



Lisa Drake
Chief Operating Officer,
North America

Goldman Sachs
Global Auto Conference

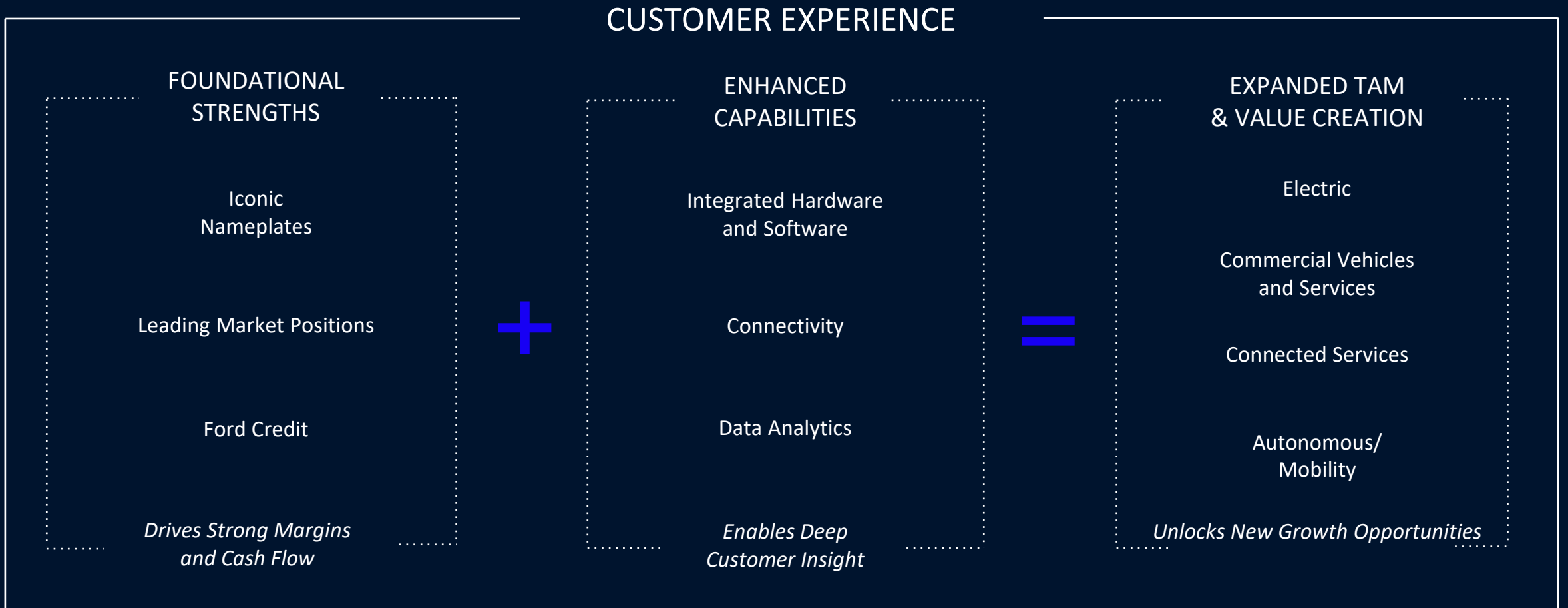
December 3, 2021

The right side of the image features a large aerial photograph of the Ford BlueOval City plant. The plant is a massive industrial complex with multiple large, white-roofed buildings. In the foreground, there are extensive parking lots filled with rows of cars. The sky is blue with some light clouds. The text "BlueOval City" is overlaid on the top right of the image in a dark blue, sans-serif font, with a blue arc above it.

