

Bank of America Global Auto Summit

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The Plan

WE MUST

- Turn around automotive operations, compete like a challenger
- Treat customers like family
- Create must-have products and services
- Simplify everything
- Modernize everywhere
- Care for each other

WE WILL

- Capitalize on our strengths
- Disrupt ourselves
- Partner for expertise and efficiency
- Lead the electrification revolution in areas of strength

Drive Growth, Improve Execution, Speed Transformation

TURNAROUND AUTOMOTIVE

- Improve quality
- Reduce costs
- Accelerate restructuring of underperforming businesses
- Modernize and simplify

GROWTH LEVERS – DISRUPT OURSELVES

- Allocate more capital, resources and talent to strongest businesses and vehicle franchises
- Expand leading commercial vehicle business with a suite of software services that drive loyalty and recurring revenue streams
- Lead the electrification revolution by offering compelling, uniquely Ford fully electric vehicles at scale in areas of strength including Transit, F-Series, Mustang, SUVs and Lincoln
- Add more affordable vehicles to global lineup, including North America
- Stand up new customer-facing businesses enabled by Argo AI's world-class self driving system

Ford's Customer Centricity Drives Growth

CONNECTIVITY

GREAT PRODUCTS



Iconic Products And
Commercial Vehicle Leadership



GREAT SERVICES



Ecosystems Enabled By
Technology And Connectivity



"ALWAYS-ON" RELATIONSHIP



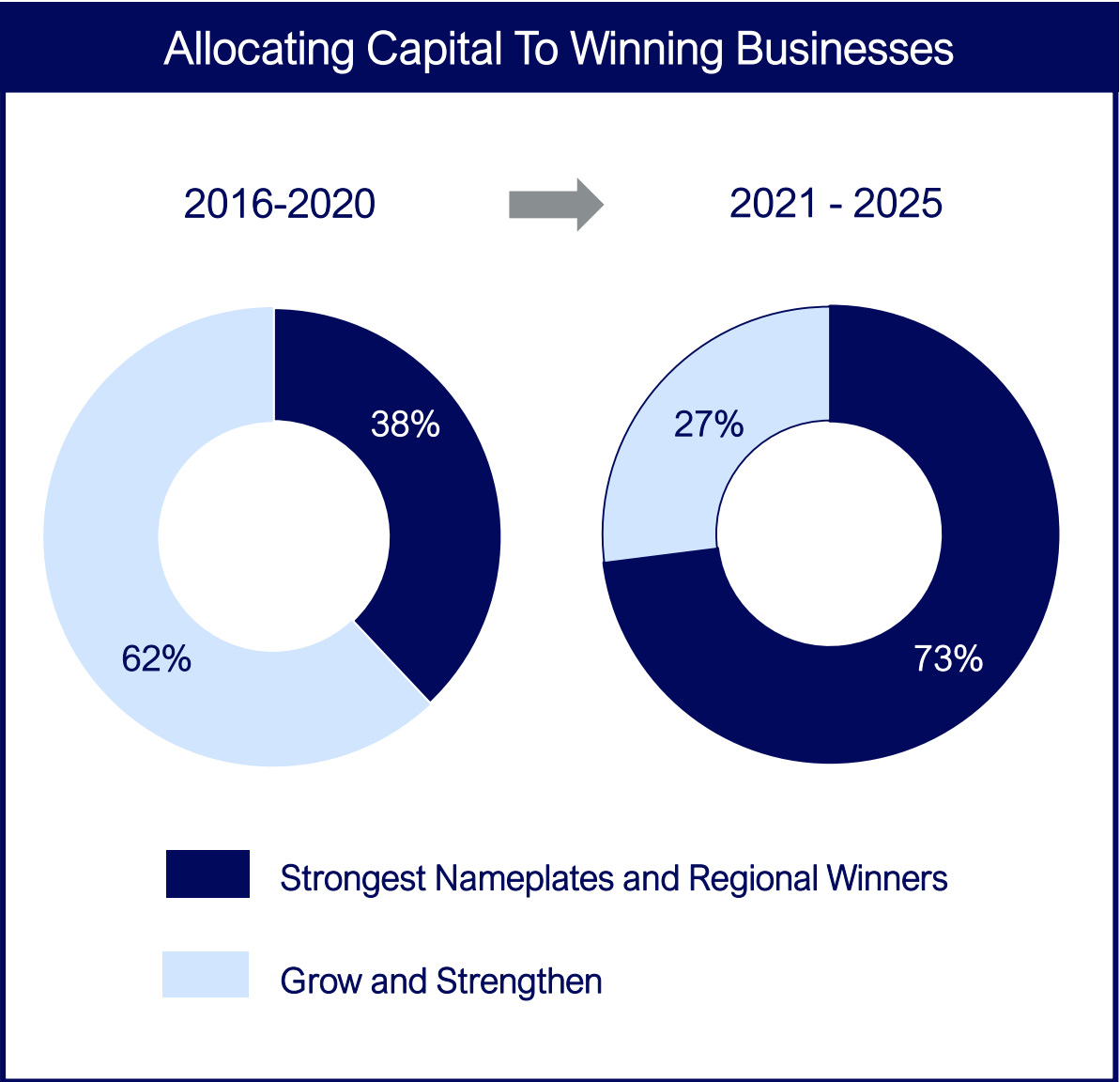
Meaningful Interactions That
Grow And Evolve With Time

