

Jefferies Automotive Conference

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Stuart Rowley
President, Ford of Europe

Hans Schep
General Manager, Commercial
Vehicles, Ford of Europe

Roelant de Waard
General Manager, Passenger
Vehicles, Ford of Europe

Ford

The Plan

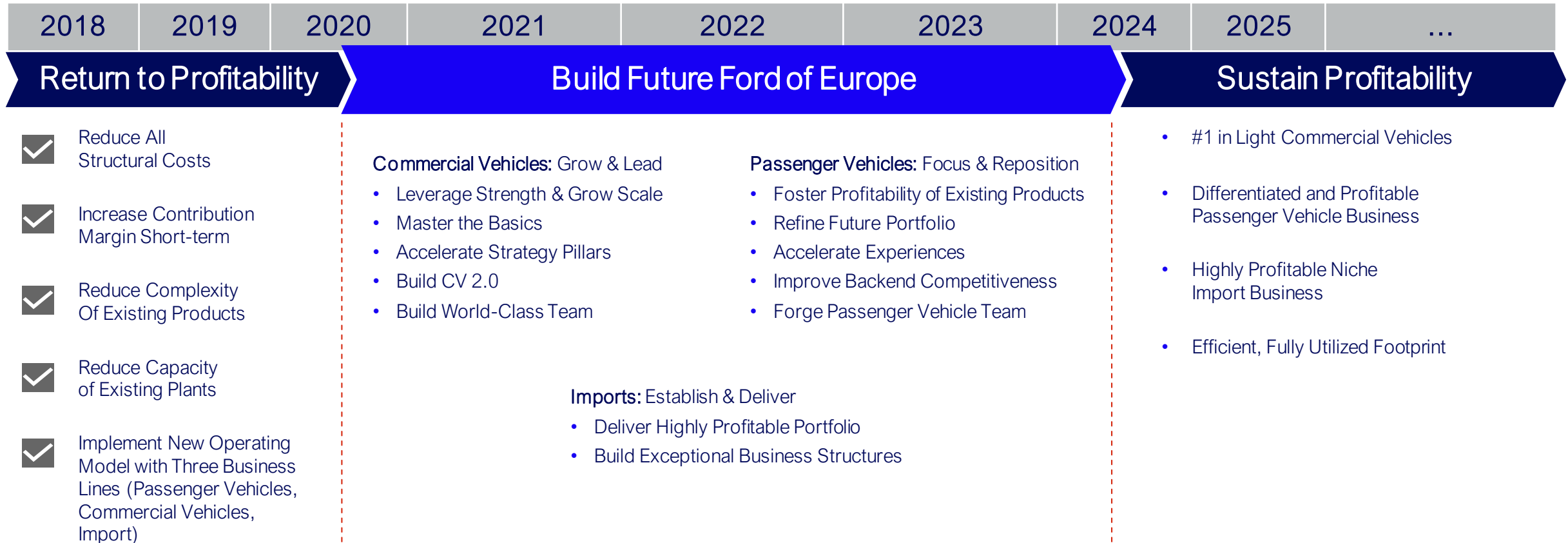
WE MUST

- 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

Roadmap To Sustainable Profitability



Europe Remains On Track To Reach 6% EBIT Margin

Ford Goes All-In on Electric Vehicles

TURNAROUND AUTO

MODERNIZE EVERYWHERE

DISRUPT OURSELVES



E-TRANSIT
Commercial Vehicles

FULL RANGE
zero emission capable
by 2024

2/3 OF SALES
expected to be all-electric
or plug-in hybrid
by 2030



Passenger Vehicles

FULL RANGE
all-electric or plug-in hybrid
by mid-2026

100% OF SALES
expected to be all-electric
by 2030

\$1 billion investment in new Ford Cologne Electrification Center

2019

2020

2024

2026

2030

Make Our Customers' Business Thrive

Leading Commercial Solutions

Integrated offering of:

- Smart vehicles
- Connected services
- Strategic partnerships

#1 Commercial Vehicle Brand

Extending leading position:

- Brand leader for 6 consecutive years
- 14.6% record market share in 2020
- Leader in 10 of EU markets

Ford Transit

Transformation Of Passenger Vehicles



Our Strategic Approach

Clear customer target

All in on electrification

Emotional product families

Differentiating digital experiences

Optimized industrial operations



Ford Puma

Questions & Answers





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 is highly dependent on its suppliers to deliver components in accordance with Ford’s production schedule, and a shortage of key components, such as semiconductors, can disrupt Ford’s production of vehicles;
- Ford’s long-term competitiveness depends on the successful execution of its Plan;
- 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 and other disruptions;
- 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 and face significant competition from existing and new entrants in the automotive and mobility industries;
- 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;
- Industry sales volume in any of Ford’s 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 Ford or Ford Credit’s 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;
- 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 consumers’ heightened expectations to safeguard their 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 most recent Annual Report on Form 10-K, as updated by additional factors in subsequent filings with the United States Securities and Exchange Commission.