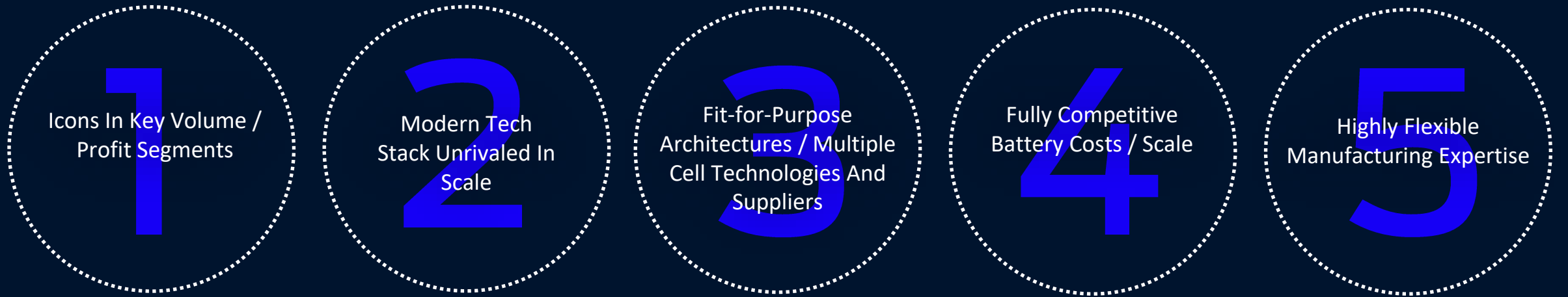
BlueOval City

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



Leading The EV Revolution

✓ New products that deliver unparalleled digital experiences

BlueOval Intelligence
Lincoln Intelligence System

✓ Advanced battery chemistry

BlueOval SK

Solid Power

✓ Volume growth



✓ Closed-loop and localized battery raw material value chain

REDWOOD
MATERIALS

✓ World-class manufacturing efficiency and quality

BlueOval City

BlueOval SK Battery Park

New Products Winning With Customers

MUSTANG *mach-e*



+ 22K sales year to date (U.S.)

+ ~70% of customers new to Ford

+ Launched December 2020

F-150 LIGHTNING



+ Nearly 200K reservations

+ ~75% of customers new to Ford

+ Available Spring 2022

*E*TRANSIT



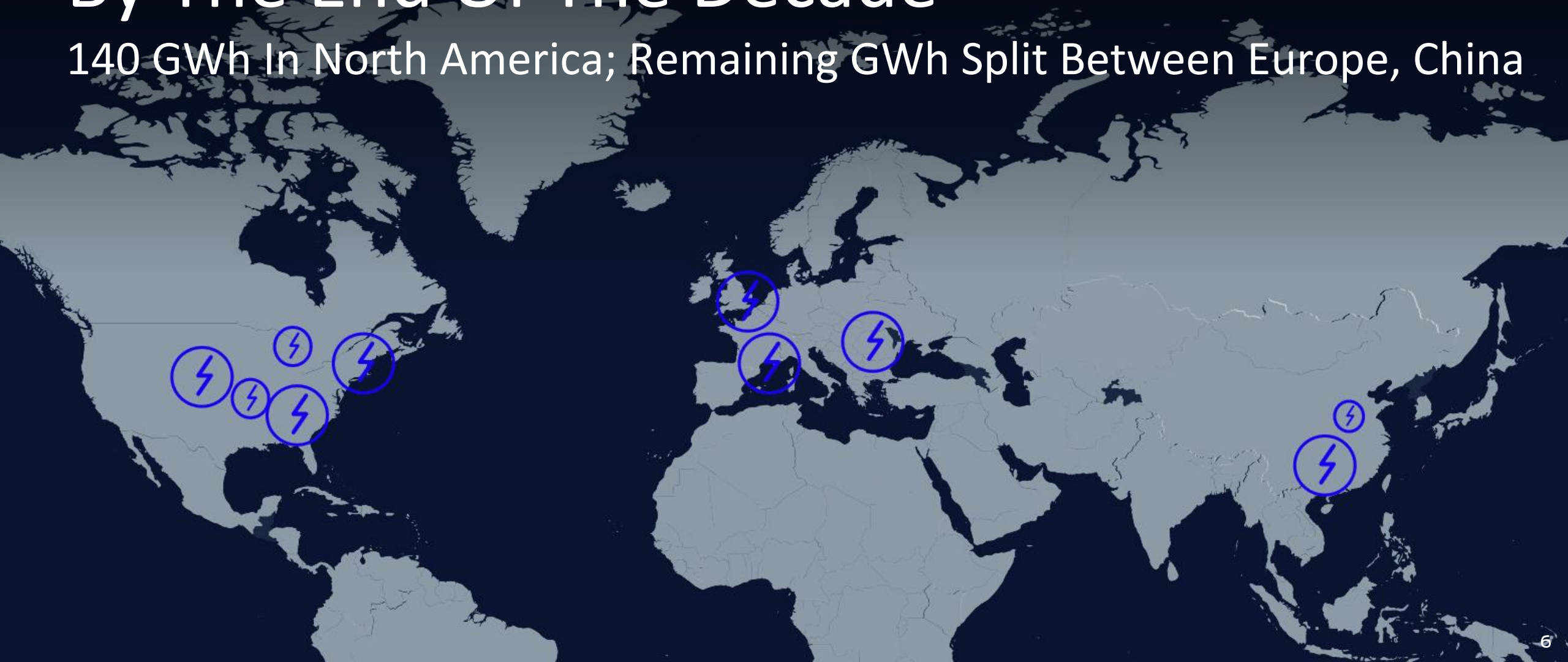
+ High demand; E-Transit pilots underway with Penske and National Grid

