



Hau Thai-Tang
Chief Product Platform and
Operations Officer

J.P. Morgan Auto Conference

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CAR AND DRIVER

INTELLIGENCE. INDEPENDENCE. IRREVERENCE.

ELEVEN CONTENDERS/15,000 MILES DRIVEN
HUNDREDS OF HOURS CHARGING/ONE WINNER

EV of the Year

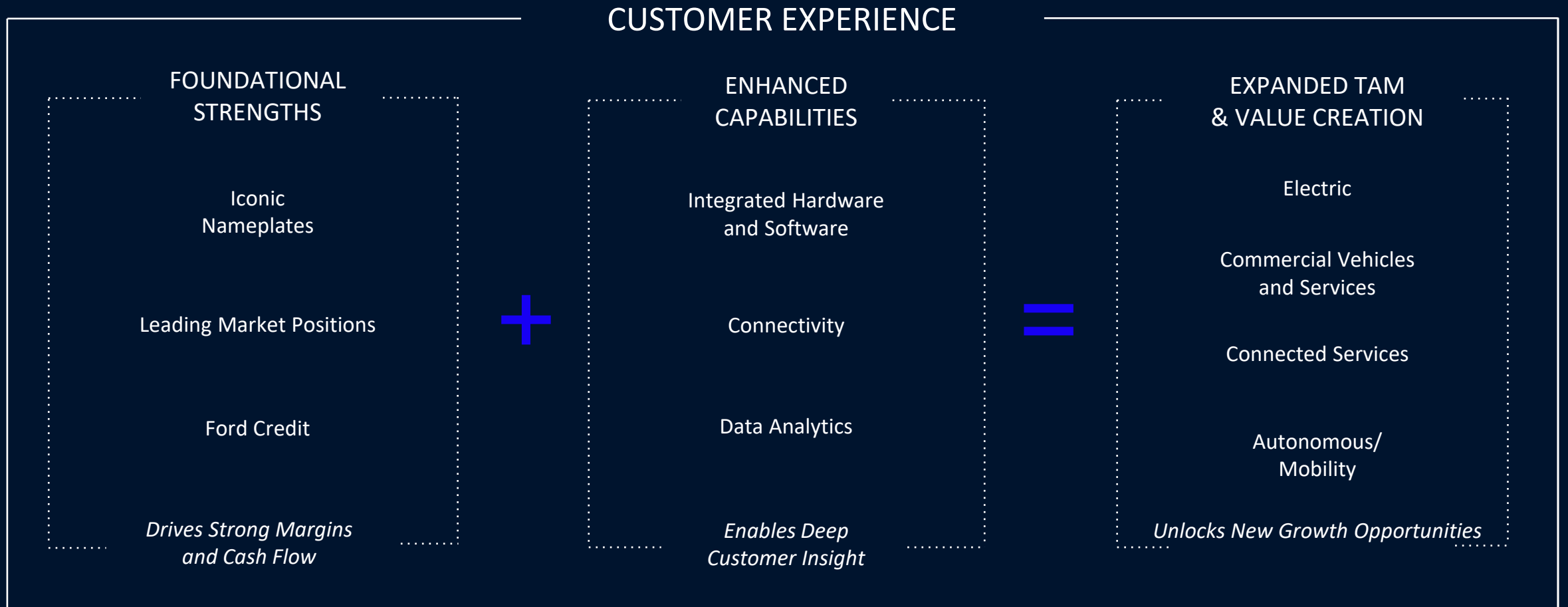


PLUS THE V-8 TESLA LIVES
A BUGATTI-BEATING ELECTRIC CAR
JEEP'S ROWDY 470-HP WRANGLER
MASERATI'S MID-ENGINE COMEBACK
EXCLUSIVE? JOE BIDEN REVIEWS
THE FORD F-150 LIGHTNING

