

Delivering Ford+

[Capital Markets Day](#) - Excerpt

May 26, 2021

Information Regarding This Presentation

FORWARD-LOOKING STATEMENTS

This presentation includes forward-looking statements. 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. For a discussion of these risks, uncertainties, and other factors, please see the “Cautionary Note on Forward-Looking Statements” at the end of this presentation and “Item 1A. Risk Factors” in our Annual Report on Form 10-K for the year ended December 31, 2020, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.



Ford+

Disruptive Technology Allows Us to Leverage Foundational Strengths to Build New Capabilities – Enriching Customer Experiences and Deepening Loyalty.

CUSTOMER EXPERIENCE



Electrification

\$30B+

In Cumulative Investment To
Electrify Vehicles By 2025

Electrifying

Iconic Nameplates

40%

Ford Global EV Product Mix By 2030

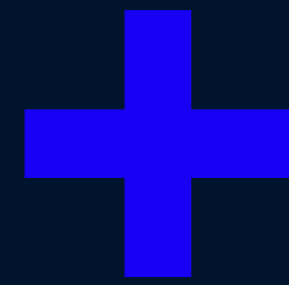
Achieve Equal Or Higher Market Share In Same
High-volume Segments And Markets Ford Competes
In Today

Ultimate Goal

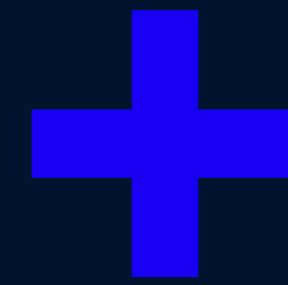
BEV + Holistic Ecosystem Including Services > ICE Profitability
Today

Our Competitive Advantage Unlocks Growth And Value With Electric

Pricing
Power



Material
Cost



Manufacturing
Flexibility
And
Capability

Battery Highlights


Ford Ion Park


 Battery Center
Of Excellence

IonBoostPro

 Cell Technology For
Commercial Customers

IonBoost+

 Highest Energy Density Of
Any Cell Of Its Type

 Higher Efficiency
And Range

 Ideal For Larger Vehicles
And Performance Products

 Scales Efficiently Across
Product Lines

Solid Power

 All Solid-state Battery

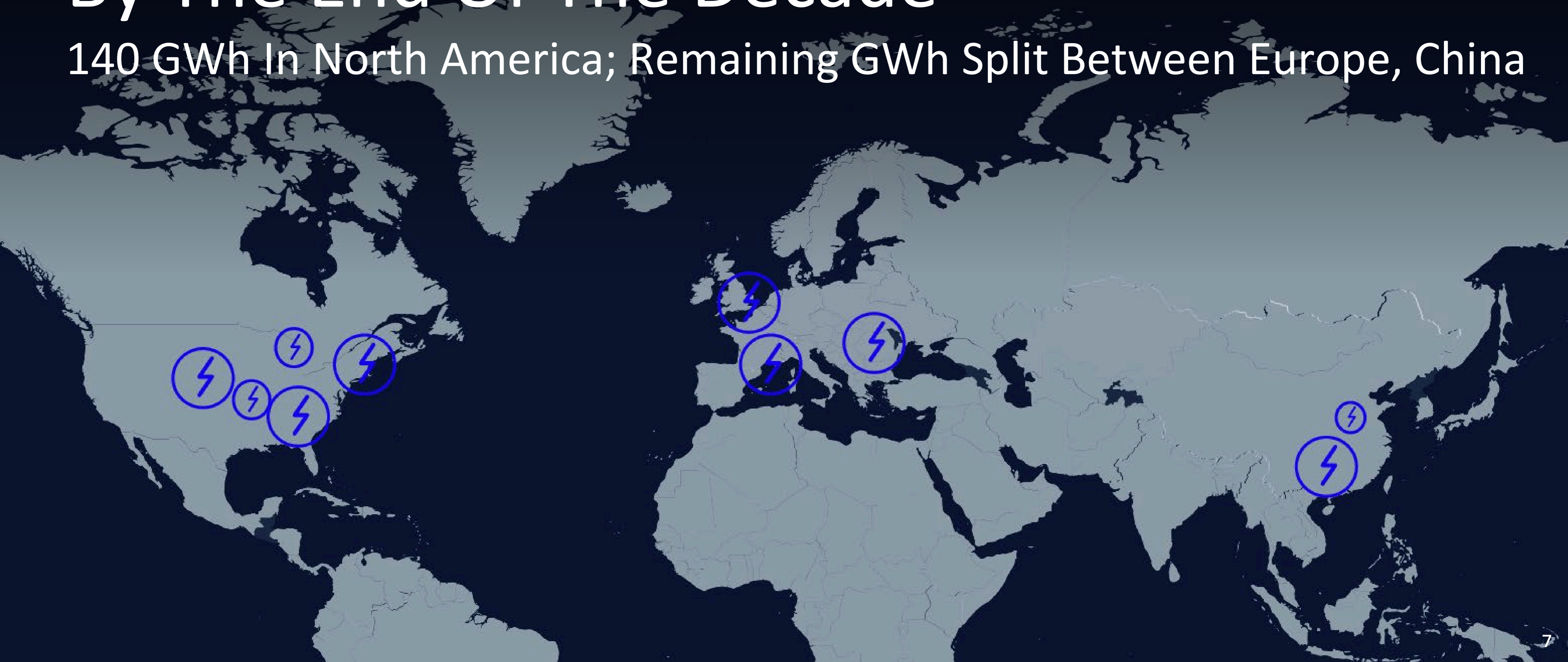
 Better Value And
Enhanced Safety

 Leverages Existing Li-Ion
Manufacturing

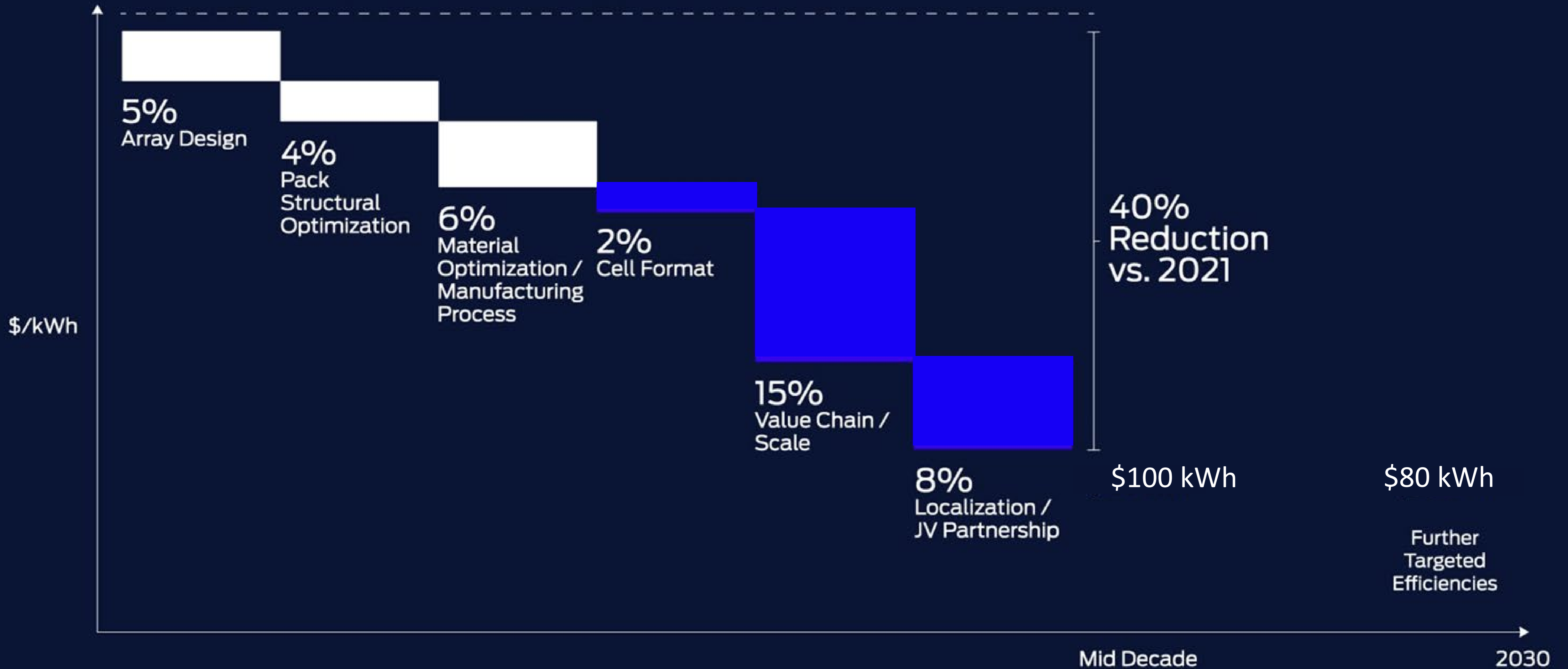
 Offers ~70% Reuse Of
Capital Investment

