Ted Cannis

CEO, Ford Pro

RBC Industrials Conference

September 9, 2021



Ford Commercial Vehicle Leadership

- 43% market share of U.S. class 1-7 commercial trucks and vans
- F-Series – the best-selling truck/pickup for 44 years
- Leading CV brand in Europe for 6 years in a row
- Transit best-selling cargo van in the world
- Ranger – #2 pick-up outside the U.S.



Ford Pro Vision

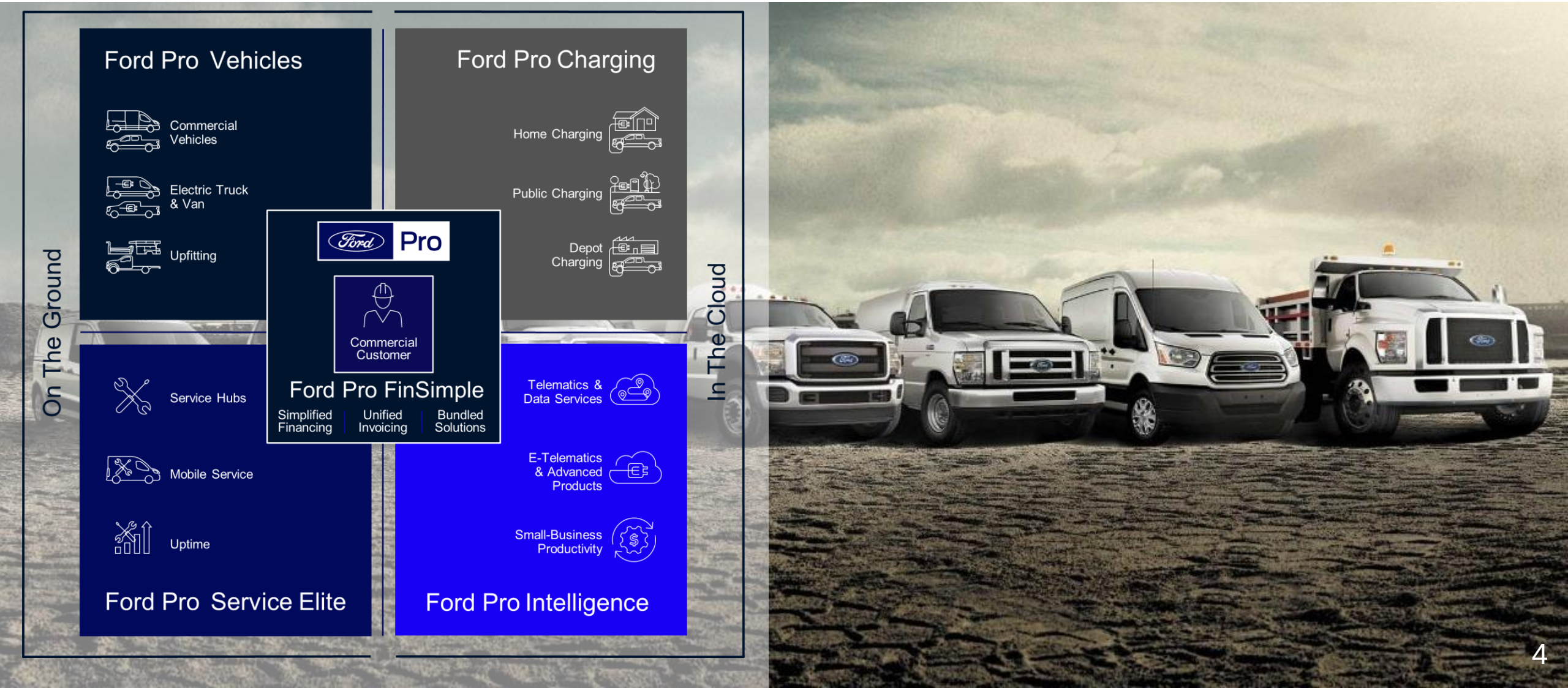


Our goals for the future:

