

Ford+



Unleashing the Ford+ Plan



Ford Model e

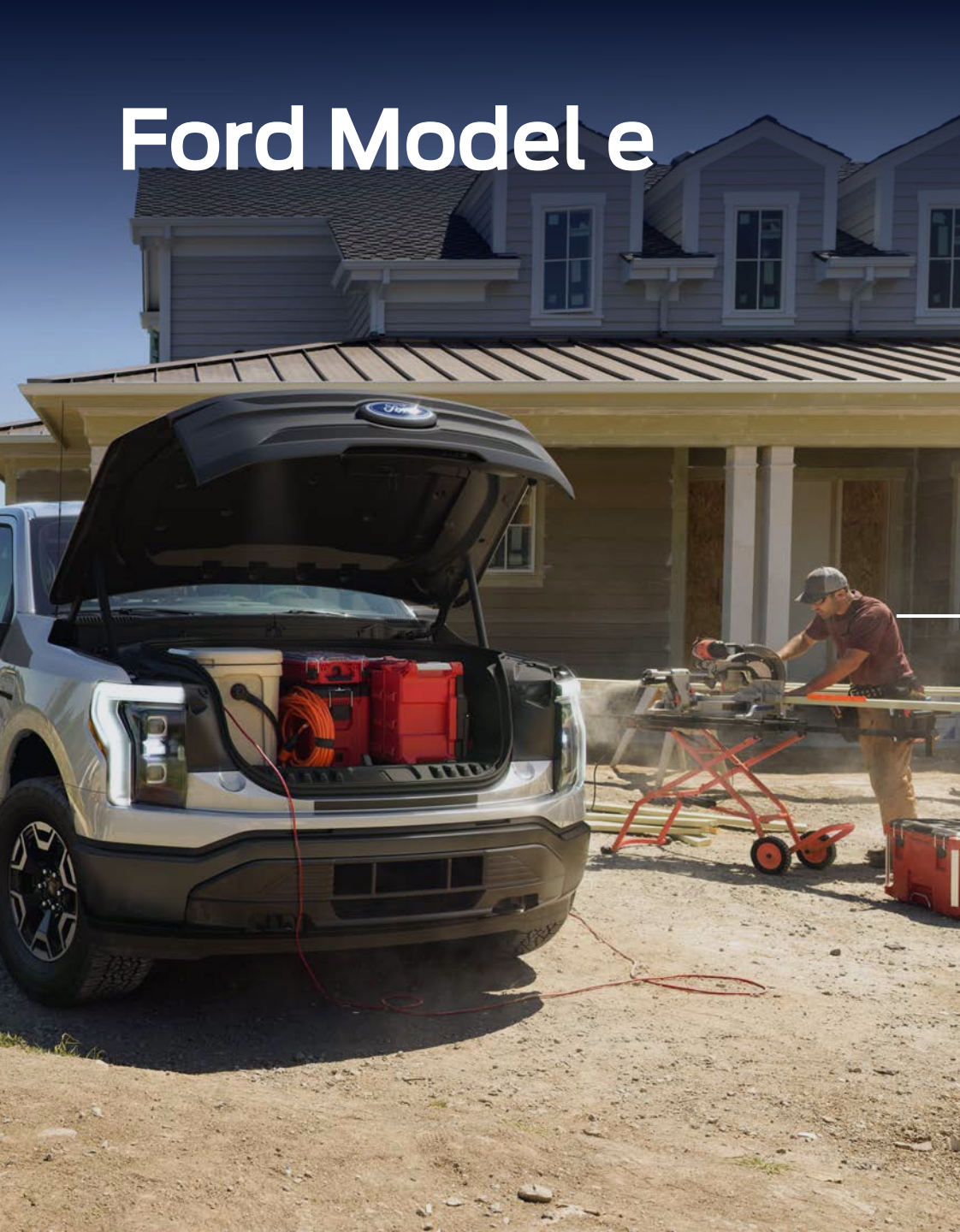
Delight customers with truly incredible electric and connected vehicles and services, and build the future as our center of innovation and growth



Ford Blue

Inspire customers to pursue their dreams and passions in life with iconic Ford vehicles and experiences, and serve as the engine that supports and powers our future

Ford Model e



Clean-sheet design, launch and delivery of breakthrough electric vehicles and connected technologies – *at scale*

EV platforms, batteries, e-motors, inverters, charging and recycling capabilities

Software platforms and fully networked architectures for always-on, truly incredible vehicles and experiences