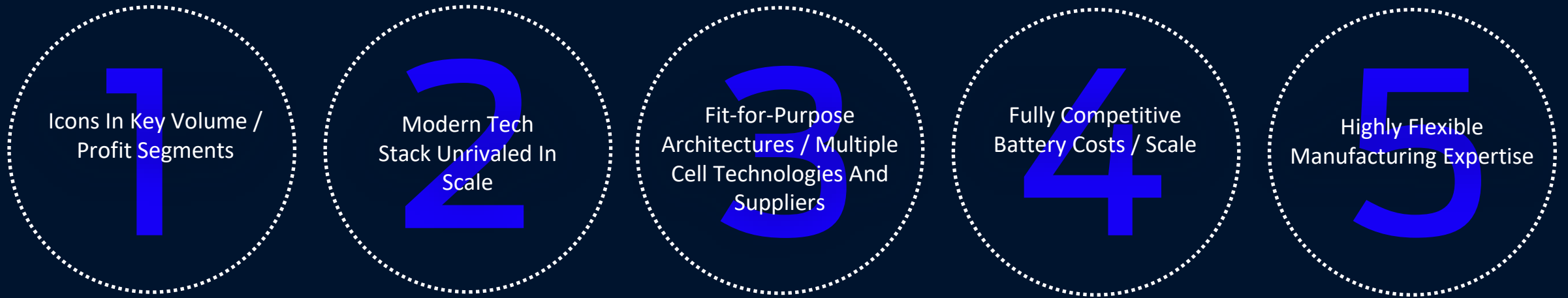


Ford+

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



Winning Plan To Lead In Electrification



Over-The-Air Updates

Delivering New Capabilities And Services Without Changing Hardware



150K+

Vehicles Sent Over-the-Air Updates To Date



Power Ups

33M Connected Vehicles By 2028



Minimal Customer Interruption

Adequate Memory Capacity For Seamless Firmware Updates



Enterprise Connectivity



~2.7M Monthly Active FordPass
And Lincoln Way Users



Activation Rates As High As 97%
On Latest Connected Vehicles



80 -100 Terabytes Of Data
Exchanged Monthly With Our
Connected Vehicles Across
North America



\$50M Efficiency Gains In
Connected F-150 And
Mustang Mach-E YTD



271M Commands Sent By Ford Customers
To Vehicles Over Past Year

New Products Winning With Customers



- + 125K Orders To Date
- + 70% of customers new to Ford
- + Launched June 2021

2021 Ford Bronco Is Here, and It's
Everything You Hoped For **CAR AND DRIVER**

MAVERICK



- + 78K Reservations To Date
- + Targeting younger, enthusiastic, diverse customers
- + Launching September 2021

Ford's new Maverick hybrid pickup will get 40 mpg in the city and starts at \$19,995



F-150 LIGHTNING



- + 120K Reservations To Date
- + 77% of customers new to Ford
- + Launching 2022

Ford F-150 Lightning electric pickup could change how America travels and works *Detroit Free Press*