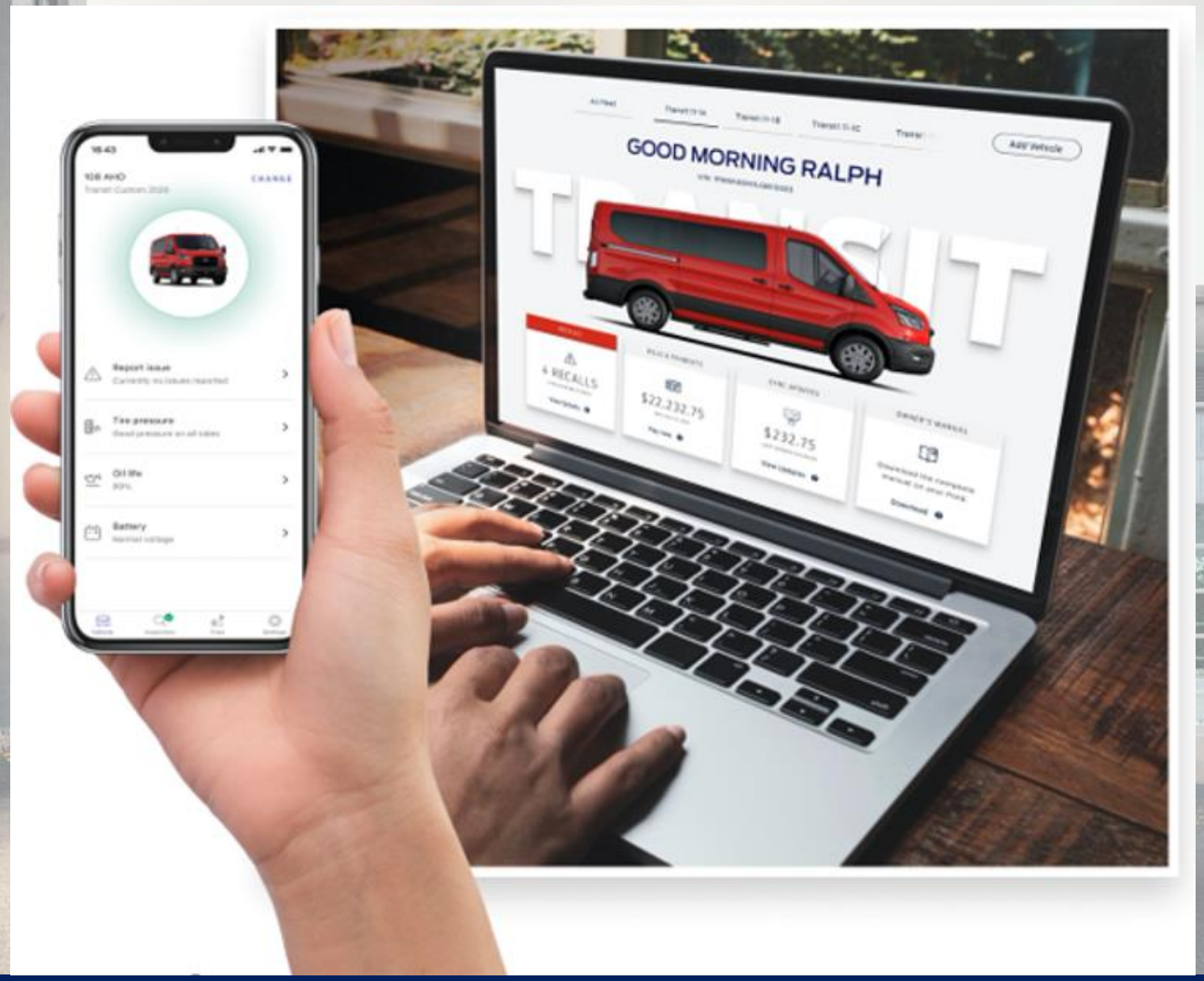
- **Standalone** global CV services and distribution **business** within Ford
- Most **comprehensive** product and solution offering, combined in an **integrated digital customer experience**
- Widest and most flexible range of **BEV and ICE** vans as well as trucks
- Most competitive **services portfolio**, enabled by digital platform

Ford Pro Value Proposition

End-To-End Solution Ecosystem - On The Ground And In The Cloud – Enabled By Ford +



