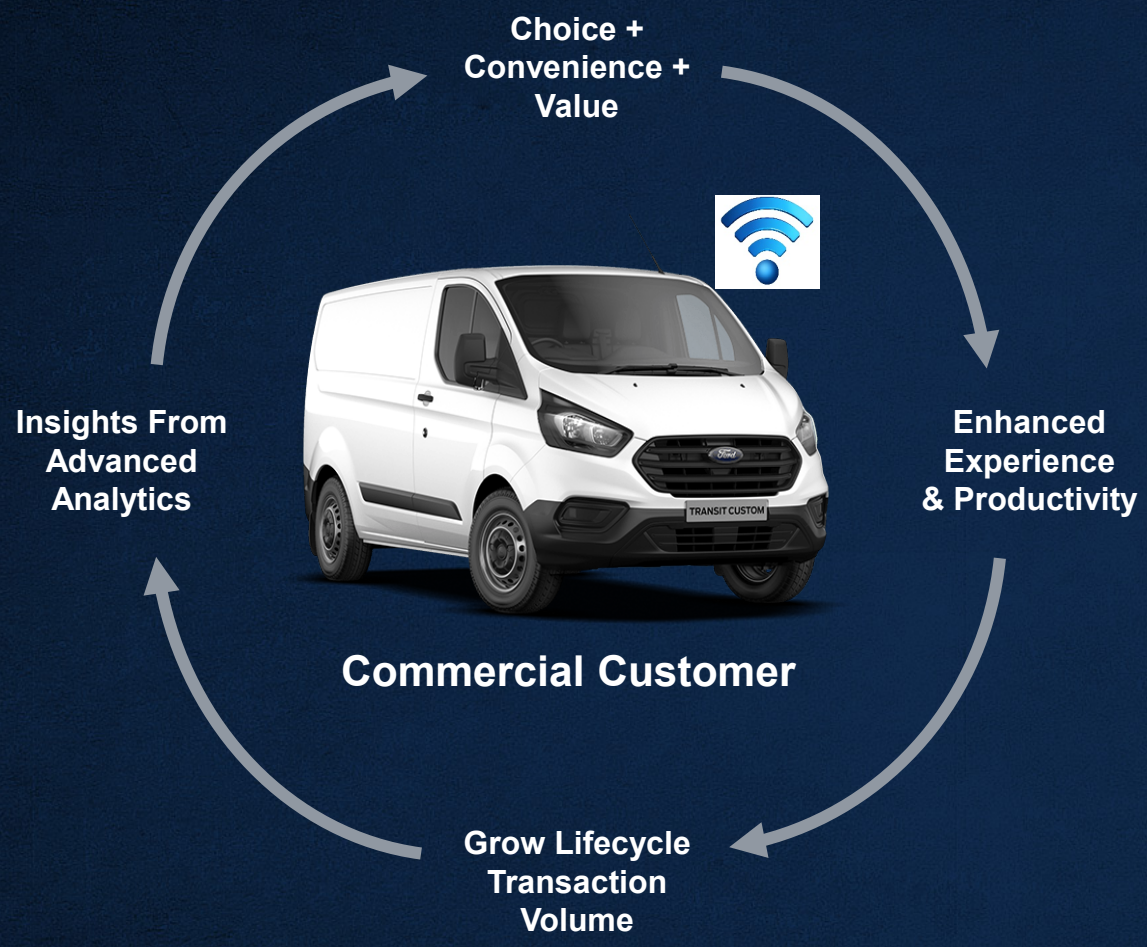
Smart Ownership
Vehicle and driver 'uptime' with integrated fleet management

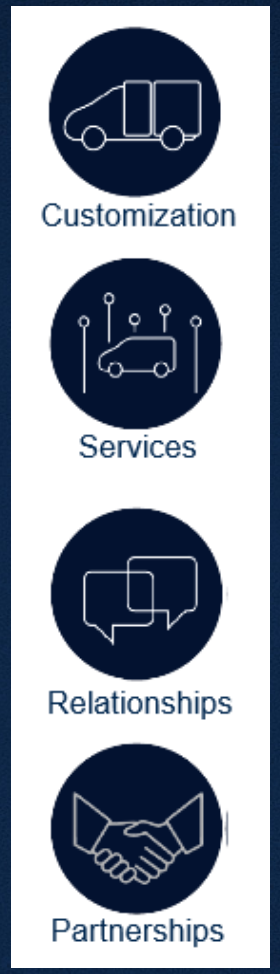
Business Services
Software solutions integrate our vehicles into our customers' operations