240 GWh Of Battery Cell Capacity Globally By The End Of The Decade

140 GWh In North America; Remaining GWh Split Between Europe, China



Battery Pack Cost



Five Flexible Architectures Today

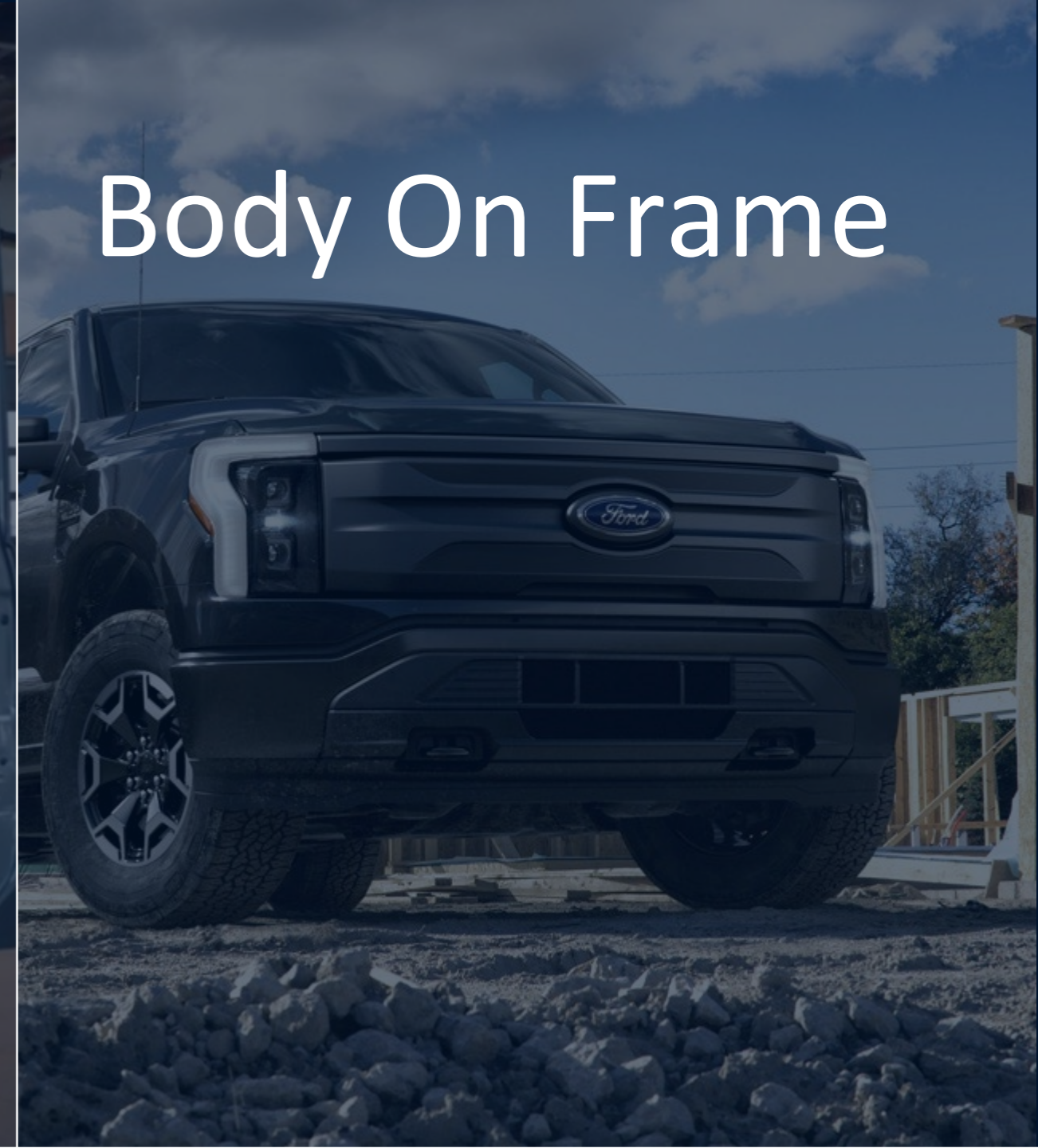
Battery Electric Vehicles



Commercial Van Unibody



Body On Frame



Rear-wheel Drive Unibody

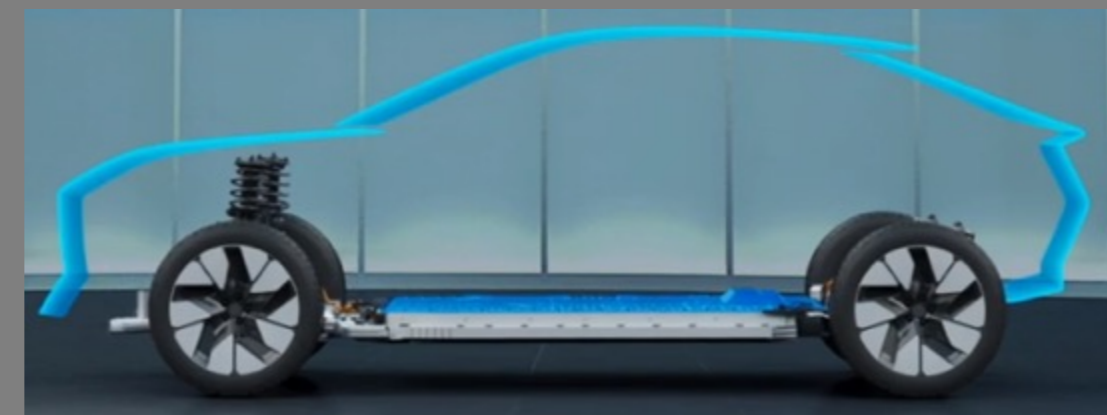


Front-wheel Drive Unibody



Next Up: New BEV Flexible Architectures

RWD / AWD



Full-size Pickup Trucks / Utilities

Projected U.S. Electrification

33%

Full-size Pickup Segment Fully
Electric By 2030

800,000

Vehicles Annually

70%

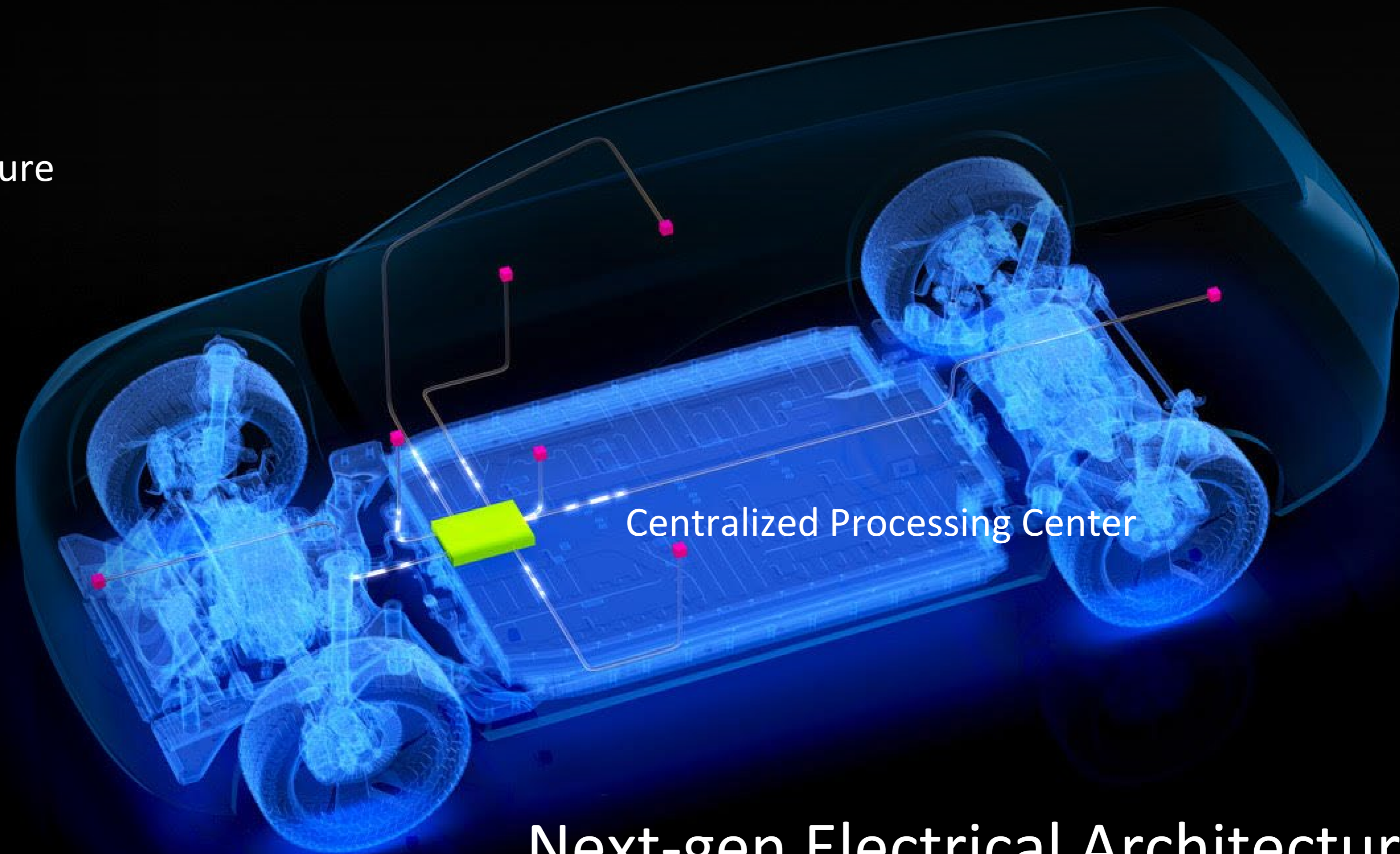
Full-size Bus And Van Industry Fully
Electric By 2030