Ford Pro Vehicles





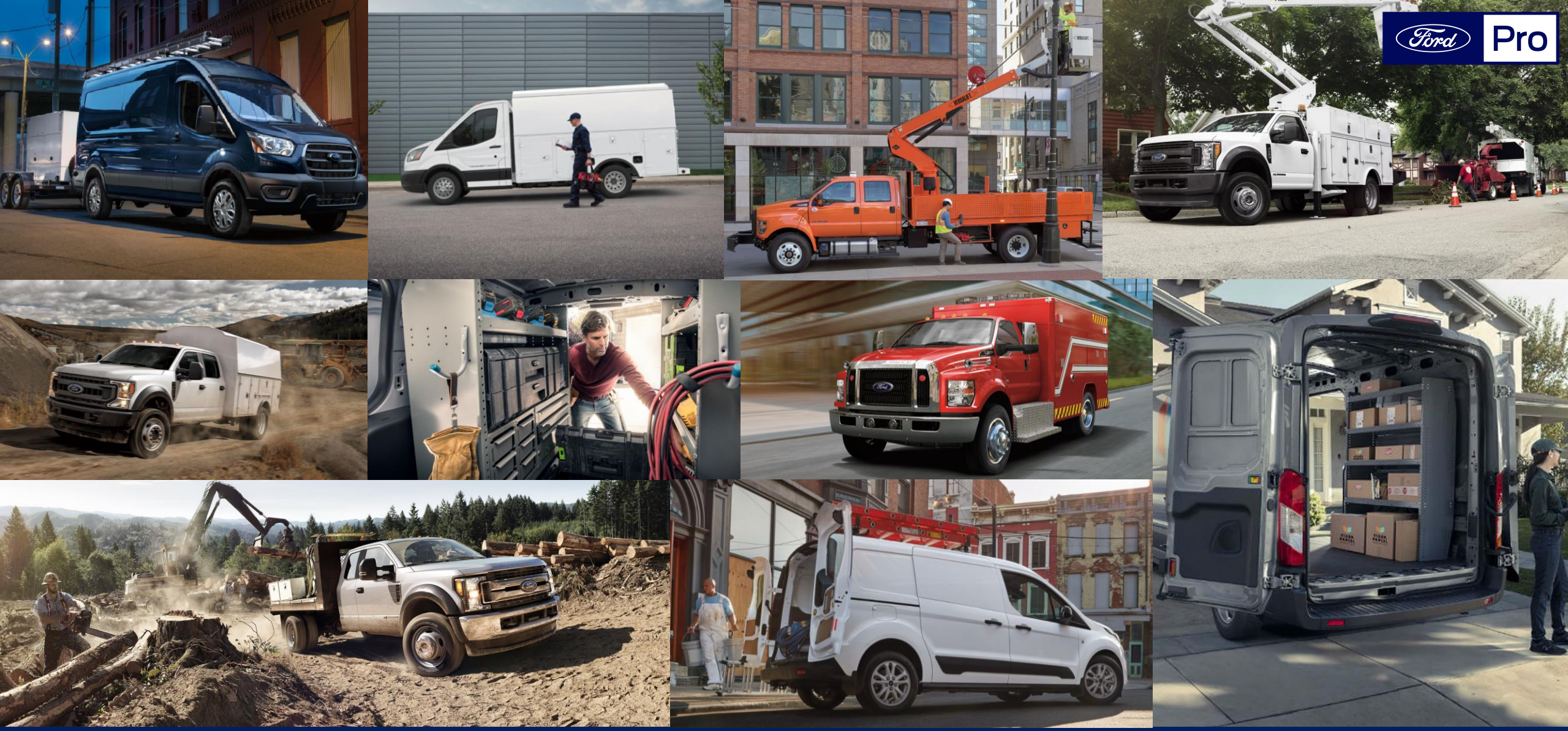
Powered by Shop / Buy / Own platform to connect customers with their vehicles throughout the entire lifecycle



Ford will offer a combination of OTA capable BEV commercial products that can serve a large variety of customers

