

Credit Suisse Industrials Conference

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The Ford logo is displayed in a large, white, stylized script font against a dark blue background. The letters are thick and have a classic, flowing appearance.

The Plan

We Must:

- Turn around automotive operations, compete like a challenger
- Treat customers like family
- Create must-have products and services
- Simplify everything
- Modernize everywhere
- Care for each other

We Will:

- Capitalize on our strengths
- Disrupt ourselves
- Partner for expertise and efficiency
- Lead the electrification revolution in areas of strength

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



Turn Around Automotive Operations,
Compete
Like A Challenger



Create Must-Have
Products And Services



Capitalize On Our Strengths

Modernize Everywhere

An aerial photograph of a large industrial facility, likely a manufacturing plant, under construction. The building's roof and structural framework are highlighted with a semi-transparent blue digital overlay, suggesting a modernized or smart infrastructure. The surrounding area includes other industrial buildings, parking lots filled with cars, and a road with a fence. The sky is clear and blue.

New, high-tech, carbon neutral manufacturing home at the historic Rouge Complex (\$700M investment) for the All-New, All-Electric F-150, coming mid-2022

Lead the Electrification Revolution



Over \$11.5B global investment in electrification through 2022 – now oriented to BEV;
NA BEV footprint spans 4 plants to support our highest volume products

The Industry's Most Exciting Lineup

F-150



F-Series: #1 Pickup Globally and Best-Selling Pickup in the U.S. for 43 Years¹

E-TRANSIT



Best-Selling Cargo Van in the World²

BRONCO SPORT



Standard 4x4, G.O.A.T. Modes™ (Goes Over Any Type of Terrain) and a High-performance Off-road Stability suspension system

MUSTANG MACH-E







Dynamic performance with advanced technologies: Intelligent Range, Remote Vehicle Set Up and Active Drive Assist

EPA - Estimated Range of 300 Miles³

OTA Updates

Key Launches On Track

Launch Checkpoints

	 Production Start	 Design/Engineering	 Supplier	 Manufacturing
F-150	October 12	✓	✓	✓
Mustang Mach-E	October 26	✓	✓	✓
Bronco Sport	October 26	✓	✓	✓

Improved Quality To Increase Margins and Customer Satisfaction



Design/Engineering



Suppliers



Manufacturing

Added new tools and people in plants and dealerships for early detection and response to emerging issues

Reorganized Global Supplier Technical Assistance to establish dedicated NA leadership and added resources into plants

Added incremental resources dedicated to manufacturing quality

Expanded fleet customer validation process to include extended high-mileage and “real world” mileage drives

Initiated automatic supplier warranty claims notification process

Developed unique launch readiness and coaching assessment with increased sampling and auditing

Expedited supplier engagement with 50% debit of repair cost (for parts that exceed 5 repairs)

Added new technology to proactively identify and contain issues before shipping

Material Cost

Trend Begins to Reverse by 2021



Material Cost Reductions, Portfolio Refresh and Growth Opportunities
Contribute to Our Return to 10% EBIT Margin in North America

Return of BRONCO

Large addressable
MARKET SIZE

Ford is
**#1 CROSS-SHOPPED
BRAND** for Jeep

3 incremental
**RUGGED ADVENTURE
VEHICLES**



Product Notes

- 1 Based on 1977-2019 CY total sales.
- 2 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.
- 3 Targeted EPA-estimated range applies to an available trim. Actual range varies with conditions such as external elements, driving behaviors, vehicle maintenance, lithium-ion battery age and state of health.

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.