300,000

Vehicles Annually

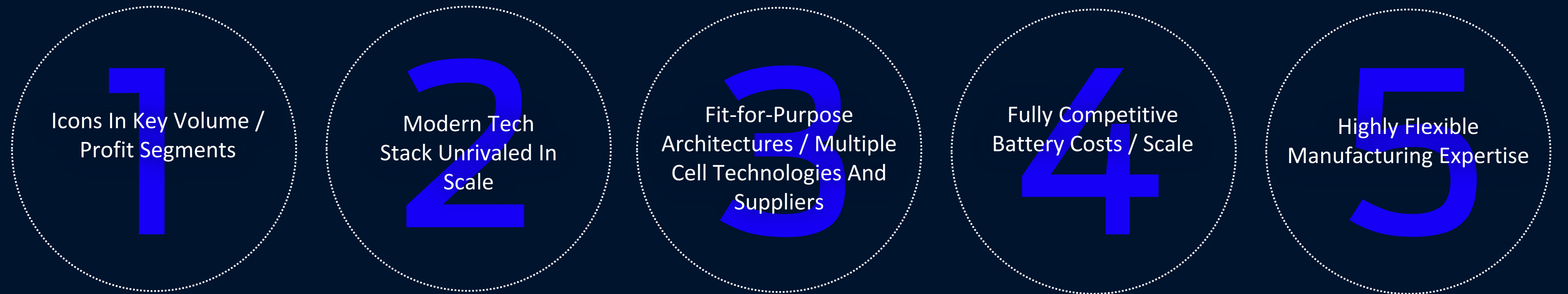
Blue Oval Intelligence

- Sensing Hardware
- Memory
- On-board Computers
- Power Distribution
- Vehicle Electrical Architecture
- Cloud And Edge Networks
- Software Architecture



Next-gen Electrical Architecture

Winning Plan To Lead In Electrification



Ford OWNS Work

43% Share Of Class 1-7
Commercial Full-size Truck And
Van Market In The U.S.

Leading Commercial Vehicle
Brand In Europe 6 Years In A
Row



Transit Is The World's
Best-selling Cargo Van



Commercial Customers Demand:



Right Tool For The Job



Maximum Productivity



Low Cost Of Ownership



Employee Safety



High Uptime



Sustainable Solutions



Support



Standalone Global Commercial Vehicle Services And Distribution Business Within Ford

Most Comprehensive Product And Solutions Offerings

Widest And Most Flexible Range Of BEV And ICE Vans And Trucks

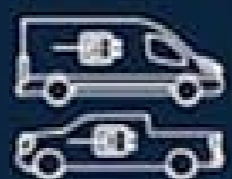
Most Competitive Services Portfolio Enabled By Digital Platform



Ford Pro Vehicles



Commercial Vehicles



Electric Truck & Van



Upfitting

Ford Pro Charging



Home Charging



Public Charging



Depot Charging

On The Ground

In The Cloud



Commercial Customer

Ford Pro FinSimple

Simplified Financing

Unified Invoicing

Bundled Solutions



Service Hubs



Mobile Service



Uptime

Ford Pro Service Elite

Telematics & Data Services

E-Telematics & Advanced Products

Small Business Productivity

Ford Pro Intelligence

FORDLiive

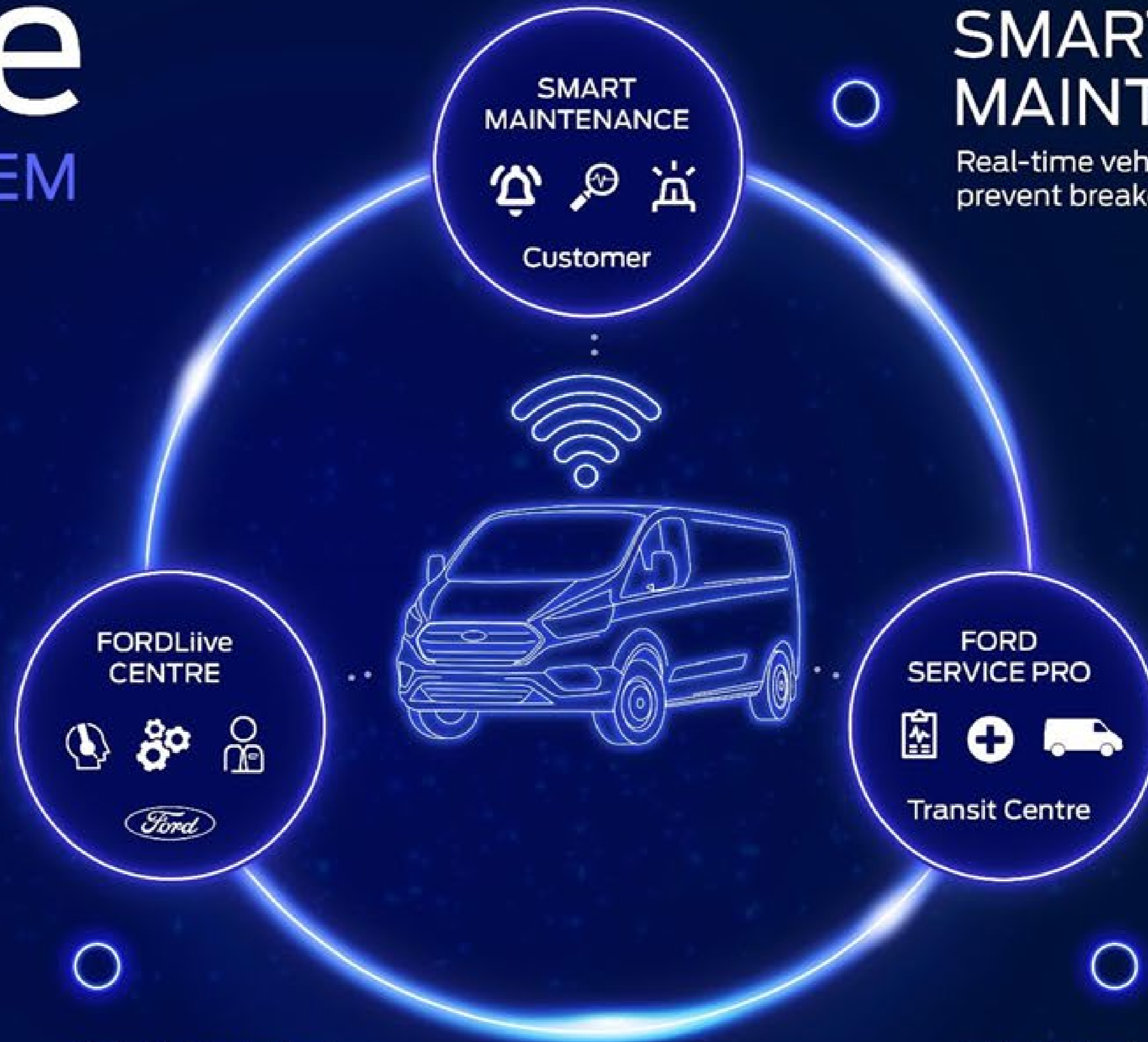
CONNECTED UPTIME SYSTEM

Enabling Ford customers to **maximise productivity** by cutting downtime by up to 60 per cent – fewer breakdowns, reduced dealer visits and quicker repairs

- **Free-of-charge** for all Ford connected commercial vehicle owners
- Benefitting **1 million vehicles** in Europe by mid-2022
- **Easily managed** using FordPass Pro¹ and Ford Telematics²

¹FordPass Pro App, compatible with select smartphone platforms, is available via a download. Message and data rates may apply.

²Ford Telematics is available for Ford vehicles with a FordPass Connect Modem or a 3rd Party Plug-In Modem. Eligible Fleet/business customers only. Subscription charges and FCS T&Cs apply.