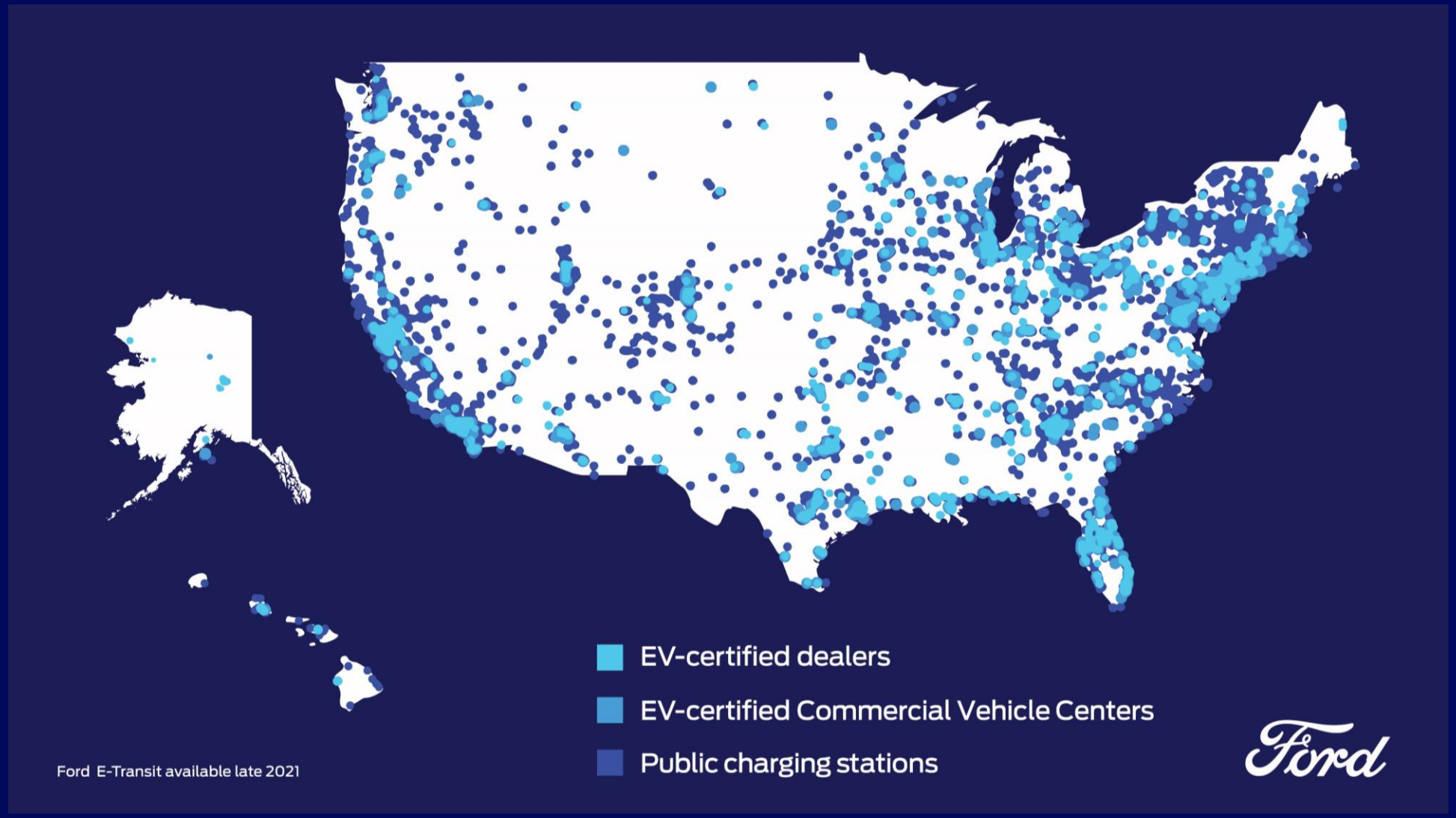


Ford commercial vehicles serve multiple vocations - not only last mile deliveries and e-commerce



A network of nearly 300 qualified upfitters that are strategically located near Ford plants and dealers

Ford Pro Service Elite



Broad geographic coverage delivers fast service and increased customer satisfaction



Increasing mobile services vans to 1,200; targeting parts revenue growth of over $750 million by 2025

Ford Pro Charging Solutions



Depot



Home



Public

- The only North American solutions provider that combines light-duty electric commercial electric vehicles, chargers, a single source for design/build services and OEM-grade telematics into one solution
- Targeting over $1 billion in revenue growth by 2030