Deep Customer Knowledge, Powered By Human-Centered Design

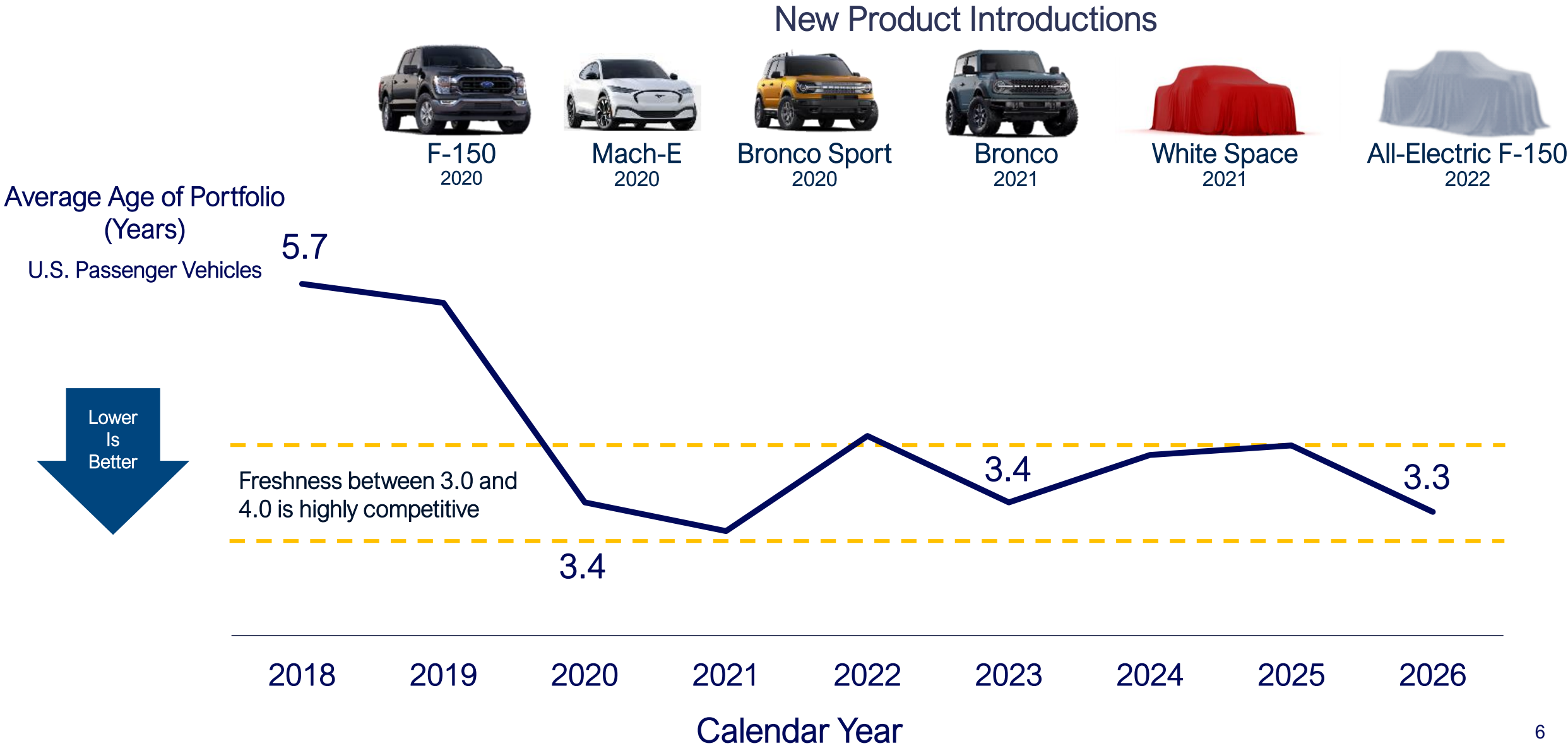
Allocating Capital To Industry Leading Nameplates