Ford

Appendix

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

Battery Highlights

Ford Ion Park



Battery Center Of Excellence; confirmed location Romulus, Michigan

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



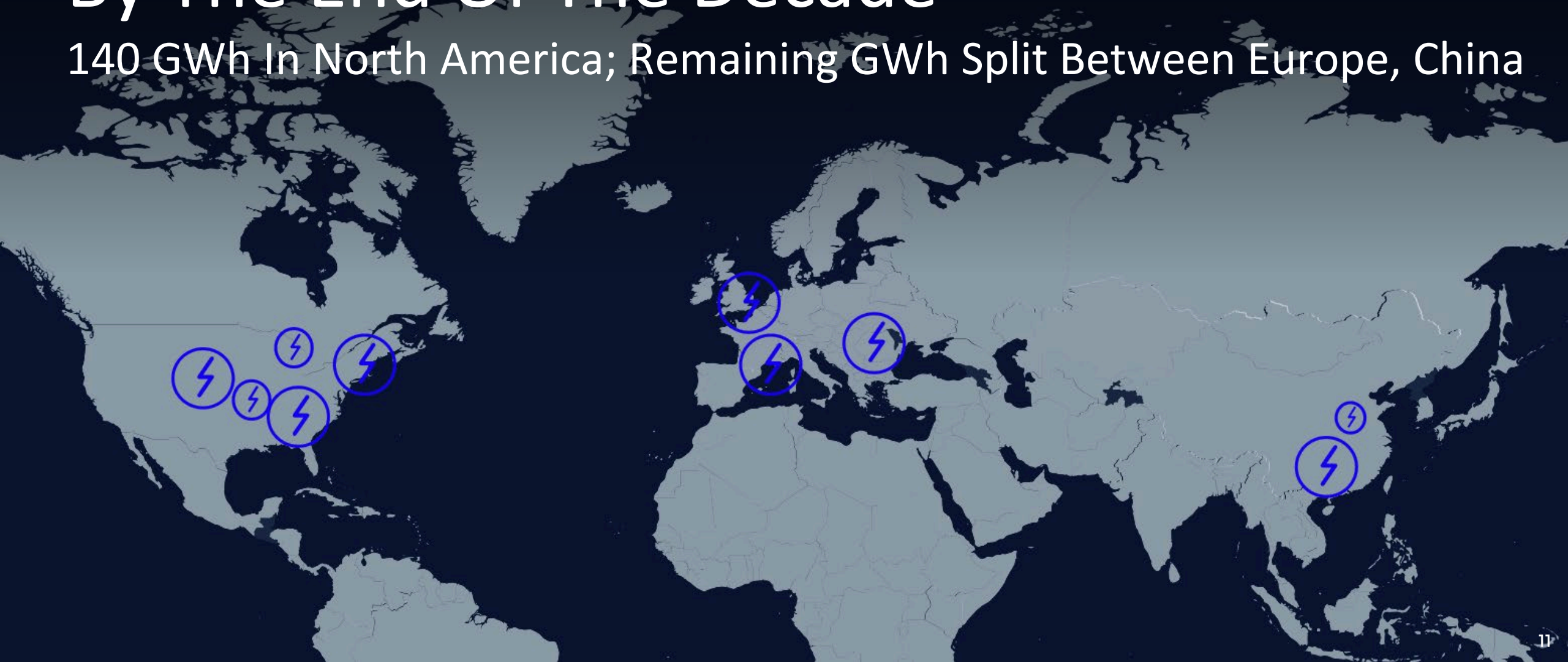
Leverages Existing Li-Ion Manufacturing