Ford Pro Depot Charging

Enabled by Electriphi Command Center



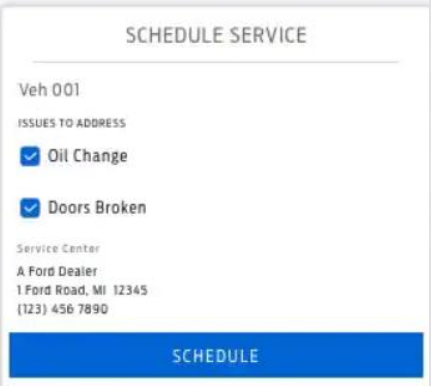
Charge management software connects customers to BEV charge management in continuously optimized ways

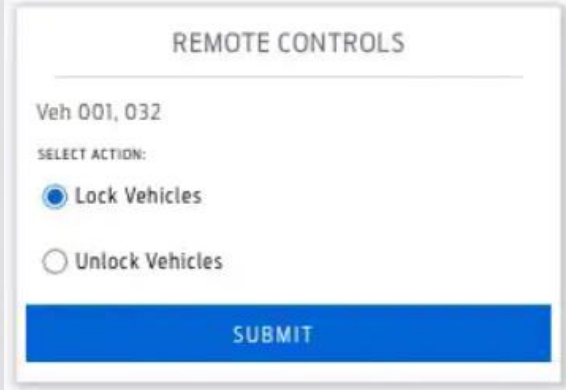
Ford Pro Intelligence

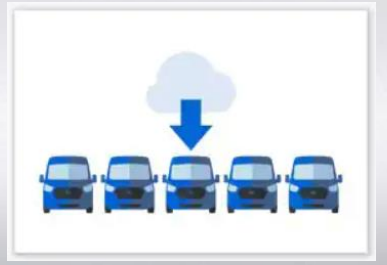
Ford Telematics Essentials











Provides key connected productivity features to customers and drives recurring revenue and parts sales for Ford

Ford Pro FinSimple





- Expecting to grow financing share of small and medium customers from 10% to 25% by 2025
- Providing simplified and bundled digital solutions to customers



To learn more about Ford Pro please visit Delivering Ford+

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.

Product Notes

1 2022 Ford Lightning (shown on slide 1)
Preproduction image shown. Available Spring 2022

2 43% market share of U.S. class 1-7 commercial trucks and vans (shown on slide 2)
Based on 2020CY registrations of Commercial Vehicles Classes 1-7 (excludes cars, midsize pickups, suvs, minivans and full-size pick-ups registered to a non-business)

3 F-Series – the best-selling truck/pick for 4 years (shown on slide 2)
Based on 1977-2020 CY total sales.

4 Ford Pro Charging Solutions (shown on slide 11)
Available Fall 2021

5 The only North American solutions provider that combines light-duty electric commercial electric vehicles, chargers, a single source for design/build services and OEM-grade telematics into one solution (shown on slide 11)
Subscription required; Based on latest competitive data available (August 5, 2021)

6 Charge management software connects customers to BEV charge management in continuously optimized ways (shown on slide 12)
Ford Pro Charging depot software subscription and Ford Telematics subscription required. Ford Telematics requires modem activation or plug-in device (PID) purchase and activation for non-Ford electric vehicles. Ford Pro Charging depot software, Ford Telematics and Ford Data Services are subscription services subject to agreement to Ford Smart Mobility terms and conditions. Subscription subject to monthly charge. Subject to OFAC and credit check for subscription eligibility. Connected service and features, and access to vehicle and charger data depend on subscription and compatible cellular network availability. Evolving technology/cellular networks/vehicle and charger capability may limit functionality and prevent operation of connected features.

7 Ford Telematics Essentials (shown on slide 13)
Complimentary Ford Telematics Essentials offers limited vehicle health info such as odometer readings, diagnostic trouble codes, oil life, engine hours and recalls.** Boost uptime even further by upgrading to Ford Telematics and you'll gain additional features like driver behavior insights, GPS tracking and geofencing. You can even use Ford Telematics* to connect non-Ford vehicles or Ford vehicles without an embedded modem, allowing you to stay in control and connected to your entire fleet at a glance.

8 Provides key connected productivity features to customers and drives recurring revenue and parts sales for Ford (shown on slide 13)
Estimated availability Q4-2021