Iconic Nameplates Our Customers Love


Mustang		➔	#1 sports coupe globally
Transit		➔	#1 cargo van globally
F-Series		➔	#1 full-size pickup globally
Explorer		➔	#1 America's all-time best-selling SUV
Ranger		➔	#2 medium-size pickup globally
Bronco		➔	GAME ON



Committed To Portfolio Freshness




Extending Leadership To New Segments

<p>F-150</p>  <p>F-Series: #1 pickup globally Best-selling pickup in the U.S. for 43 years First product with new electrical architecture & over-the-air updates (OTA)</p> <p>On Sale Now</p>	<p>MUSTANG MACH-E</p>  <p>Access to largest charging network in North America EPA estimated range of 305 miles New electrical architecture with OTA</p> <p>On Sale Now</p>	<p>BRONCO SPORT</p>  <p>Iconic name plate returning after 24 years 3 all-new models including first-ever Bronco Sport & Bronco 4-door Standard 4x4 & 200+ factory-backed accessories Bronco 2-door & 4-door: New electrical architecture with OTA & 190,000+ reservations – exceeding expectations Ford is #1 cross-shopped brand for Jeep</p> <p>On Sale Now</p>	<p>BRONCO</p>  <p>Launching Soon</p>	<p>WHITESPACE VEHICLE</p>  <p>A whole new set of Ford Customers</p> <p>Launching 2021</p>
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Must-Have Products Winning With Media And Customers




 Sergio Rodriguez
@LyftGyft

Road trip, California to Florida! The #mach-e is performing great! @Ford did a great job on this vehicle. #ElectricVehicles #mache

Trending Stories




1


**Some Texans use 2021 Ford F-150 hybrid trucks to power homes amid winter storm**

3h ago

2

**Want a 60-Foot-Tall Robot to Walk? Bend the Laws of Physics**

3

**Step Inside the World of Bunny Williams**

5h ago

4

**How the Rich Can Escape America's Unreliable Power Grid**

 **INSIDEEVs** NEWS TESLA EV SALES 

Ford Mustang Mach-E Performs Very Well In First Coast-To-Coast Road Trip

 **TRANSPORTATION**

Some Texans use 2021 Ford F-150 hybrid pickup trucks to power homes amid winter storm

Detroit Free Press

Sports Autos Entertainment USA TODAY Obituaries E-Edition Legals

2021 Ford Bronco Sport buyers see unexpected stardom; 'I just had no idea'

Phoebe Wall Howard Detroit Free Press
Published 6:10 a.m. ET Dec. 14, 2020 | Updated 6:11 p.m. ET Dec. 14, 2020

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Leading The Electric Revolution In Areas Of Strength

Play to Our Strengths



Target our aspirational customers and Commercial / Retail segments that align with Ford strengths

Build Brands With Aspirational Products



Amplify attributes our customers love best; “Gotta have it” tech, create new experiences