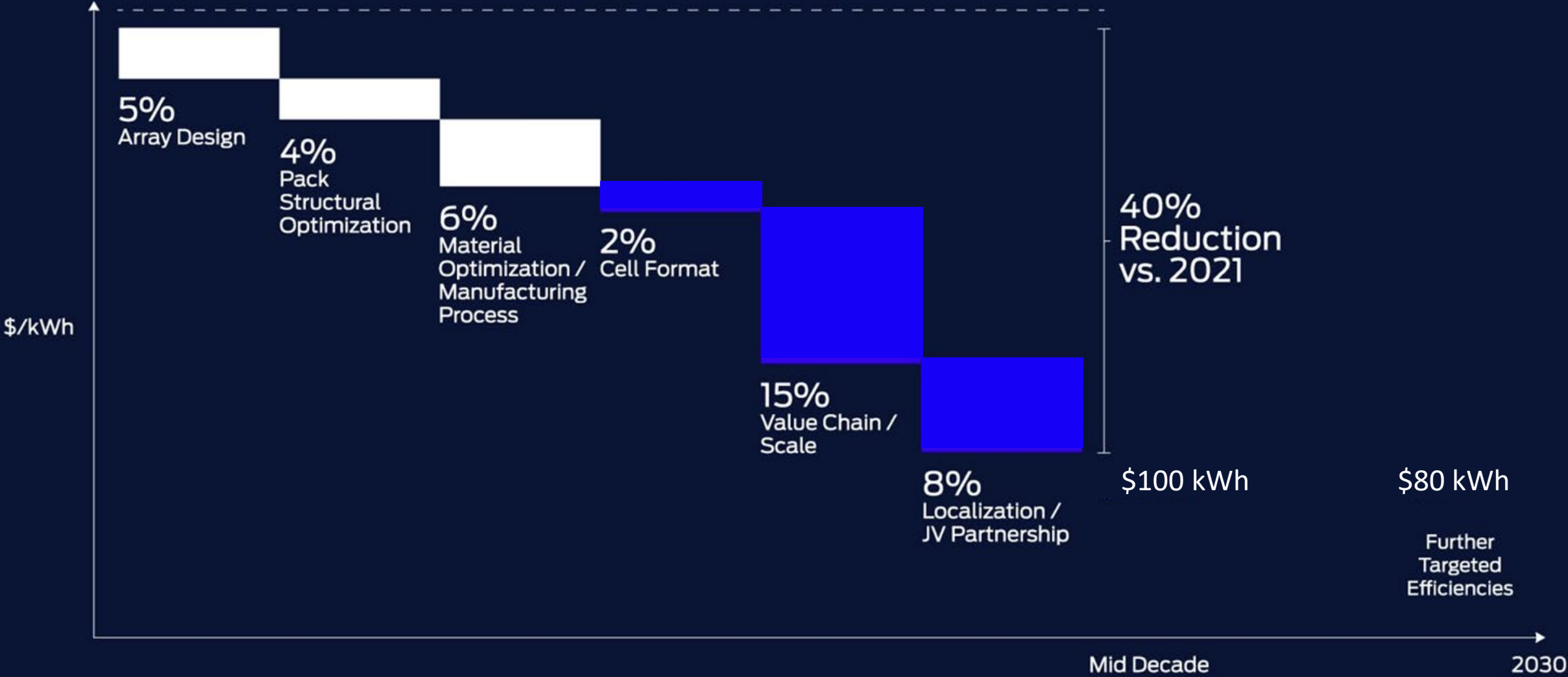
Offers ~70% Reuse Of Capital Investment

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

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

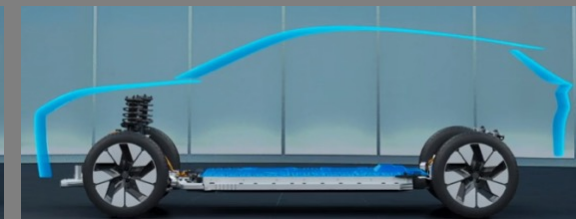
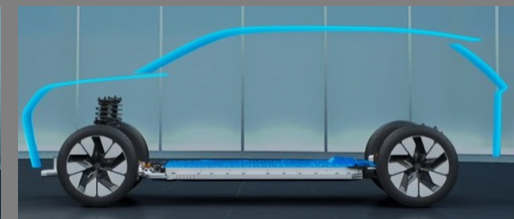
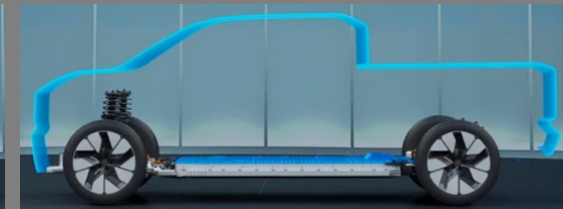
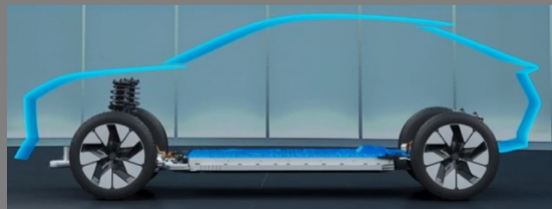