+ Production begins this year

+ Features Ford Pro in-house charging software, hardware and intelligence tools

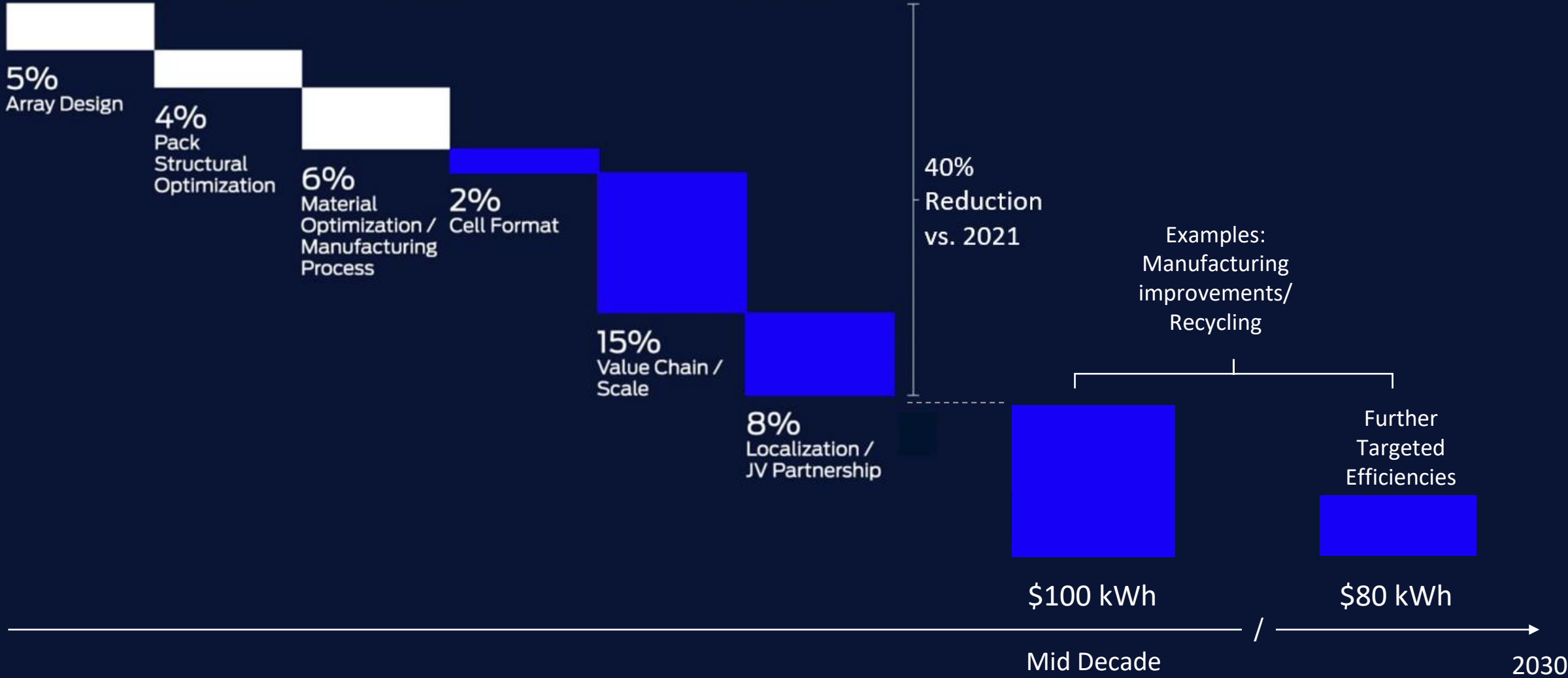
240 GWh Of Battery Cell Capacity Globally By The End Of The Decade