The best software, engineering, design and UX talent

Aggressive experimentation with new technologies across the Ford enterprise

Ford Blue



Vibrant portfolio of iconic internal combustion-powered vehicles – F-Series, Ranger, Maverick, Bronco, Explorer, Mustang and more

Fuel customer's pastimes, passions and livelihoods – from off-road adventure to performance driving to family activities to commercial helpmate

Great products paired with a simple, connected and convenient customer experience that earns higher loyalty

Hyper-competitive on cost, radically lean, quality as a reason to choose Ford

Engine of cash and profitability for the whole company

Ford Blue

“Decades of engineering,
high-volume production expertise”



ICONIC INTERNAL COMBUSTION VEHICLES

World-class engineering, purchasing & manufacturing

Ford Model e

“The focus and speed of a startup
at the leading edge of technology”



BREAKTHROUGH ELECTRIC VEHICLES

Connected, always-on experiences powered by software

Ford Blue

“Decades of engineering,
high-volume production expertise”



ICONIC INTERNAL COMBUSTION VEHICLES

World-class engineering, purchasing & manufacturing

High-quality manufacturing | Lean cost structure | Low capital intensity

Customer loyalty through iconic lifestyle brands & incredible experiences

Ford Model e

“The focus and speed of a startup
at the leading edge of technology”



BREAKTHROUGH ELECTRIC VEHICLES

Connected, always-on experiences powered by software

Emerging technologies | New talent

New shopping & ownership experiences



Ford Blue



Ford+

Ford Model e



Ford Drive



L I N C O L N



Ford Credit



Ford Pro

Ford Blue

Inspire customers to pursue their dreams and passions in life with iconic Ford vehicles and experiences, and serve as the engine that supports and powers our future

Ford Pro

Accelerate productivity and sustainability for commercial customers with a trusted platform of connected vehicles, software and services

Ford Model e

Delight customers with truly incredible electric and connected vehicles and services, and build the future as our center of innovation and growth

Ford+

Deliver shared, sustainable mobility and services to our customers with driven and AV fleets

Ford Drive

Serve people with trusted mobility financing products and services that turn dreams into reality for work, for play, for life

Ford Credit

Create effortless luxury mobility experiences built around must-have products, services and always-on experiences that enhance our clients' wellbeing