SMART MAINTENANCE

Real-time vehicle data helps customers prevent breakdowns and optimise servicing

FORDLiive CENTRE

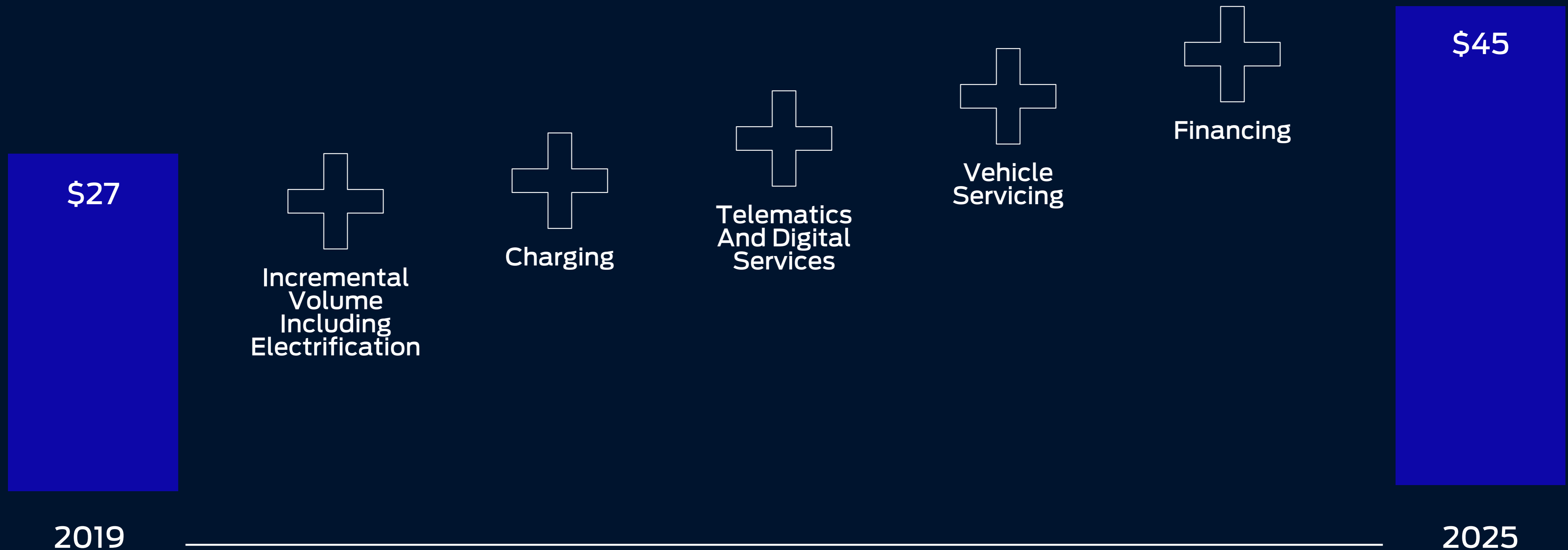
Dedicated teams of Ford experts help dealers resolve issues and source parts

FORD SERVICE PRO

Enhanced service and support from network of 800 Transit Centres

Ford Pro Revenue (\$B)

The Ford Pro Ecosystem Provides Unique Opportunity To Expand New Connected Services, Improve Customer Productivity And Drive Loyalty





Ford Pro Complements Our Strong North America Retail Business Selling Trucks And Large SUVs Delivering...



Mid-Teens
EBIT Margin



\$55B+ Revenue

Connected Services

+ Capitalize On Potential \$20B Serviceable Obtainable Market Opportunity By 2030

+ Leverage Blue Oval Intelligence To Continuously Deliver New Services

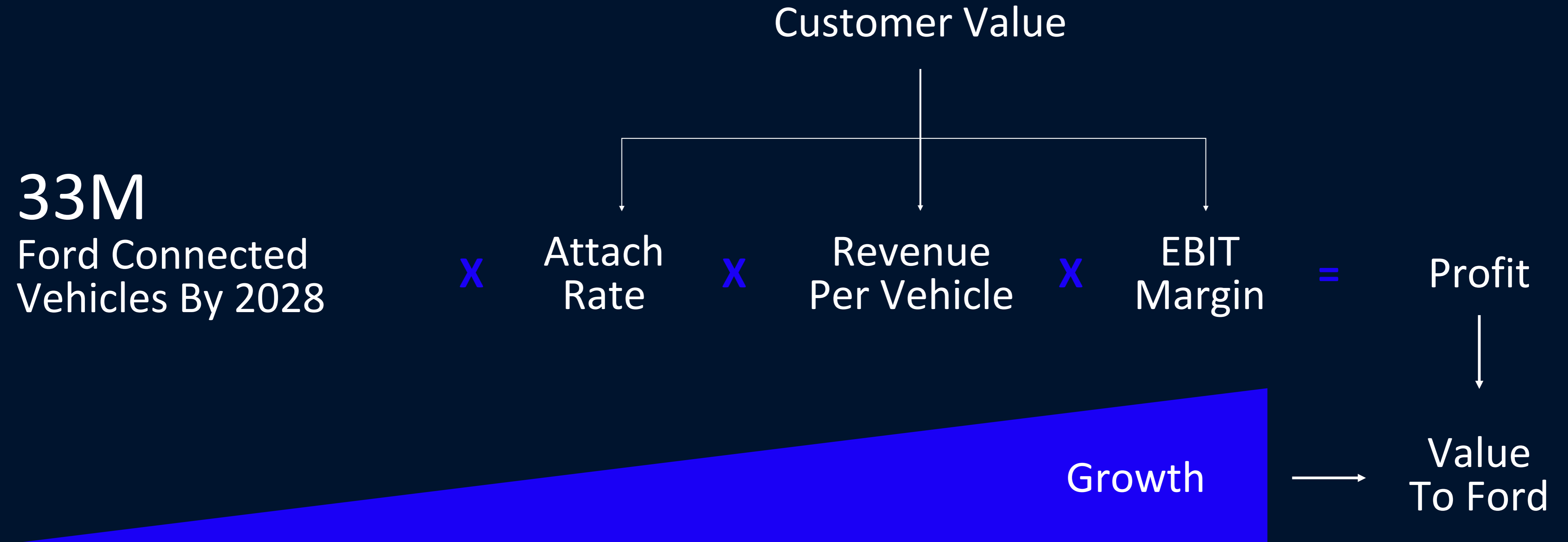
+ Leveraging Data To Reduce Internal Costs Including Warranty

+ Establishing Deeper, Life-long Customer Relationships

+ Delivering Unique Services In Ford Must Win Areas; Partnering For Best-in-Class Commodity Services