Leverage Scale and Technology



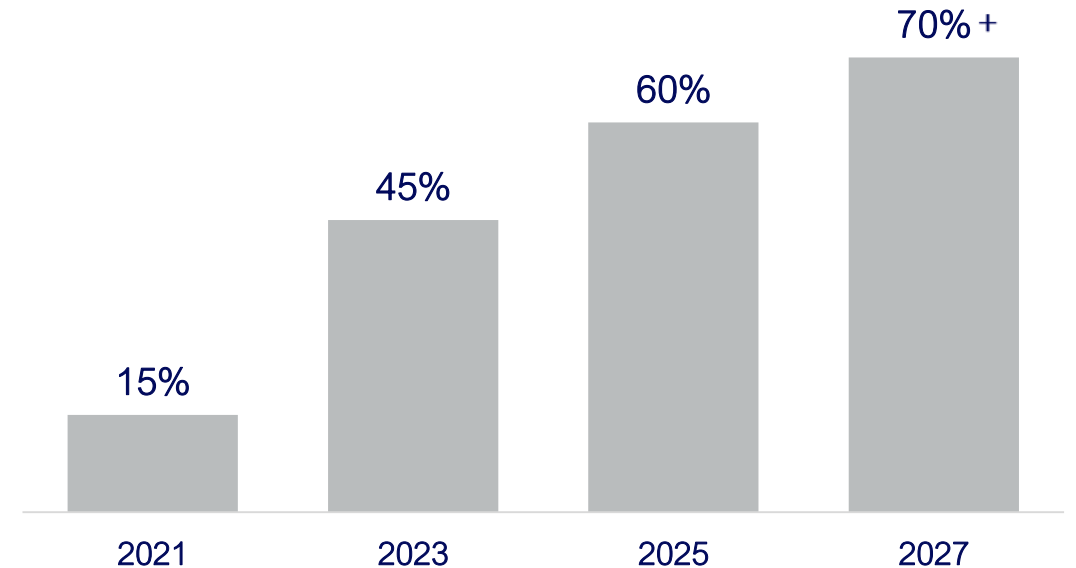
Dedicated architectures, component re-use, deliver design, manufacturing and purchasing scale

Business Model Innovation



Develop an ecosystem that makes the transitions to BEV lifestyle easier for both Commercial and Retail customers

% U.S. Market Coverage with BEV Offerings

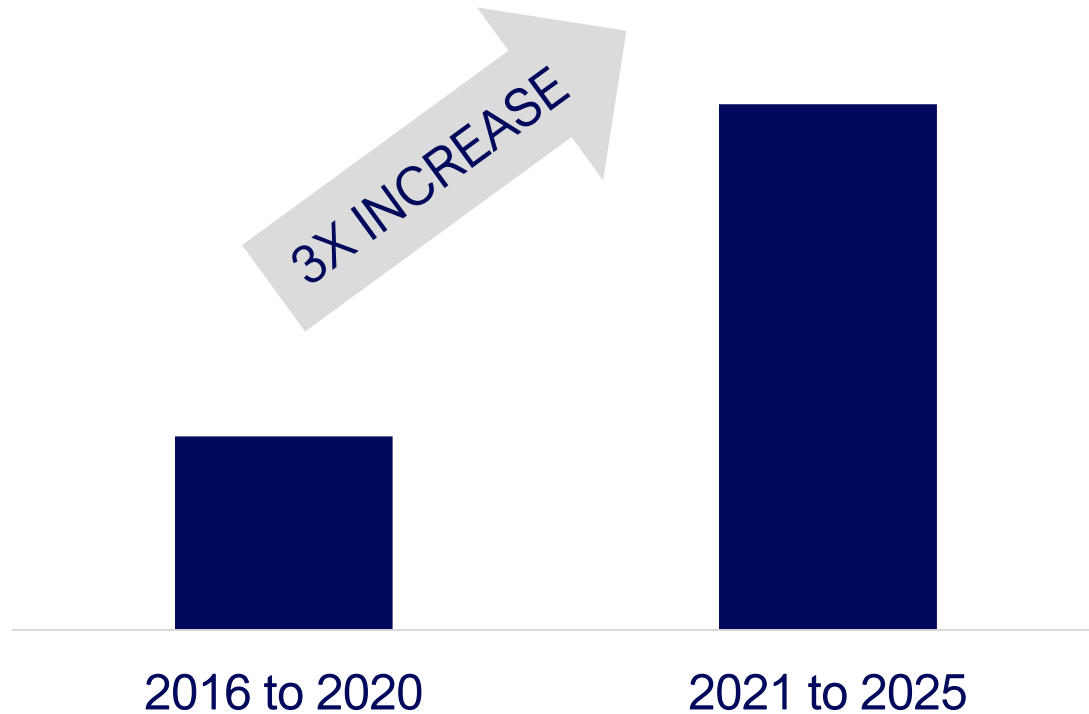


We Play To Our Strengths in High Volume Segments:

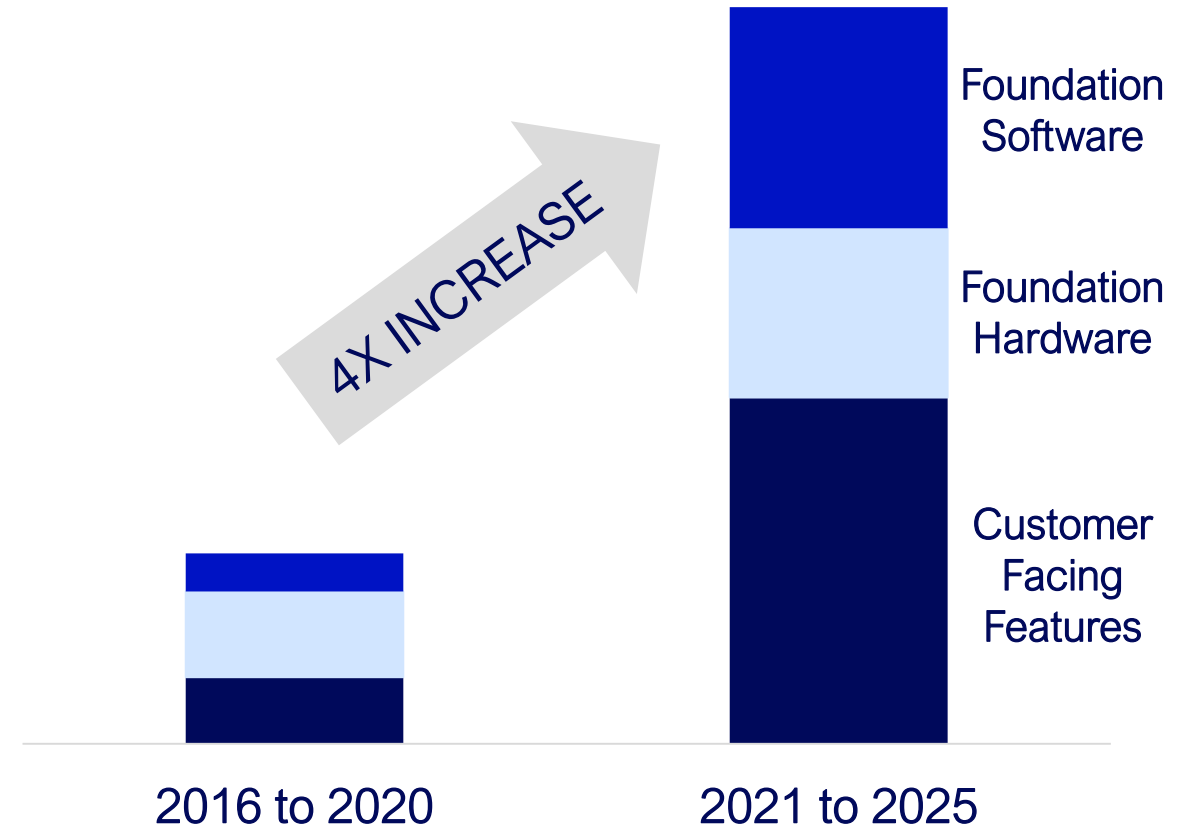
- Utilities
- Trucks
- Commercial Vans
- Premium Utility

Dramatically Increasing Investments To Electrification And Technology

Electrification Investment



Technology Investment



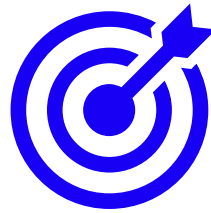
A Better Customer Experience Through Technology