We Will Expand Our Leading Commercial Vehicle Business With A Suite Of Software Services That Drive Loyalty And Generate Recurring, Annuity-Like Revenue Streams

Productivity Solutions For Commercial Customers





Tailored product solutions with Ford and aftermarket accessories, and easier upfitter adaptations to meet customer requirements

Ford Commercial Services solutions to enhance productivity, security and safety. Data analytics to drive continuous improvement in productivity

One stop shop for products and services. Network effect by being part of Ford Commercial Vehicle community of smart vehicles

Expanded partnership network to provide integrated offerings direct from Ford. Strategic city partnerships with benefits to commercial operators

Leveraging Tailored Products And Connected Services Solutions To Transform Business Model From Transactional To Lifecycle Relationship

Creating Internal Value To Improve Our Business



Quality (OTA)



Manufacturing



Engineering



Feature Usage Data



Service



Marketing & Sales

Enterprise Connectivity Contributes To All Aspects Of Our Business

Retail Customer Business Growth Enabled By Connectivity

INCREMENTAL REVENUE



External



Subscription



User-based Insurance



Enabling New Experiences (e.g., In-car Delivery)

Connectivity Enables New Business And Revenue Streams

Exciting Product Portfolio – Upcoming Launches

F-150



Available Q4 2020

- Post launch Over-the-Air (OTA) update capability
- Ability to add subscription features like Active Drive Assist post launch
- Connected navigation with real time traffic, parking, weather, restaurant reviews
- Connected real time data analytics
- Cloud connected streaming Sirius XM
- Connected fleet telematics
- Connected natural language voice control

Mustang Mach-E



- Remote vehicle set up
- OTA update capability and targeted EPA-estimated range of 300 miles
- Smart charging
- Cloud enhanced distance to empty / intelligent range
- Local hazard information
- Phone as a key
- Enhanced valet mode

Bronco



Available Spring 2021

- OTA update capability
- SYNC 4 with improved conversational voice recognition
- Adventure Capture integrates with your phone to share videos and experiences
- Integration with FordPass Performance App with off-road navigation
- Navigation includes curated off-road trails from Fun Treks, Trails Off-road and NeoTracks

Note: See slide 15 for related notes

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 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.

Product Notes

- Over-the-Air-Updates require FordPass Connect, the FordPass App., complimentary Connected Service, and a Wi-Fi- connection. See FordPass Terms for details. https://owner.ford.com/fordpass/fordpass-terms-and-conditions.html. At purchase, the FordPass Connect™ modem is connected and sending vehicle data (e.g., diagnostics) to Ford. To disable or for more information, see in-vehicle connectivity settings. Learn more at https://www.fordconnected.com/ FordPass App, compatible with select smartphone platforms, is available via a download. Message and data rates may apply
- Driver-assist features are supplemental and do not replace the driver's attention, judgment and need to control the vehicle. Active Drive Assist is a hands-free highway driving feature. Only remove hands from the steering wheel when in a Hands-Free Zone. Always watch the road and be prepared to resume control of the vehicle. It does not replace safe driving. See Owner's Manual for detail and limitations. The Active Drive Assist Prep Kit contains the hardware required for this feature. Software for the feature will be available for purchase at a later date. Active Drive Assist functionality expected Q3 2021. Separate payment for feature software required to activate full functionality at that time
- Mustang Mach-E targeted EPA-estimated range of 300 miles with an extended range battery and RWD. Mustang Mach-E Premium with standard range battery and RWD shown with targeted EPA-estimated range of 230 mile on full charge. Actual range varies with conditions such as external elements, driving behaviors, vehicle maintenance, lithium-ion battery age and state of health