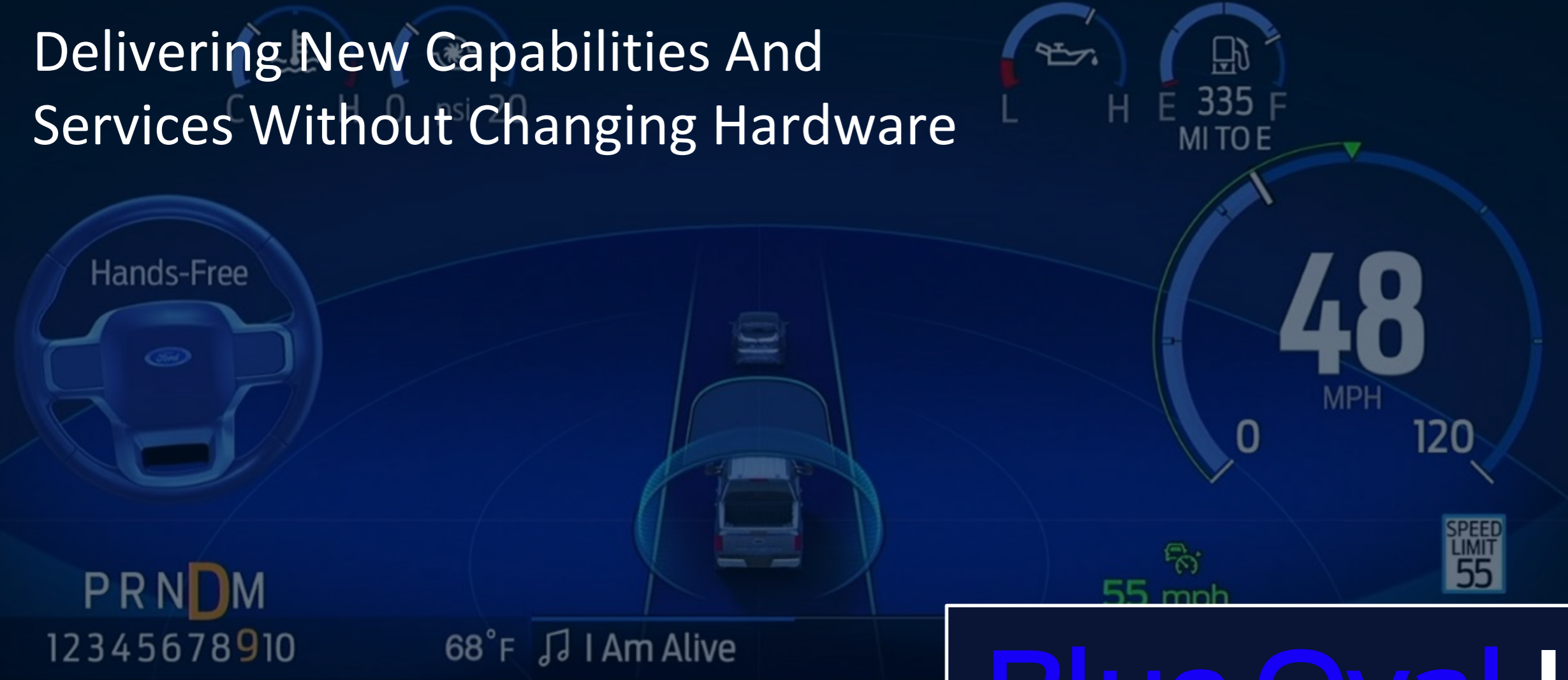


Connected Services



Power Ups

Delivering New Capabilities And Services Without Changing Hardware



Fully Integrated

With Best-in-Class Technology



Blue Oval Intelligence

1M Connected Vehicles
By Year End

33M Connected Vehicles
By 2028

Loyalty

Drive Recurring Revenues And Focus Resources On High Value Customers

ENHANCED
CAPABILITIES

Integrated Hardware
and Software

Connectivity

Data Analytics

*Enables Deep
Customer Insight*



New Electrical Architecture



Modular Micro-service Systems



Automated Testing And Simulation



Zonal Energy Management And
Storage



Full Stack / Application Software
Engineering

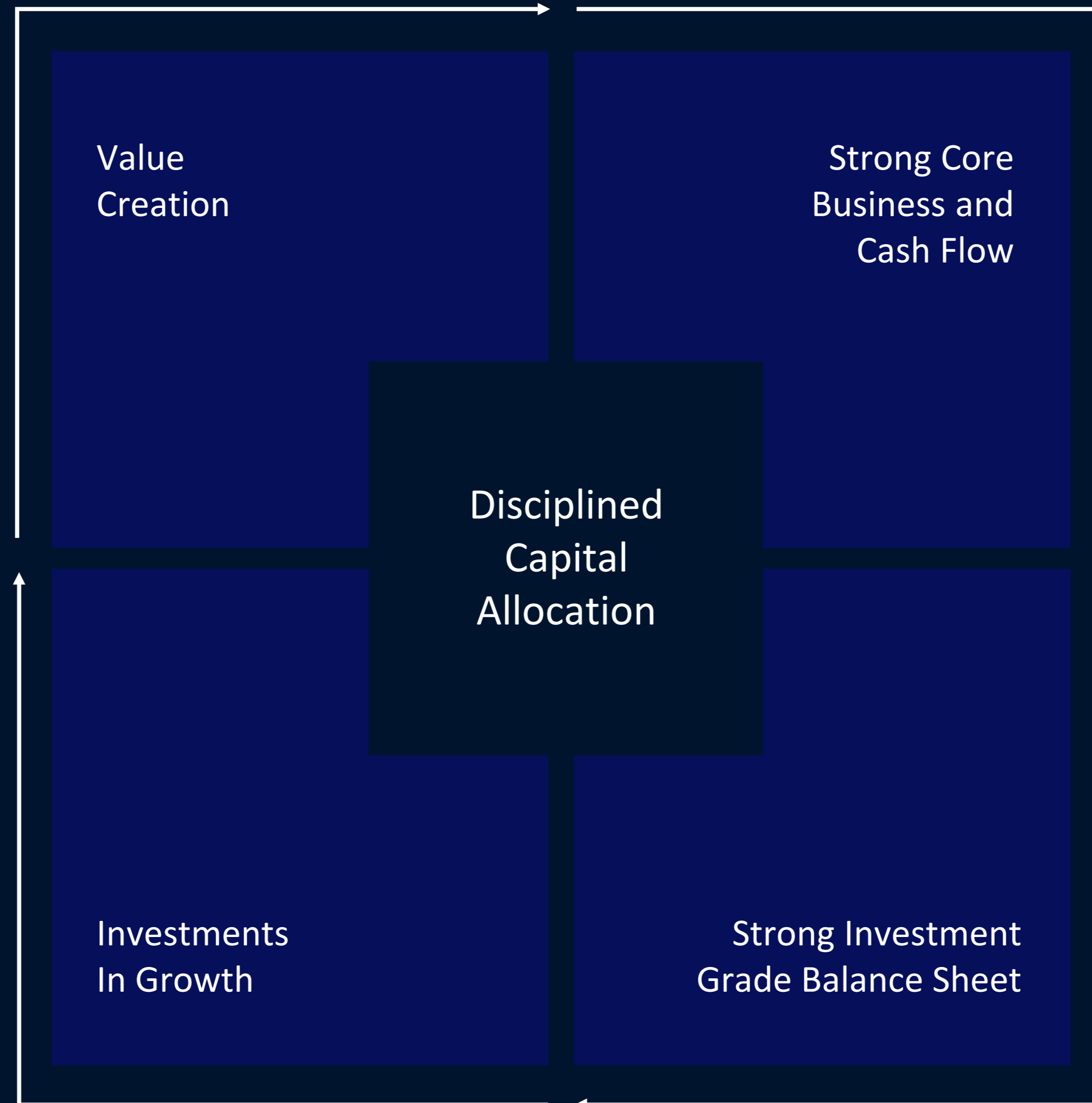


UI / UX Design



Charging And Energy
Management Integration

Driving Value Creation



Strong Core Business



Investing In Leading,
High Margin Products



Fixing Overseas
Operations

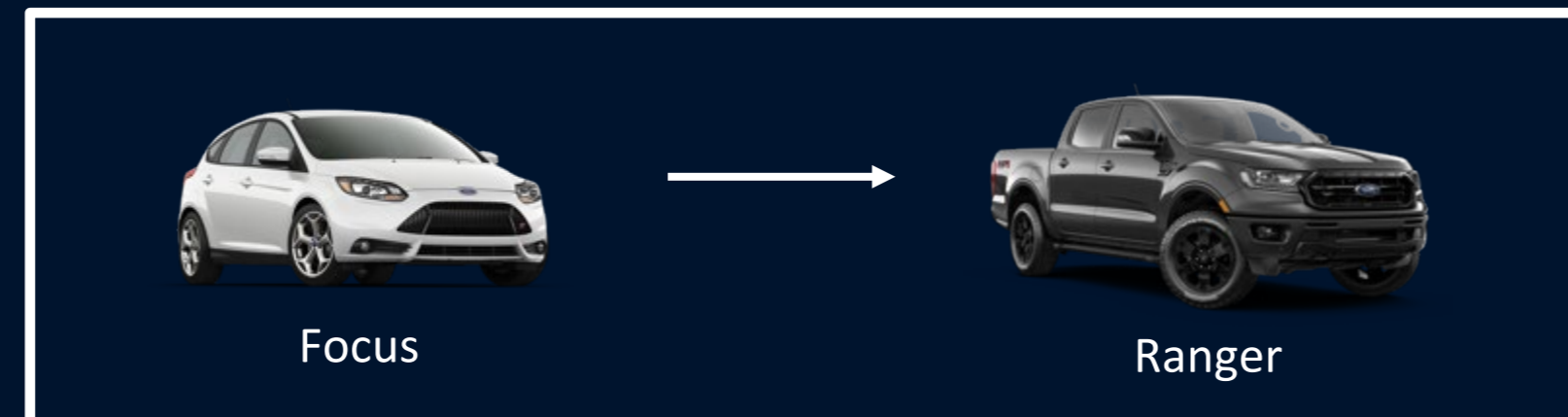


Improving Quality &
Costs

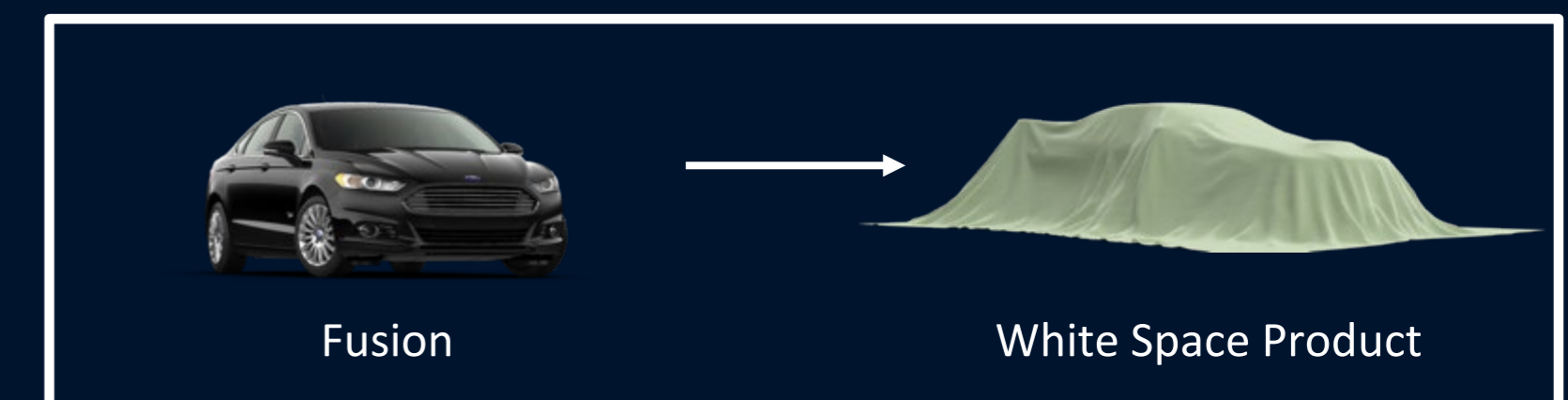
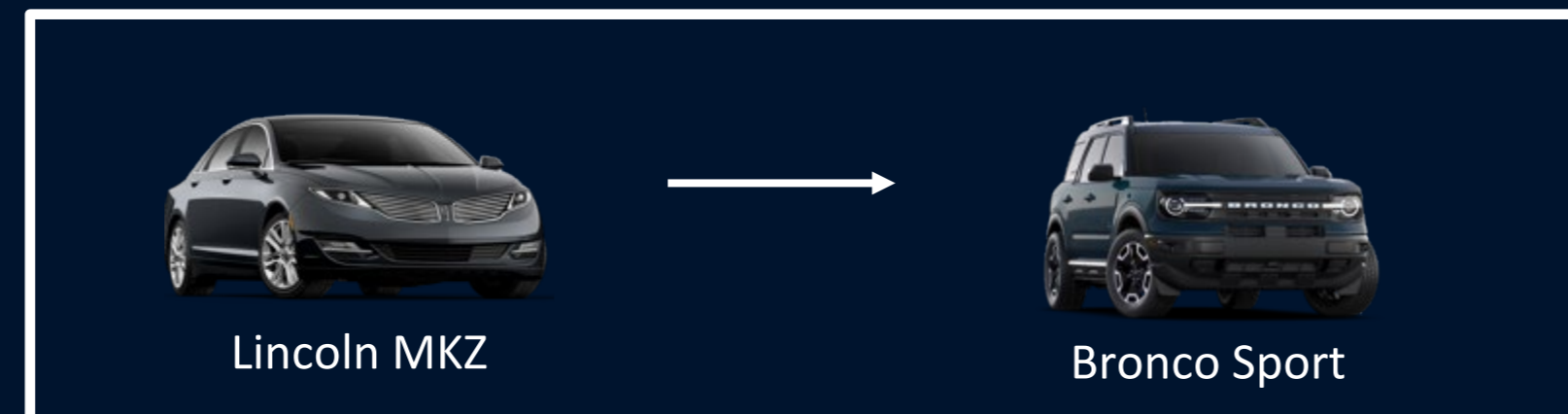
Strong & Improving
Core Business
Generates Significant
Cash Flow To
Fund Growth

