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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

Brush 2 Classic 1977 Ford Bronco Fire Truck: 'The Toughest Little Brush Truck in The County'



Exciting Product Portfolio – Upcoming Launches

F-150



- Best-in-class max available towing and available payload
- Over-the-air (OTA) update capability
- Available 3.5L PowerBoost™ full hybrid V6 engine is targeting an EPA-estimated range of approximately 700 miles

Mustang Mach-E



Available
Q4 2020

- Dynamic performance with advanced technologies including: Intelligent Range, Remote Vehicle Set Up and Active Drive Assist
- OTA update capability and targeted EPA-estimated range of 300 miles

Bronco Sport



- Standard 4x4, available unsurpassed ground clearance
- Bronco Sport with available 2.0L is targeting best-in-class horsepower and torque
- 100+ aftermarket accessories available

Bronco



Available
Spring
2021

- Rugged SUV with classic two-door styling and first-ever four-door
- OTA update capability and available class-exclusive 7-speed manual transmission
- Available 35" tires and 200+ aftermarket accessories

Note: See slide 13 for related notes

Ford Commercial Vehicle Leadership

Nearly **45%** U.S. Market Share¹

F-Series

BEST-SELLING PICKUP FOR 43 YEARS²

Transit

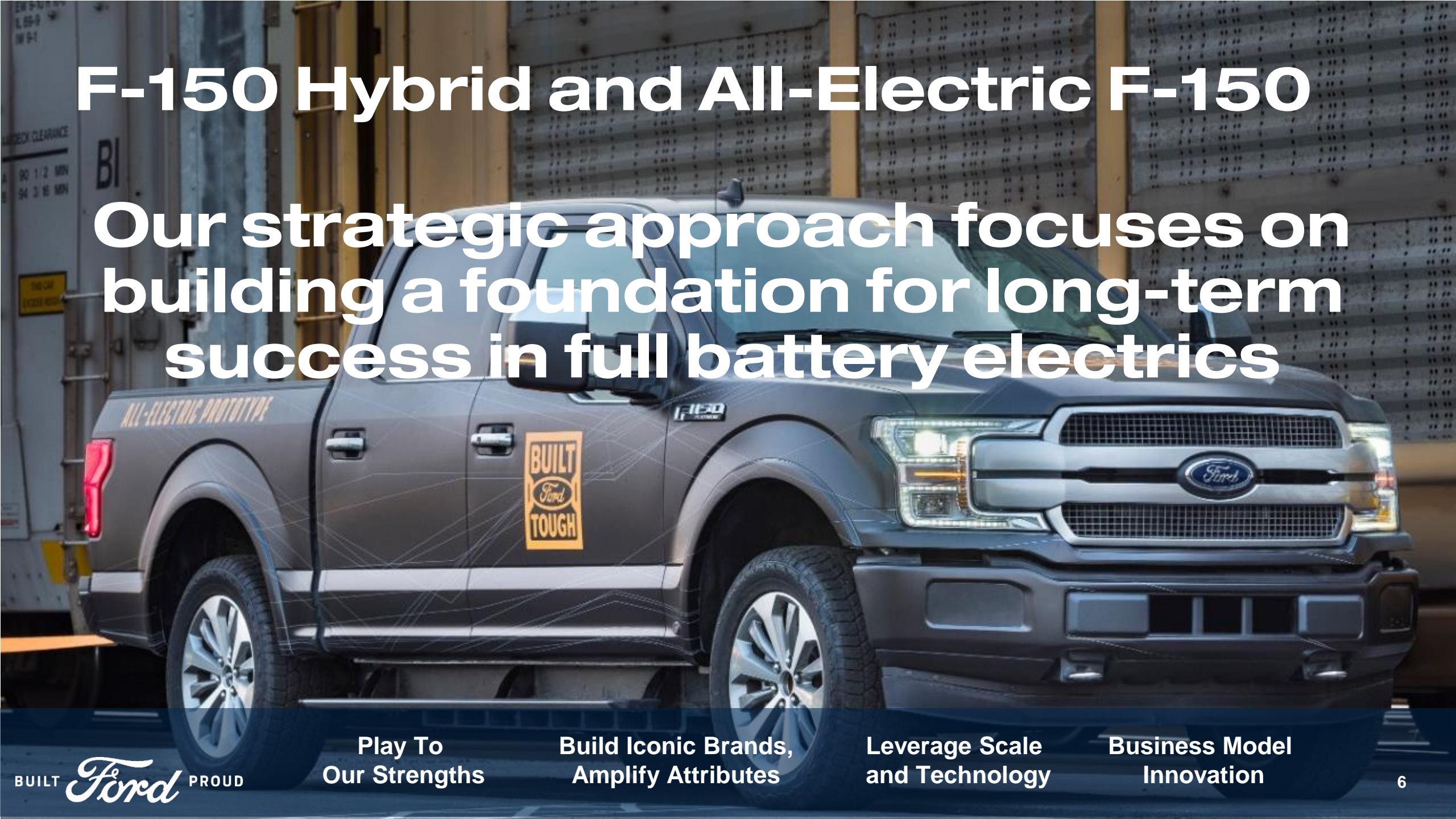
BEST-SELLING CARGO VAN IN THE WORLD³

GLOBAL VAN BEV INDUSTRY GROWING TO 1.1M BY 2030⁴

CAGR OF OVER 50%⁴

F-150 Hybrid and All-Electric F-150

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





THE ALL-ELECTRIC FORD TRANSIT

CHARGING FORWARD TO GET THE JOB DONE

BUILT *Ford* PROUD

Commercial Customer Needs

Right Tool For
The Job / Get
The Job Done



Lowest Total
Cost Of
Ownership



Maximum
Uptime



Employee
Productivity



Employee
Health And
Well-Being

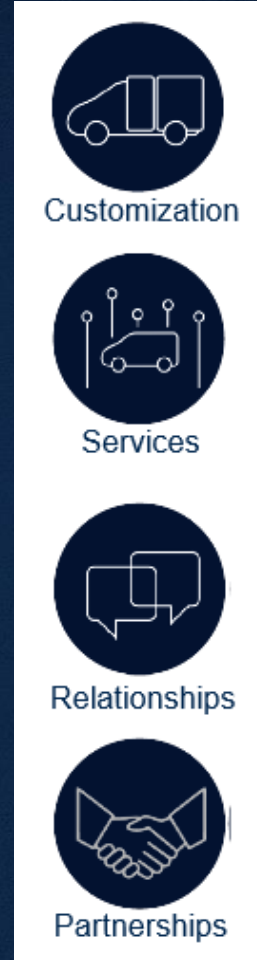
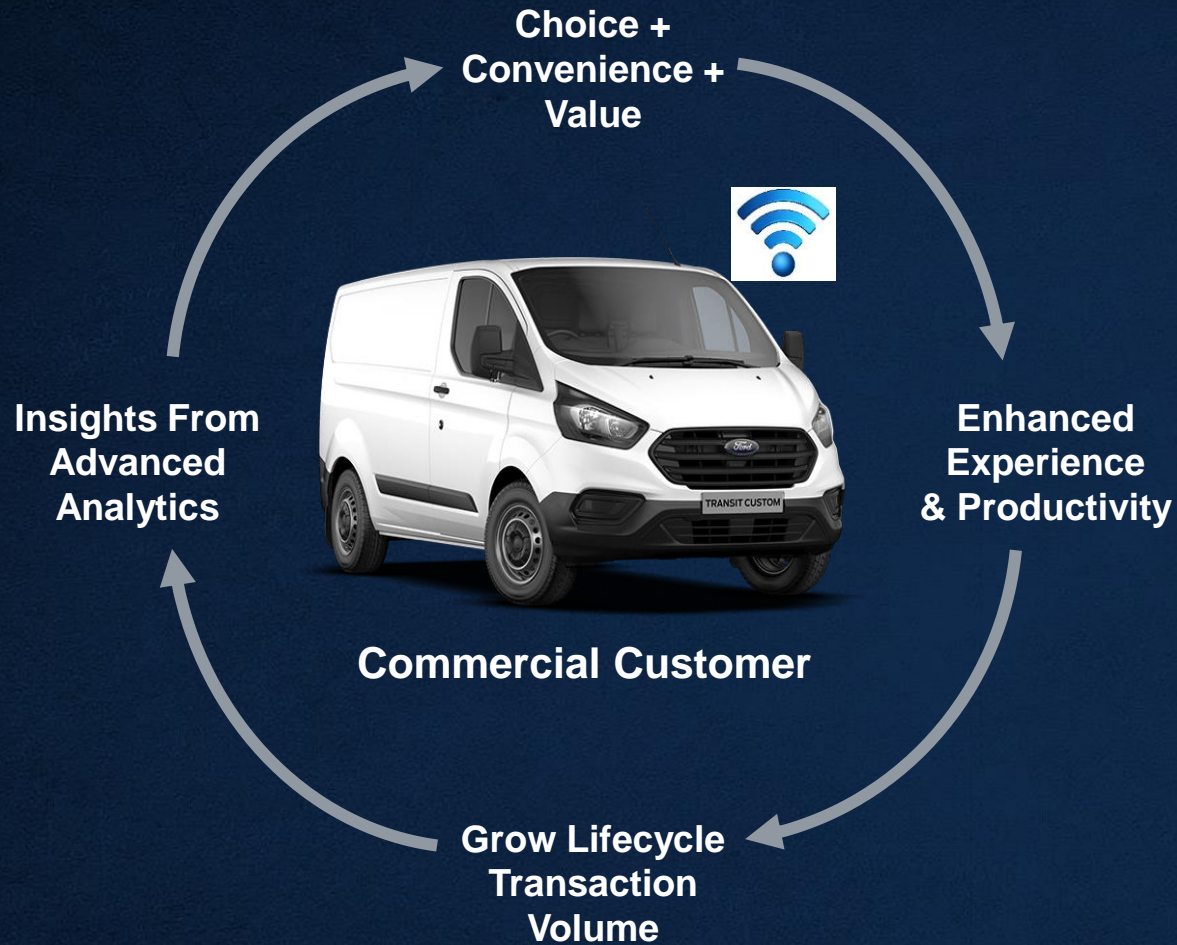