Lincoln



CUSTOMER EXPERIENCE

FOUNDATIONAL STRENGTHS

Iconic
Nameplates

Leading Market Positions

Ford Credit

*Drives Strong Margins
and Cash Flow*



ENHANCED CAPABILITIES

Integrated Hardware
and Software

Connectivity

Data Analytics

*Enables Deep
Customer Insight*



EXPANDED TAM & VALUE CREATION

Ford Blue

Ford Model e

Ford Pro

Ford Drive

*Unlocks New Growth
Opportunities*

Value Unlock

10%

Company Adjusted EBIT
Margin by 2026
270-basis-point
increase over 2021

\$5 billion

EV investments in 2022
2x 2021

2 million+

Annual production of
EVs by 2026
One-third of global
production

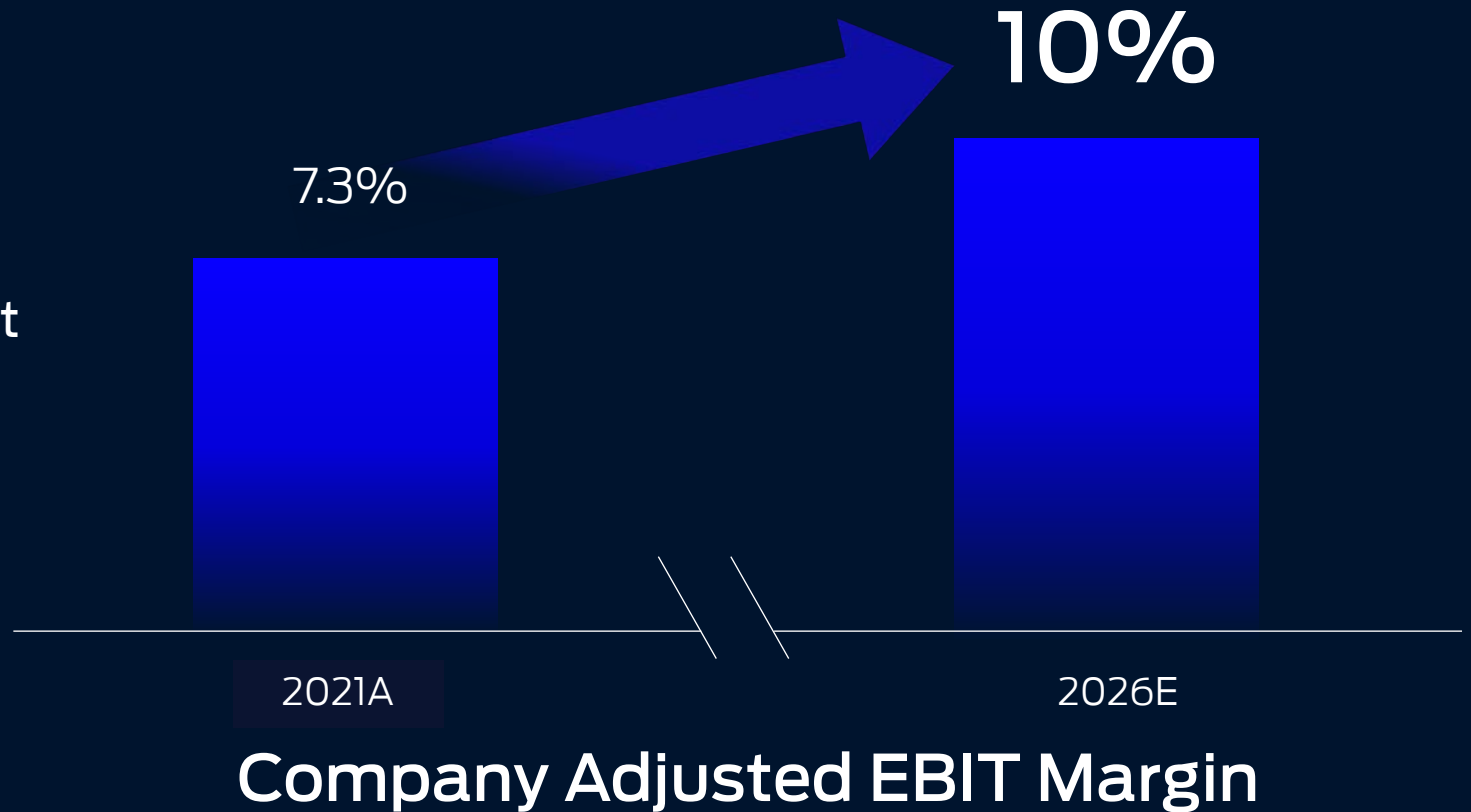
50%

Of annual
global production
EVs by 2030

Accelerated Margin Expansion

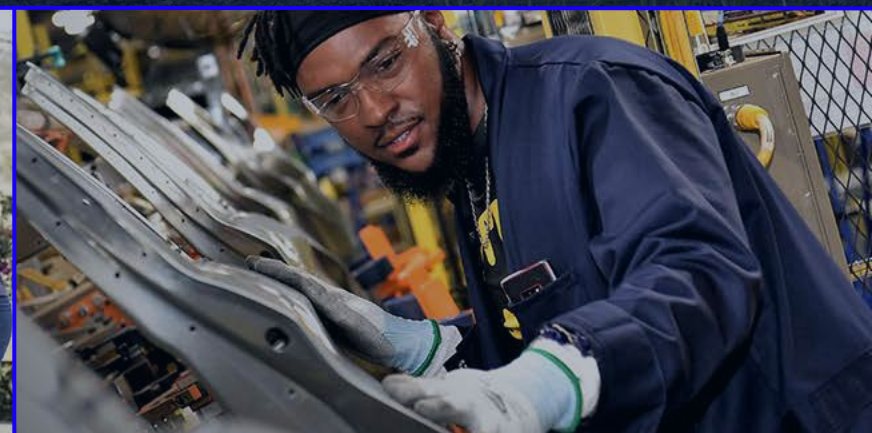
KEY DRIVERS

- Higher volume
- Improvement in BEV cost
- ~\$3 billion in Lower Structural Costs for ICE





Helping to build a **better world**, where every person
is **free to move** and **pursue their dreams**



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, or raw materials can disrupt Ford’s production of vehicles;
- Ford’s long-term competitiveness depends on the successful execution of Ford+;
- 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, vehicles, and services could be affected by cyber incidents, ransomware attacks, 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, capacity limitations, 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, digital and physical services, and mobility services are subject to market acceptance and face significant competition from existing and new entrants in the automotive, mobility, and digital services industries;
- Ford’s near-term 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;
- Inflationary pressure and fluctuations in commodity prices, foreign currency exchange rates, interest rates, and market value of Ford or Ford Credit’s investments, including marketable securities, 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 and Ford Credit could experience unusual or significant litigation, governmental investigations, or adverse publicity arising out of alleged defects in products, services, 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, 2021, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.