Shifted Capital Allocation To Higher Margin Products

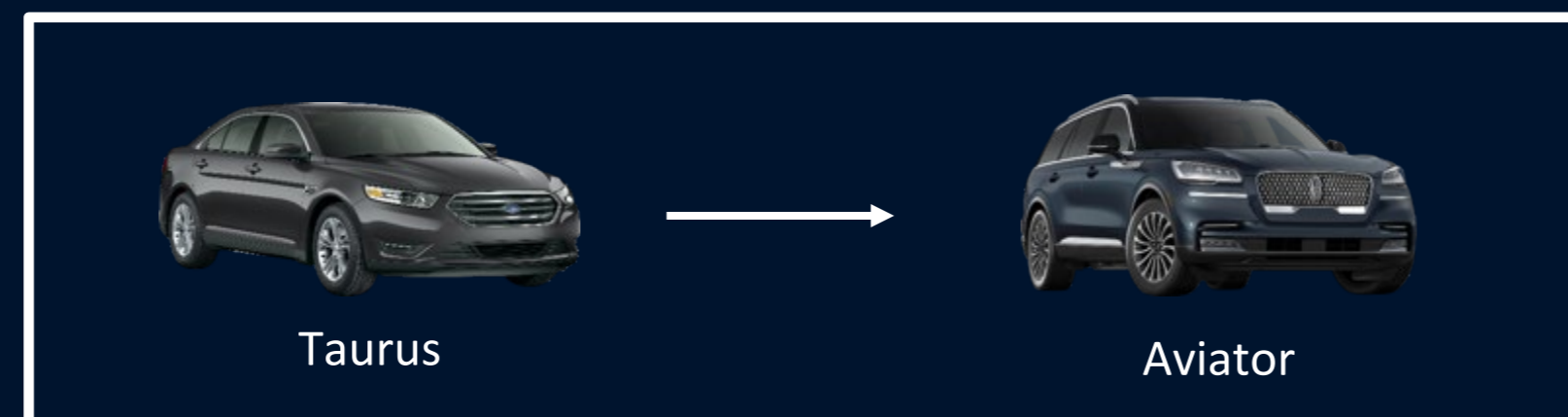
Michigan Assembly



Hermosillo Assembly



Chicago Assembly



\$1.8B
Annual EBIT
Improvement

Iconic Nameplates | Leading Market Positions



F-Series

#1 Full-size
Pickup Globally



Mustang

#1 Sports
Coupe Globally



Transit

#1 Cargo Van
Globally



Explorer

#1 America's All-time
Best-selling SUV



Ranger

#2 Medium-size
Pickup Globally



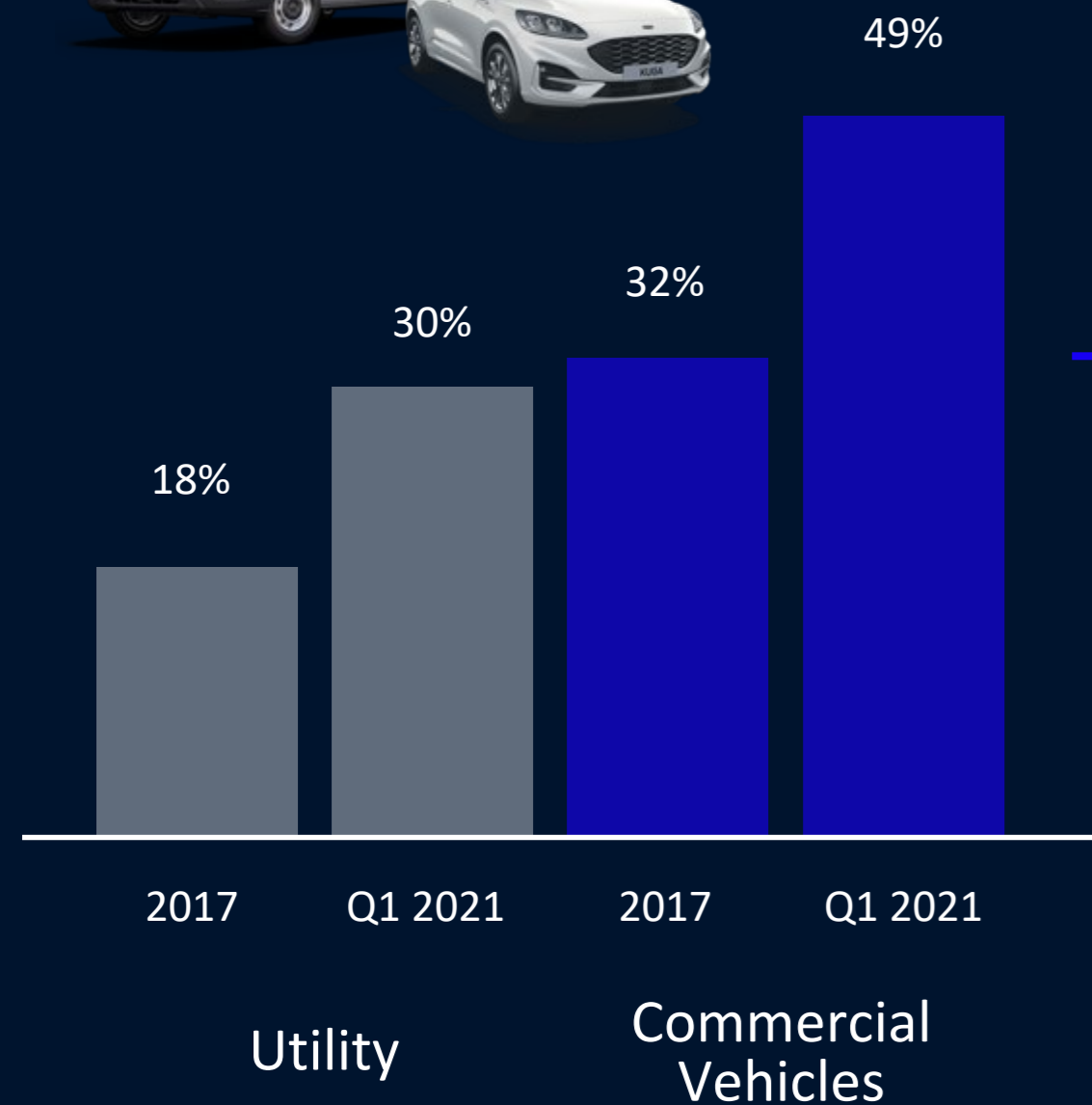
Bronco

GAME ON

Turning Around Overseas Operations: Europe



Sales Shift



Europe
Refocused Business;
Growing Commercial
Vehicles And Utilities

On Track To Achieve
6% Margin

25%

Personnel Reduction In