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

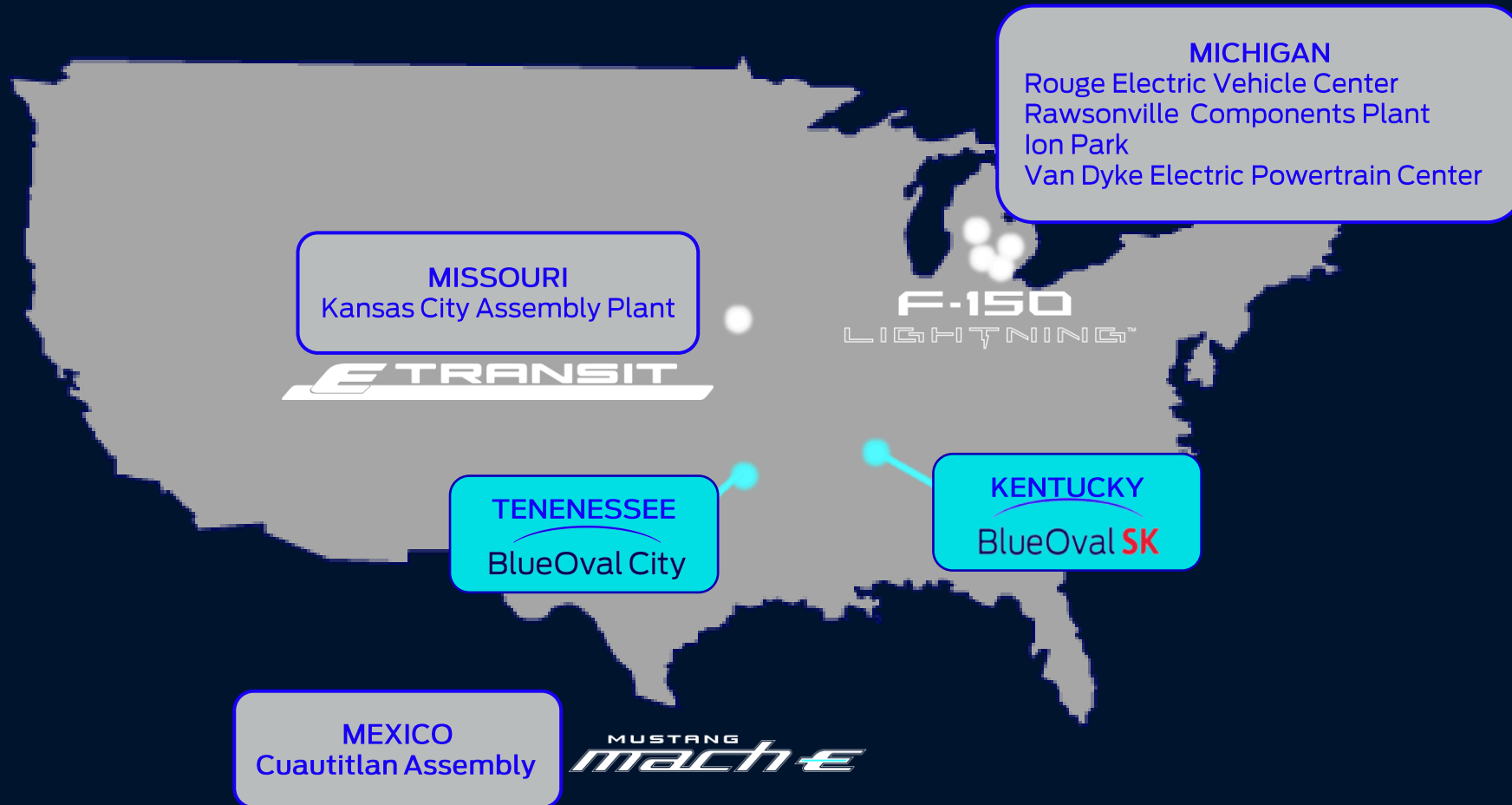


Battery Pack Cost

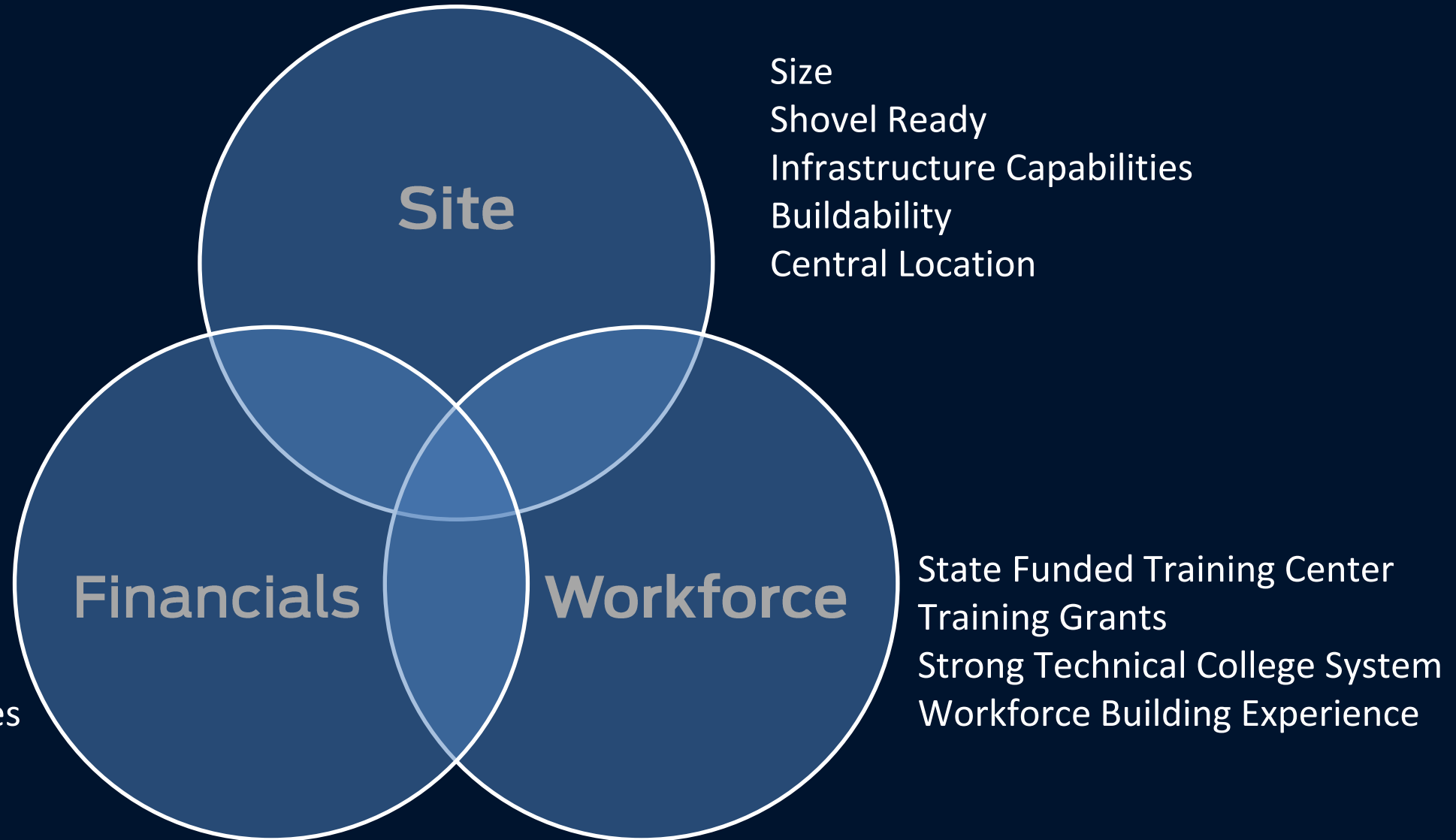
\$/ kWh



Ford EV Manufacturing Across NA