Battery Pack Cost Forecast



New BEV Flexible Architecture For Large Trucks And Utilities

RWD / AWD



Projected U.S. Electrification

33%

Full-size Pickup Segment Fully
Electric By 2030

800,000

Vehicles Annually

70%

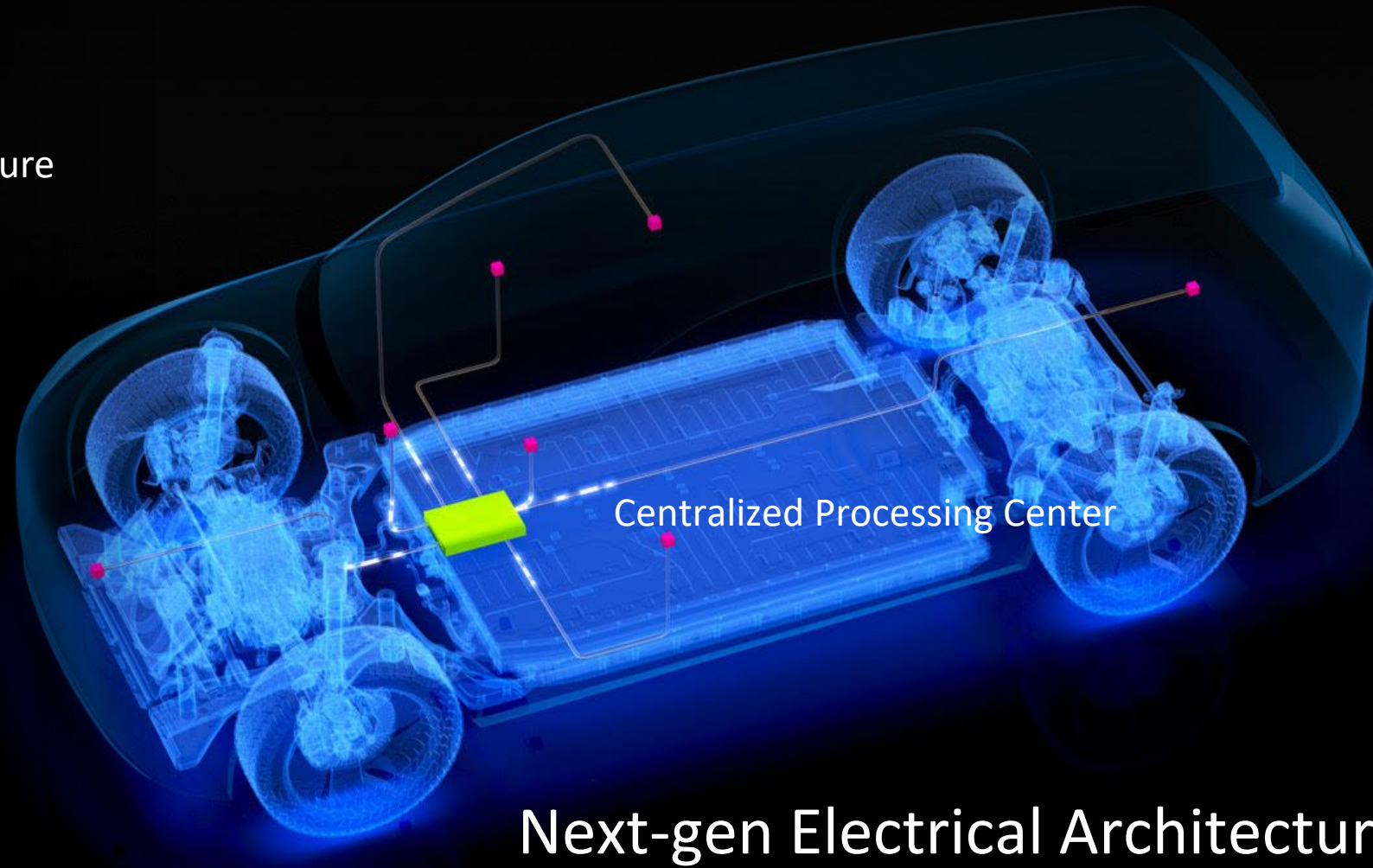
Full-size Bus And Van Industry Fully
Electric By 2030

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