Western Europe

26%*



Manufacturing Plants

\$1B+

Annual Structural Cost
Eliminated

* Including Russia

Turning Around Overseas Operations: South America

80%

Personnel
Reduction

\$800M

Annual Structural
Cost Eliminated

75%



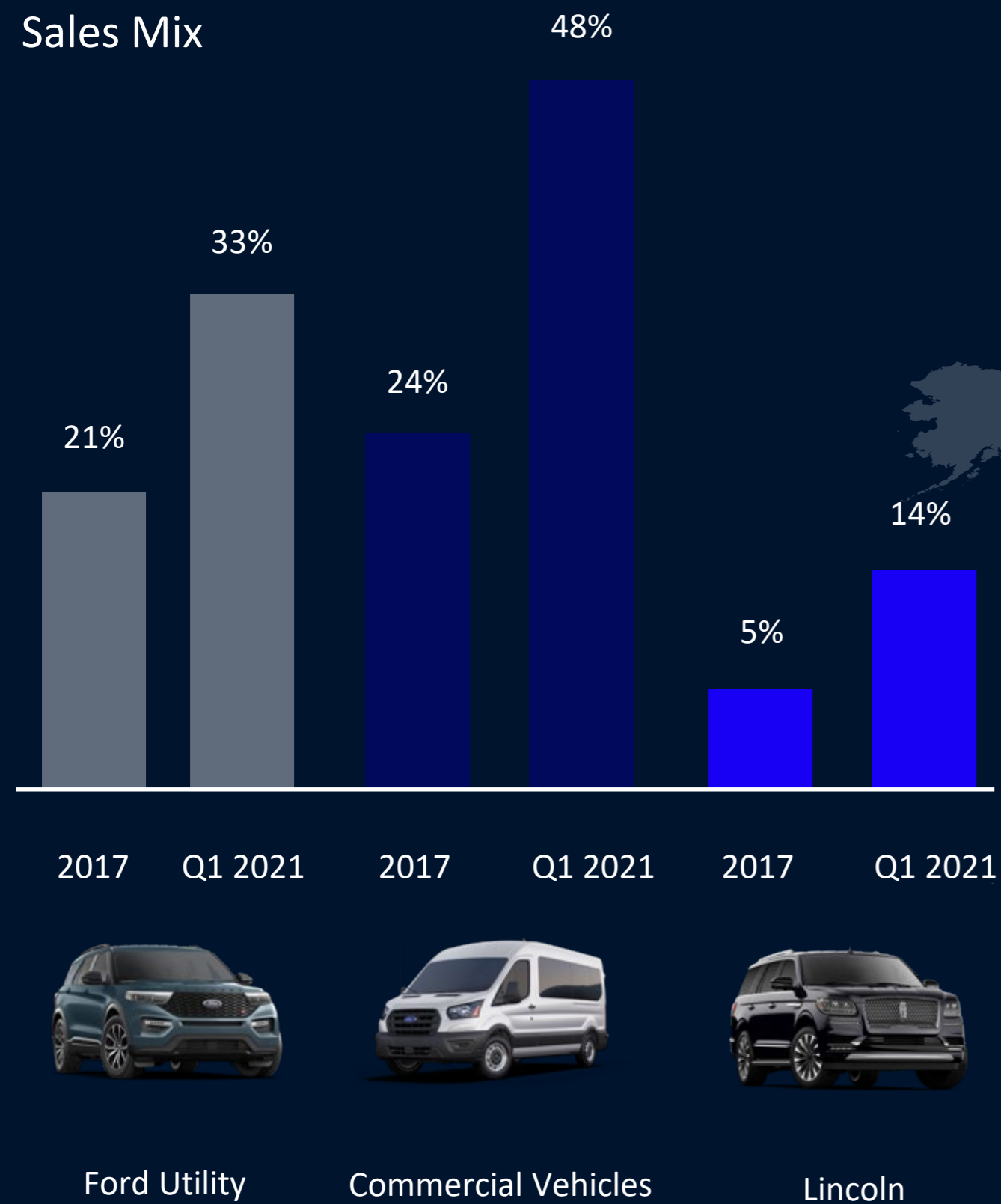
Manufacturing Plants

South America

De-risked,
Asset-light Business Model

Turning Around Overseas Operations: China

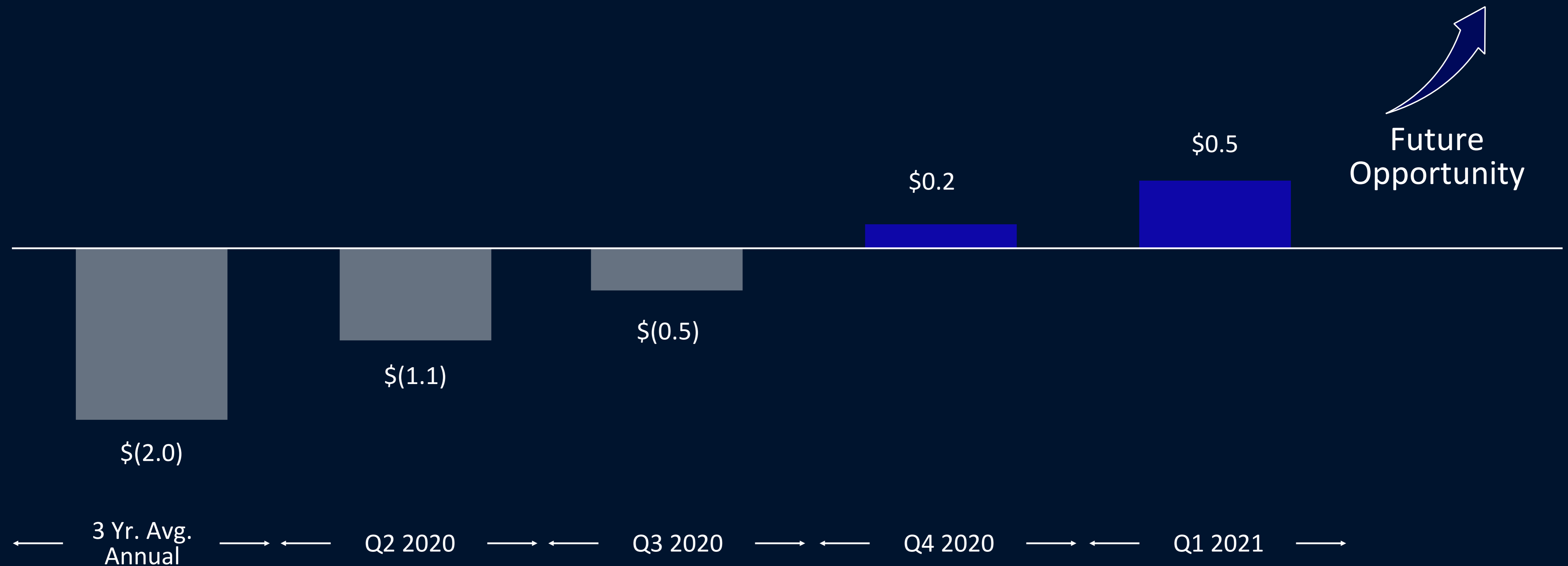
Sales Mix



- + Growing Lincoln Business
- + Localizing Design And Production
- + Partnering For Digital Experience
- + Strengthening CV And SUV Portfolio

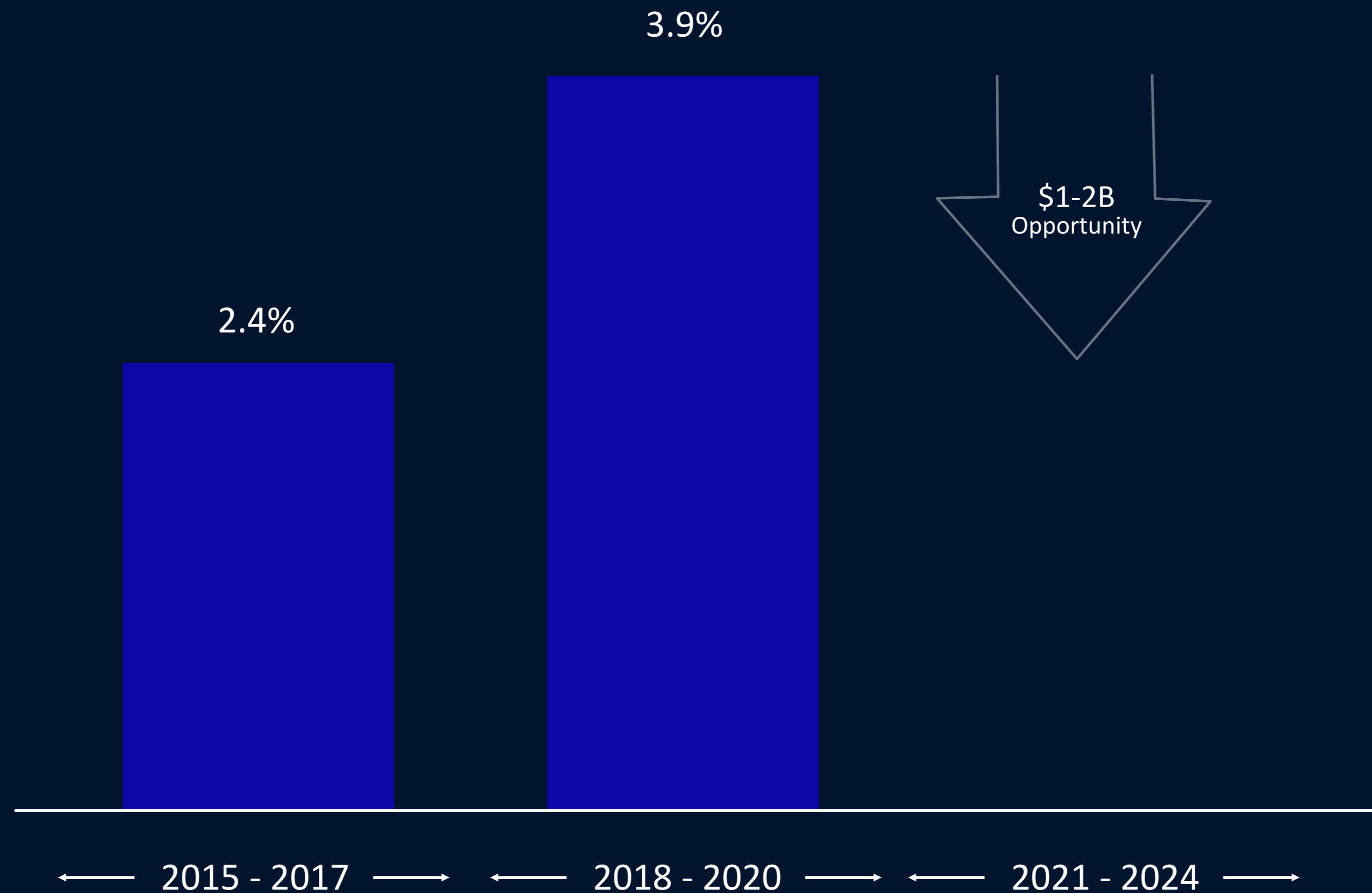
Overseas Operations Improving

EBIT (\$B)