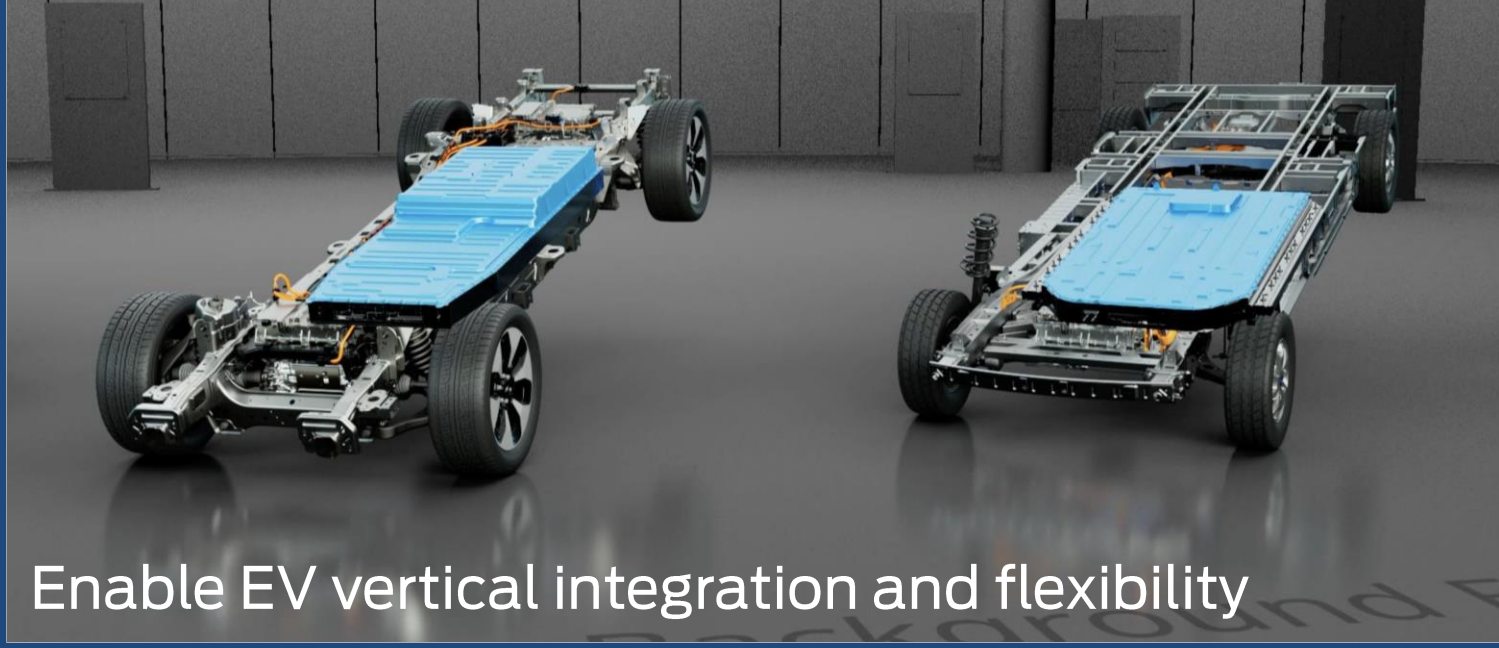


Key U.S. Site Considerations

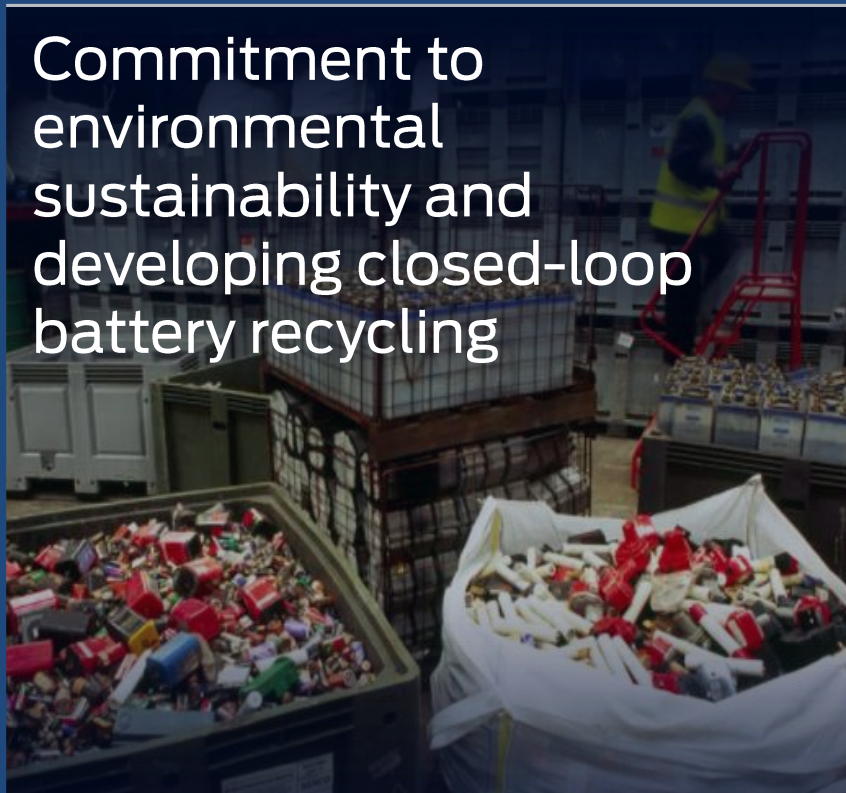


Our Footprint Choices Enable Us to Be Leaders in the EV Revolution