WELCOMING



Embracing our customers' needs, lifestyles and interests in a personalized way

STRAIGHTFORWARD



Delivering advanced technology with clear purpose, simplicity and ease

PRODUCTIVE

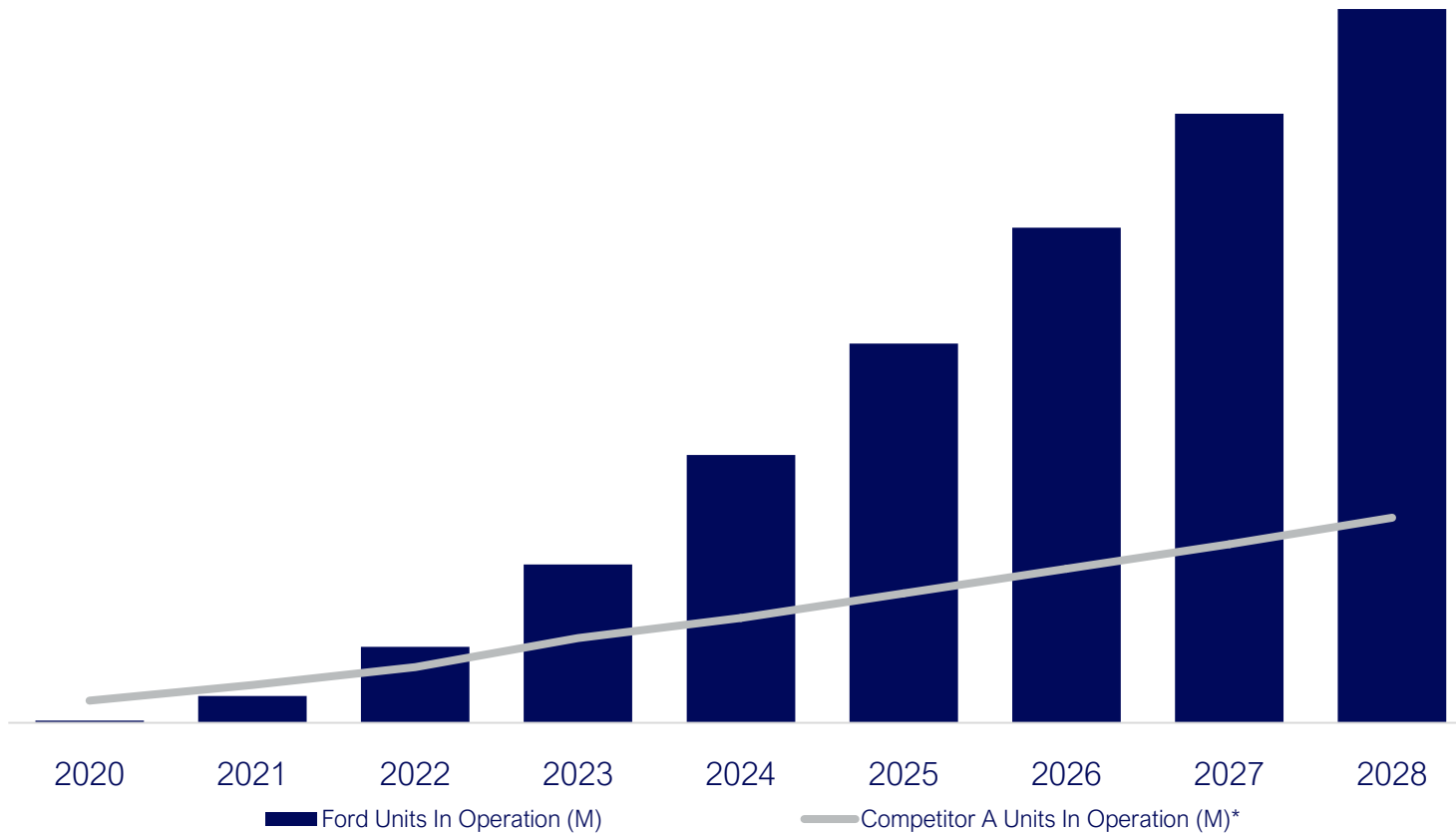


Increasing capability, driving efficiency and helping businesses thrive

A Combination Of Hardware, Software And Services Inside And Outside Of The Vehicle To Enable Customer Experiences

Number Of OTA Capable Vehicles Increases Rapidly

Cumulative Ford OTA Units In Operation (M)



- Scale is a competitive advantage
 - OTA capable units in operation grows from 1M in 2021 to 32M in 2028 – 50% trucks and vans
- Opportunity to grow services attach rate of connected vehicles
 - Commercial vehicles is a \$4B addressable market for connected products and services**

* Estimated, IHS Automotive

** Internal company estimate for North America

Growth In Connected Vehicles And Increasing Vehicle Capability Will Enable Growth In Revenue From Ford's Connected Business

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 additional factors in subsequent filings with the United States Securities and Exchange Commission.