Corporate
Sustainability



Six Core Commercial Customer Needs Span Across Trucks And Vans

Productivity Solutions For Commercial Customers



Tailored product solutions with Ford and aftermarket accessories, and easy upfitter adaptations to meet unique 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 within 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

New Commercial Business 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



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

Growing The Value Of The Ecosystem Beyond The Vehicle

Vehicle



VAN

Broader Vehicle Ecosystem



UPFITTING



SALES &
FINANCING



PARTS &
SERVICE



CONNECTED
SERVICES



CHARGING

- Over 10M Transits produced
- Expansive network of dedicated upfitters
- 645 Commercial Vehicle Center dealers; approximately 90% EV certified
- More than 2,100 EV certified dealers in North America
- Expanding Ford Telematics and Ford Data Services

Q&A



Product Notes

F-150 XLT (shown on Slide 7)

- Max towing on F-150 SuperCab 8' box and SuperCrew 4x2 with available 3.5L EcoBoost, Max Trailer Tow Pkg. Max towing varies based on cargo, vehicle configuration, accessories and number of passengers. Towing and payload are independent attributes and may not be achieved simultaneously
- Max payload on F-150 Regular Cab 8' box 4x2 with available 5.0L V8 engine and Max Trailer Tow and Heavy-Duty Payload Pkgs. Max payload varies and is based on accessories and vehicle configuration. See label on door jamb for carrying capacity of a specific vehicle. Class is Full-Size Pickups under 8,500 lbs. GVWR
- Over-the-Air-Updates require FordPass Connect, the Ford Pass 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
- Targeted EPA-estimated range applies to an available trim. Actual range will vary. Final EPA-estimated ratings available later in the 2020 calendar year

Mustang Mach-E Premium (pre-production computer-generated image shown on Slide 7)

- Targeted EPA-estimated range applies to an available trim. Actual range varies with conditions such external elements, driving behaviors, vehicle maintenance, lithium-ion battery age and state of health. Final EPA-estimated ratings available later in the 2020 calendar year
- 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
- 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

Bronco Sport Badlands (pre-production computer-generated image shown on Slide 7)

- Horsepower and torque are independent attributes and may not be achieved simultaneously. Class is Non-Premium Subcompact Utility. Horsepower and torque ratings based on premium fuel per SAE J1349® standard. Your results may vary
- With available 235/65R17 tires. Class is Non-Premium Subcompact Utility

Bronco Badlands (pre-production computer-generated image shown on Slide 7)

- Class is Medium Traditional Utility

Product Notes

- 1 Based on 2019CY registrations of Commercial Vehicles Classes 1-7 (excludes cars, midsize pickups, SUVs, minivans and full-size pickups registered to a non-business)**
- 2 Based on 1977-2019 CY total sales**
- 3 Based on IHS Market New Registrations data 2014-2019 YE, which is compiled from government and other sources and captures 95 percent of global new vehicle volumes in more than 80 countries as reported in February 2020. Transit family-based volumes of vans, wagons, chassis cabs and cutaways include Ford Transit, Transit Custom, Transit Classic and Transit Kombi. Excludes Transit Connect and Transit Courier**
- 4 Company estimates covering period 2020 through 2029**