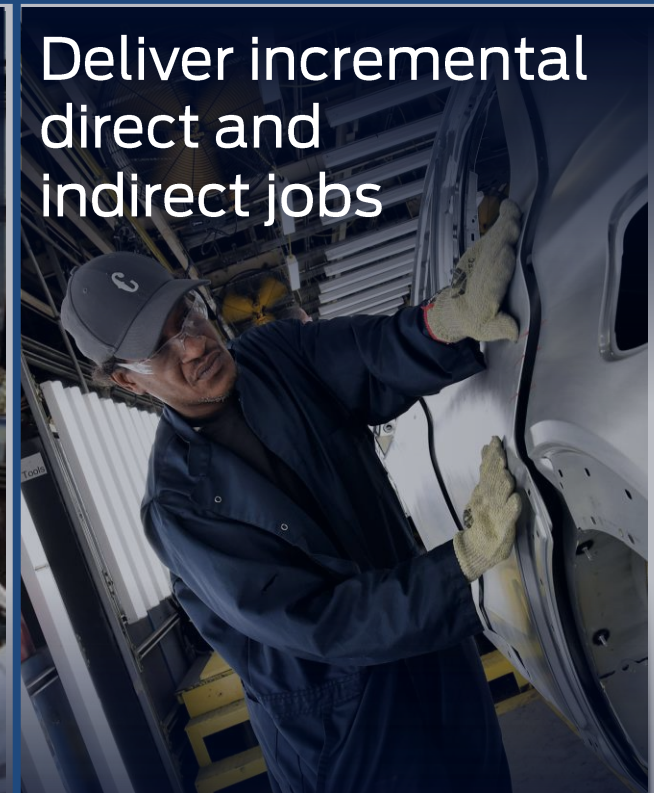
An opportunity to build the most innovative, modern products in the most technologically advanced factories



Enable EV vertical integration and flexibility



Commitment to environmental sustainability and developing closed-loop battery recycling



Deliver incremental direct and indirect jobs



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.