Competitive Quality And Costs

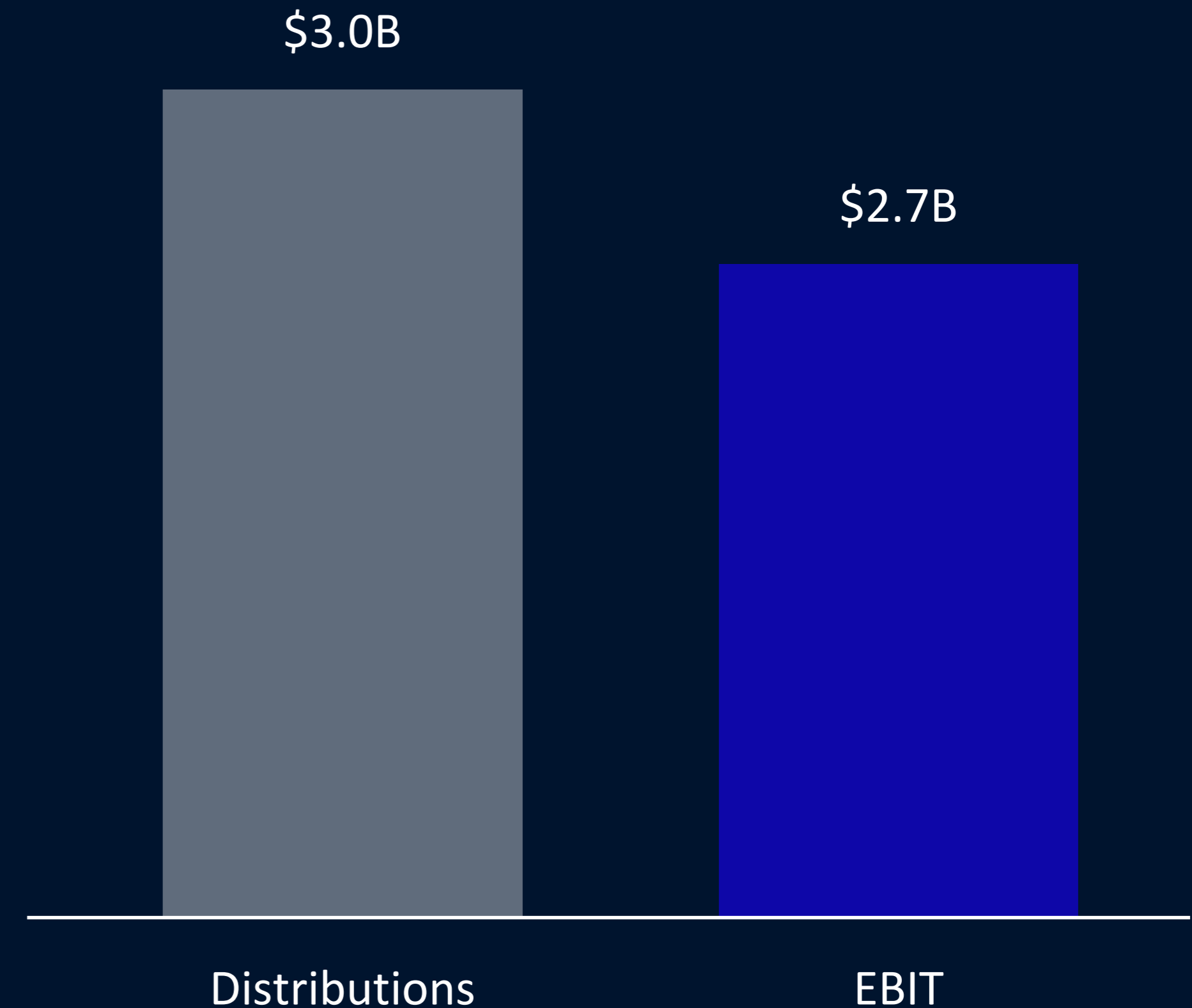
Warranty Expense % Of Auto Revenue



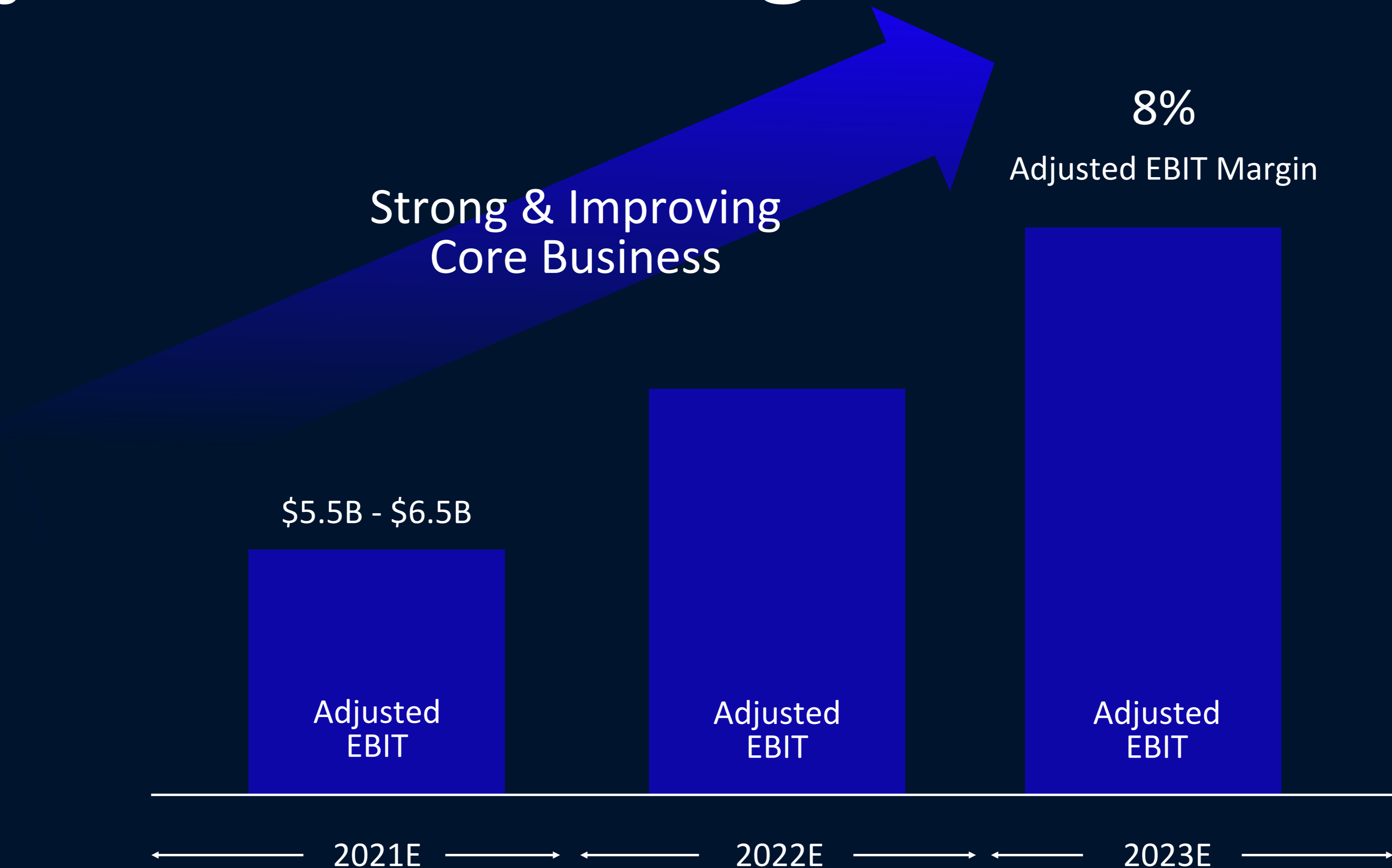
Ford Credit's Consistent Strength

3 Year Average

- + Profits And Distributions
- + Financing Through Cycles
- + High Customer Satisfaction / Enterprise Loyalty
- + Consistent Asset Strength And Portfolio Performance



On Track To Achieve 8% Adjusted EBIT Margin



Ford+

Disruptive Technology Allows Us to Leverage Foundational Strengths to Build New Capabilities – Enriching Customer Experiences and Deepening Loyalty.



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 Annual Report on Form 10-K for the year ended December 31, 2020, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.



Ford+